

# Application Assessment Information

**Damon Duncan - 11-0243 - Executive Director AAHC**

Assessment Completed 1  
 Maximum Possible Score 700  
 Rollup Score 600  
 Rollup Percent 86%

## Application Assessment Responses

Assessment Name	Exec Director 7-11
Maximum Possible Score	700
Candidate Score	600
Candidate Percent	86%
<p><b>The following qualification questions will be used for an initial screening and are not the only qualifications required for this position.</b></p>	
<b>Please select your highest level of education:</b>	Master's Degree
<b>Please describe your educational program (BA, MBA, JD, etc.).</b>	<p>I hold a Master of Science in Administration Degree from Central Michigan University in General Administration. The general administration program focus on business, public and health administration.</p> <p>I also hold a Bachelor of Science Degree in Psychology from Eastern Michigan University.</p>
<b>Please select all that you have experience with:</b>	<p>HUD regulations                  Public Housing programs                  Fair Housing &amp; 504 Laws                  Section 8</p>
<b>Please describe your experience in the areas listed above.</b>	<p>Over 20 years experience in public housing industry. Experience is on both the public and private side. I have experience in various public housing programs including Capital Fund, HOPE VI, Choice Neighborhoods, ROSS, HOME, CDBG, HCVP, asset management, relocation, re-occupancy, and various other aspects.</p>
<b>Do you have at least 5 years in a supervisory capacity?</b>	Yes
<b>Do you have at least 3 years experience working in a union environment?</b>	Yes
<b>Do you have PHM certification?</b>	Yes

## Candidates Assessment Information

**Damon Duncan**

Assessments Completed 14  
 Maximum Possible Score 0  
 Rollup Score 0  
 Rollup Percent 0%

### Candidates Assessment Responses

Assessment Name	Copy of Introduction
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**We are proud of our diverse workforce and our commitment to being an equal opportunity employer for all. We do not discriminate on the basis of a person's actual or perceived race, color, sex, religion, sexual orientation, mental or physical limitations, Vietnam veteran status, age, condition of pregnancy, family responsibility, national origin, height, weight, marital status, gender identity or HIV status in any aspect of our hiring or employment process.**

**If you require reasonable accommodation during an interview or examination process, or to complete this application, please notify the Human Resources Department at (734) 794-6120.**

- The City of Ann Arbor is a drug-free workplace. Upon offer of employment, you will be required to submit to a drug screen.
- Some positions may require a criminal history and background investigation.
- If you are applying for a position that requires driving, your driving record will be reviewed as part of the hiring process.

Please complete the requested information accurately and completely; the information you provide will be verified.

**We will not further consider you until you have completed this application. Please do not indicate "See resume" on any portion of this application.**

Please allow 30 - 45 minutes to complete this process.

Thank you again for your interest in employment with the City of Ann Arbor.

Assessment Name	General History
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Have you ever been employed by the City of Ann Arbor?** No

**If yes, what was your employment status?**

**If yes, what Department/Division did you work for?**

**If yes, when were you employed with City of Ann Arbor?**

**The City of Ann Arbor has a policy that prohibits the supervision of an employee by an immediate relative. Do you have any relatives currently employed by the City of Ann Arbor?** No

**If yes, list Name(s) and Department(s):**

**Are you eligible to work in the US?** Yes

**Are you at least 18 years of age?** Yes

**When would you be available to start a new position?** September 1, 2011

**Are you currently considering any other opportunities?** No

**If yes, at what stage of the Recruiting process are you?**

**Have you been convicted of a Felony or a Misdemeanor within the last 7 years?** No

**If yes, please state where, when, the nature of the offense(s), and the sentence(s) imposed by the court:**

**NOTE: Conviction of a Felony or a Misdemeanor is not an automatic bar to employment (all circumstances will be considered).**

Assessment Name	Employment 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History**

**On this and the**

following 2 pages, please enter information about your current and previous employers. Please be accurate; this information will be verified.

If you do not have any previous employment history, enter "None" in the required fields.

**Current or most recent employer:** ClesiaVentures

If no employment history, enter "None."

**Type of business:** Public+Housing+Consulting

**City and State where you worked for this employer (for example Dallas, TX).** Kennesaw%2c+Georgia

**Phone number:** 4048054102

**Brief description of your duties:** Principal+owner+of+a+public+housing+consulting+firm.+ +Provided+consulting+services+to+PHAs+in+the+area+of+redevelopment%2c+grant+management%2c+compliance%2c+monitoring%2c+construction+administration+and+resident+services.

**Last job title:** Principal%2fOwner

**Supervisor's name:** Damon+E.+Duncan

**Salary or hourly wage:** 100000

**Pay frequency for the pay rate you entered above:** Year

**Start date (mm/yyyy):** 04%2f01%2f2005

**End date (mm/yyyy):** Still+Employed

**If still employed here, enter "Still employed."**

**Reason for leaving:** Still+employed

**If still employed, enter "Still employed."**

**May we contact this employer?** Yes

**If no, please explain.**

**Assessment Name:** Employment 2

**Maximum Possible Score:** 0

**Candidate Score:** 0

**Candidate Percent:** 0%

**Employment History 2**

Please be accurate; this information will be verified.

If you do not have any additional employment history, click Next.

**Employer name:** IMC Consulting, LLC

**Type of business:** Public Housing Consulting

**City and State where you worked for this employer (for example Dallas, TX).** Atlanta, GA; Woodstock, MD; White Plains, NY

**Phone number:** 4105554666  
**Brief description of your duties:** Provided public housing redevelopment, asset management, operations, grant management, compliance, monitoring and reporting services for various PHA clients across the country.  
**Last job title:** Senior Manager  
**Supervisor's name:** Brian Sweeney  
**Salary or hourly wage:** 115000  
**Pay frequency for the pay rate you entered above:** Year  
**Start date (mm/yyyy):** 04/01/2005  
**End date (mm/yyyy):** 6/30/2010  
**If still employed here, enter "Still employed."**  
**Reason for leaving:** Obtained contract for my own firm.  
**If still employed, enter "Still employed."**  
**May we contact this employer?** Yes  
**If no, please explain.**

Assessment Name	Employment 3
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

### Employment History 3

Please be accurate; this information will be verified.

If you do not have any additional employment history, click Next.

**Employer name:** Detroit Housing Commission  
**Type of business:** Public Housing Authority  
**City and State where you worked for this employer (for example Dallas, TX):** Detroit, Michigan  
**Phone number:** 3138778000  
**Brief description of your duties:** Division head for a large PHA (over 4,000 units) responsible for development activities which include demolition, disposition, construction, resident services and re-occupancy.  
**Last job title:** Director of HOPE VI Development  
**Supervisor's name:** Cassandra Smith Gray  
**Salary or hourly wage:** 93000  
**Pay frequency for the pay rate you entered above:** Year  
**Start date (mm/yyyy):** 04/01/2002  
**End date (mm/yyyy):** 4/01/2005  
**Reason for leaving:** Received opportunity in the private sector.  
**May we contact this employer?** Yes  
**If no, please explain.**

Assessment Name	Employment Military History
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

Have you ever served in the armed forces, National Guard or military reserves? No

If yes, select service type(s):

**Highest Rank:**  
**Branch of Service:**  
**Service Number:**  
**Dates of Service**  
**From (month/year):**  
**To (month/year):**  
**Type of Discharge:**

Assessment Name	Education 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

### Education History

Please provide the requested information about your highest level of education.

**Highest education level:** Master of Science  
**School name:** Central Michigan University

**If your school name is not listed, select "Other."**  
**If "Other," what school did you attend?**  
**City and State (for example Dallas, TX):** Mt. Pleasant, Michigan  
**Major:** Other  
**If your major name is not listed, please select "Other."**  
**If "Other," what major did you graduate with?** General Administration  
**Start month and year (mm/yyyy):** 06/03/1996  
**End month and year (mm/yyyy):** 12/30/1997  
**Did you graduate?** Yes

Assessment Name	Education 2
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Education History 2**

**Please provide the requested information about your education. If you have no additional education history, click Next.**  
**Education level:** Bachelor of Science  
**School name:** Eastern Michigan University  
**If your school name is not listed, select "Other."**  
**If "Other," what school did you attend?**  
**City and State (for example Dallas, TX):** Ypsilanti, Michigan  
**Major:** Psychology  
**If your major name is not listed, please select "Other."**  
**If "Other," what major did you graduate with?**  
**Start month and year (mm/yyyy):** 09/03/1986  
**End month and year (mm/yyyy):** 04/30/1994  
**Did you graduate?** Yes

Assessment Name	Education 3
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Education History 3**

**Please provide the requested information about your education. If you have no additional education history, click Next.**  
**Education level:** Some college  
**School name:** Other  
**If your school name is not listed, select "Other."**  
**If "Other," what school did you attend?** Auburn University  
**City and State (for example Dallas, TX):** Auburn, Alabama  
**Major:** Continuing Education - School of Engineering  
**If your major name is not listed, please select "Other."**  
**If "Other," what major did you graduate with?**  
**Start month and year (mm/yyyy):** 09/01/2008  
**End month and year (mm/yyyy):** 01/25/2008  
**Did you graduate?** No

Assessment Name	Licenses/Certifications
Maximum Possible Score	1
Candidate Score	0
Candidate Percent	0%

**Licenses/Certifications**

**On this and the following page, please provide the requested information about professional licenses and certifications that you hold.**  
**License/certification type:** Operator Class C Cert  
**If the desired type is not listed, please select "Other."**  
**If "Other," enter your license/certification:**  
**License/certification provider:** State of Georgia  
**License/certification number:** 053074698  
**Month and year issued (mm/yyyy):** 02/22/2011  
**Expiration month and year (mm/yyyy):** 03/03/2016

Assessment Name	Additional Information
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>Professional Memberships:</b>	National Association of Housing and Redevelopment Officials (NAHRO)
<b>Briefly describe additional education, experience, skills or qualifications you believe would qualify you for the position for which you applied:</b>	Certified Public Housing Manager (PHM)

Assessment Name	Employment References
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>Professional References</b>	
<b>Please list three professional references (other than relatives) who you have worked with</b>	
<b>Reference 1</b>	
<b>Name:</b>	Mack Carter
<b>Address:</b>	223 Dr. Martin Luther King Jr. Blvd
<b>Title:</b>	Executive Director
<b>Phone Number:</b>	[REDACTED]
<b>Years Acquainted:</b>	4
<b>Relationship:</b>	Former client
<b>Reference 2</b>	
<b>Name:</b>	C. Ray Baker
<b>Address:</b>	28 West Adams
<b>Title:</b>	CEO
<b>Phone Number:</b>	[REDACTED]
<b>Years Acquainted:</b>	10+
<b>Relationship:</b>	Public Housing Colleague
<b>Reference 3</b>	
<b>Name:</b>	Terese Walton
<b>Address:</b>	585 Parkview Drive
<b>Title:</b>	VP of Housing
<b>Phone Number:</b>	[REDACTED]
<b>Years Acquainted:</b>	10+
<b>Relationship:</b>	Public Housing Colleague

Assessment Name	Application Statement
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>CERTIFICATION OF ACCURACY</b>	
<b>(PLEASE READ AND ENTER YOUR FULL NAME SIGNATURE BELOW - UPON HIRE, YOU WILL BE REQUIRED TO SIGN A COPY OF THIS APPLICATION)</b>	
I understand that appointments have a probationary period during which time I must demonstrate my ability for continued employment with the City of Ann Arbor. I also understand that persons offered a position with the City of Ann Arbor may, in some cases, be required to submit to a medical examination by a City-appointed doctor prior to placement in a position. The City of Ann Arbor is an at will employer.	
I am aware that willfully withholding information or making false statements on this application may be the basis for dismissal from City service. I agree to these conditions and hereby certify that all statements made by me on this application are true and complete to the best of my knowledge.	
<b>Full Legal Name:</b>	Damon Emmeric Duncan
<b>Today's Date:</b>	07/29/2011

Assessment Name	Credential Release
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>RELEASE AUTHORIZING CHECK OF APPLICANT'S CREDENTIALS</b>	

In consideration of the City of Ann Arbor's evaluation of my suitability for employment, I hereby authorize the City to perform all checks of my credentials allowed by law, including but not limited to discussions with supervisors, co-workers, friends, business associates, or other individuals that the City, in its sole discretion, believes may have relevant information regarding my suitability for employment. I further authorize the City of Ann Arbor to perform the following checks on my credentials: request of police and/or credit report, and such other checks as the City of Ann Arbor deems appropriate.

I agree not to assert any claims of causes of action of any kind against the City, its agents, its employees, or any individual contacted by the City, arising out of the City's investigation. I further release and forever discharge the City, its agents, its employees, and the individuals and companies contracted by the as part of its investigation, from any and all claims, demands, damages, actions, cause of action, or suits of any kind of nature whatsoever arising from the City's investigation of my credentials. I acknowledge that the City has made no representation of any kind as to whether employment will be offered at the conclusion of its investigation.

Full Legal Name:

Damon  
Emmeric  
Duncan

Today's Date:

07/29/2011

DAMON E. DUNCAN, MSA, PHM  
2330 Kennesaw Oaks Court, N.W.  
Kennesaw, Georgia 30152  
Phone: [REDACTED]  
Email: [REDACTED]

#### SUMMARY

With over 20 years of experience in public housing, affordable housing redevelopment, resident initiatives, marketing, grants writing and management, I have accumulated a wide range of housing specific skills and believe strongly that my vast experience qualifies me for this unique professional position.

#### PROFESSIONAL EXPERIENCE

Principal  
ClesiaVentures - Kennesaw, GA  
2005 - Present

- Currently providing Alexandria (La) Housing Authority (AHA) with grants implementation, monitoring, reporting, compliance, Section 3 program oversight and re-occupancy services associated with ARRA and CFRC stimulus grants.
- Assisted in the development and submission of a successful \$7.9 million CFRC grant proposal to USHUD for AHA.
- Providing development consulting, grant writing and technical assistance to the Ypsilanti Housing Commission.
- Providing development technical assistance to Triumph Baptist Church in Detroit, MI.
- Responsible for the marketing, outreach, web development and management, branding, lead tracking, print collateral and mailers.

Senior Manager  
IMC Consulting - Woodstock, MD Headquarters/Atlanta Regional Office  
2005 - 2010

- Provided program management and technical assistance to numerous PHA's across the county in areas of mixed-finance redevelopment; capital fund program management and administration; strategic planning; program marketing; procurement; government relations; grants management; program compliance; resident relations.
- Former IMC clients where I have provided professional consulting services include: White Plains Housing Authority (New York); The Municipal Housing Authority for the City of Yonkers (New York); Detroit Housing Commission; Wilmington Housing Authority (Delaware); The Housing Authority of the City of Atlanta.
- As a senior manager, I lead several proposal efforts which include winning Capital Fund Recovery Competition (CFRC) grants for the White Plains Housing Authority (\$3.5 million) and the Wilmington Housing Authority (1.78 million). I also lead the effort in writing a HOPE VI application for the Wilmington Housing Authority that is currently under review for FY 2010 funding.
- Led company marketing efforts with branding, logo development, marketing collateral development of Peachtree Works, the Atlanta-based subsidiary.

Director of Development  
Detroit Housing Commission - Detroit, MI  
2002 - 2005

- Provided overall leadership and direction for multiple phases for the Authority's Woodbridge Estates (\$39 million grant award) and Herman Gardens (\$28 million grant) HOPE VI projects.
- Responsible for the implementation of the HOPE VI program including: the creation of solicitations; developer selection; quarterly progress reporting; environmental; demolition, disposition; pre-development planning; city MOU coordination; community and supportive services program delivery; relocation and re-occupancy.
- Provided oversight in the administration and implementation of the Authority's Capital Fund Program Replacement Housing Factor program (CFRHF) which included a CDBG program approach to administering funds to various CDC's and CHDO's in efforts to jump-start stalled development deals throughout the city.
- Provided oversight of marketing outreach efforts as units were targeted to former public housing residents, moderate-income and market rate residents.
- As director of the department with direct budgetary accountability, I provided oversight to a staff of Hope VI project coordinators, construction administrators, architects, civil engineers, attorneys and supportive service coordinators.
- Prepared, managed, monitored program and staff budgets with variance responsibility for multiple funding sources including: HUD Hope VI, Replacement Housing Factor, Comprehensive Grant, Development Grants, Capital Fund Program, Lead Hazard Control, HOME, Community Development Block Grant (CDBG) and Neighborhood Opportunity Funds (NOF).
- Responsible for grant monitoring, compliance and reporting.

Urban Revitalization Demonstration/HOPE VI Coordinator  
Detroit Housing Commission - Detroit, MI  
1999 - 2002



- Provided leadership and coordination of the Woodbridge Estates (formerly Jeffries Homes) HOPE VI project.
- Assisted the agency in accomplishing its first mixed-finance closing that consisted of a mix of ACC, moderate affordable and market rate housing units of mixed types.
- Provided coordination and assisted in the development of mixed-finance proposals, rental term sheets, early start/predevelopment agreements and master development agreement.
- Coordinated and supervised the demolition of over 2,00 units of public housing.
- Responsible for grant monitoring, compliance and reporting.

Director of Government & Human Services  
Flint Housing Commission - Flint, MI  
1994 - 1999

- Developed winning competitive proposals and provided management oversight of all resident services programs which included Drug Elimination (PHDEP), Resident Opportunities and Supportive Services (ROSS), Economic Development and Self Sufficiency (EDSS) and Service Coordinator programs.
- Lead the development and submission of a HOPE VI grant application targeted for Riverside Apartments.
- Lead planning and pre-development activities in preparation for the submission of a HOPE VI application and the procurement of program management and developer services.
- Responsible for all grant compliance, monitoring and reporting.

Adjunct Instructor  
Davenport University - Flint, Mi  
1997 - 2002

- Provided undergraduate instruction at a fully accredited university in Management/Marketing and Computer Information Systems.
- Management/Marketing courses taught include: Business Communication; Business Ethics; Supervisory Management; Principals in Marketing and Management Psychology.
- Computer Information Systems courses taught include: Microsoft Office (Word, Excel, PowerPoint, Access and Outlook); Database Development; and Microcomputer Applications.

Special Programs Coordinator  
Pontiac Housing Commission - Pontiac, MI  
1991 - 1994

- Provided grant writing and program coordination for PHDEP, ROSS and Vacancy Reduction programs.
- Served as liaison between the commission, government officials and residents.
- Secured over \$1 million in federal grants in three-year span.
- Developed first citywide 3-On-3 Basketball Tournament.
- Provided resident council training in various aspects of organizational development.
- Responsible for grant monitoring, compliance and reporting.

## EDUCATION

Master of Science in Administration Degree  
Central Michigan University  
Mt. Pleasant, Michigan, 1997  
Graduate Thesis: "The problem of leasing and occupancy in public housing."

Bachelor of Science Degree  
Major: Psychology  
Minor: Sociology  
Eastern Michigan University  
Ypsilanti, Michigan, 1994

## TRAININGS & PROFESSIONAL AFFILIATIONS

- HUD Mixed Finance Procurement Certification – NAHRO
- Public Housing Manager (PHM) Certified - NAHRO
- Auburn University, School of Engineering Continuing Education, Engineering Ethics
- Novagradic New Market's Tax Credit Training
- ULI/Development Training Institute- Advance Project Development
- ULI/Development Training Institute- Project Development Introduction
- Michigan State Housing Development Authority Tax Credit Application Training
- Neighborhood Reinvestment Institute Training –Affordable Housing Development
- Community Foundation of Greater Flint – Board Member

#### AWARDS & ACCOMMODATIONS

- Top Leaders of the Tomorrow, Metro Detroit, 2000
- Mayoral Proclamation from the City of Flint, Mayor Woodrow Stanley, 2000
- Runner up for Instructor of the Year – Davenport University, 1997
- Featured in Ebony Magazines 50 Top U.S. Leaders of the Future, 1995

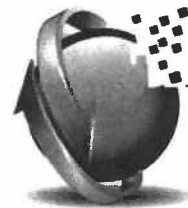
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POWERED BY  **ULTIPRO**

**APPLICATION FOR THE POSITION OF  
EXECUTIVE DIRECTOR  
FOR  
ANN ARBOR HOUSING AUTHORITY**

**JULY 29, 2011**

*Submitted to:*  
City of Ann Arbor  
Human Resources  
301 E. Huron St. 6<sup>th</sup> Floor  
Ann Arbor, MI 48107



*Submitted by:*  
Damon E. Duncan  
2330 Kennesaw Oaks Court, NW  
Suite 100  
Kennesaw, Georgia 30152  
Phone: 404-875-1111  
Fax: 404-875-1111  
[www.ClesiaVentures.com](http://www.ClesiaVentures.com)

July 29, 2011

City of Ann Arbor  
Human Resources Department  
301 E. Huron St. 6<sup>th</sup> Floor  
Ann Arbor, MI 48107

**RE: Executive Director position**

Dear Board Chairman,

Please accept my application in consideration for the Program and Marketing Manager position with City First Homes. With extensive management experience and consistent success in the achievement of objectives, I am confident I will contribute the same level of performance as a member of the Ann Arbor Housing Commission team.

My culmination of experience in public/affordable housing and management, real estate development transactions and my formal training in organizational development extends over 20 years as I have progressed from smaller-scale Authorities to a role as Senior Manager for a national consulting firm to owning and operating my own firm.

I entered the industry and obtained a foundational perspective by serving residents as a Resident Initiatives Coordinator for the Pontiac Housing Commission (Pontiac, MI) where I was responsible for coordinating Public Housing Drug Elimination Programs (PHDEP) funded through HUD. This initial resident-based experience served as a constant reminder of the central focus and mission of the public housing industry as I would later advance within the industry.

My accomplishments with securing PHDEP and ROSS funding led me to position of Director of Human Services with the Flint Housing Commission; a mid-sized Authority located in Flint, Michigan. In this position I would continue to secure HUD funding through various programs including the Vacancy Reduction Program, PHDEP, ROSS, EDSS and other local foundation funding sources. My success with resident service and self-sufficiency programs afforded me an opportunity to transition into HOPE VI as I was selected as a critical team member in the HOPE VI application and pre-development process with the Authority. Having obtained over \$5 million in competitive funding, my efforts in the City of Flint lead Ebony Magazine to name me as one of the top "50 Leaders of Tomorrow." Upon the completion of my tenure with the Flint Housing Commission, I was awarded a Mayor's Proclamation for outstanding service.

With the thrust and focus of public housing changing to the redevelopment of obsolete properties, I was able to transition into development. My transition lead the Detroit Housing Commission, the largest PHA in the state of Michigan, to hire me as an Urban Revitalization Demonstration Coordinator/HOPE VI Coordinator where my responsibilities included coordination of a \$39 million HOPE VI award for Woodbridge Estates, formerly Jeffries Homes project in Detroit, Michigan.

After three (3) years of successful program coordination I was promoted to the Director of HOPE VI Development where my responsibilities included leading and managing two large HOPE VI projects that collectively exceeded \$370 million in total development cost. I was also responsible for administering the Capital Fund Replacement Housing Factor (CFRHF) budget that exceeded \$50

million. My work in this capacity provided me with extensive experience in the mixed-finance development process ranging from predevelopment through lease-up.

The culmination of my public/affordable housing experience lead IMC, a national consulting firm based in Woodstock, Maryland, to hire me a Senior Manager. As an IMC team member, I have worked with several PHA's along the east coast and in the south with strategic planning, organizational development, master planning, redevelopment, procurement, policy and procedures development, PHA planning and numerous other operational and capital development functions. The PHAs I consulted with include: White Plains Housing Authority (N.Y.), The Municipal Housing Authority for the City of Yonkers (NY), Bridgeport Housing Authority (CT), Detroit Housing Commission, and the Atlanta Housing Authority.

The principals at IMC understood my desire to own and operate my own firm and they assisted me to accomplish the same. Once I obtained substantial independent work engagements, I commenced operating my firm, ClesiaVentures, on a full-time basis. Through ClesiaVentures I have assisted the Alexandria (LA) Housing Authority in developing 64 units of new ACC housing with the use of Capital Fund Recovery Competitive "Green Communities" grant dollars totaling \$7.9 million. Additionally, I assist AHA in developing and implementing a Section 3 program in which four (4) resident are currently employed. The Authority is in the process of offering full-time permanent employment to one of the Section 3 hires.

In addition to the AHA engagement, ClesiaVentures assisted the Ypsilanti (MI) Housing Commission in the development, coordination and submission of a Choice Neighborhoods application and continue to provide redevelopment technical assistance on an as needed basis.

As a compliment to my public/affordable housing experience, I served Davenport University, formerly the Detroit College of Business, as an adjunct instructor providing undergraduate instruction and lecturing in courses that included: Business Ethics, Supervisory Management, Business Communication, Principals in Marketing, Management Psychology, Microcomputer Applications and Database Development.

These achievements and progression span various functions; thus, I have demonstrated the ability to meet and exceed expectations in a variety of environments. I am certain that I will contribute the same level of performance with AAHC. To provide you with details concerning my qualifications and accomplishments, my résumé is enclosed as well as a few project summary sheets from current and past developments. I would welcome a meeting to discuss our mutual interests and the results you can expect from me.

Thank you for your time and consideration. I look forward to hearing from you soon.

Sincerely,



Damon E. Duncan



**DAMON E. DUNCAN, MSA, PHM**

2330 Kennesaw Oaks Court, N.W.

Kennesaw, Georgia 30152

Phone: [REDACTED]

Email: [REDACTED]

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**SUMMARY**

With over 20 years of experience in public housing, affordable housing redevelopment, resident initiatives, marketing, grants writing and management, I have accumulated a wide range of housing specific skills and believe strongly that my vast experience qualifies me for this unique professional position. My experience as a public and affordable housing professional, a professional program management consultant and marketing instructor creates a distinct match between the my qualifications and the position description for **Executive Director for the Ann Arbor Housing Commission**.

**PROFESSIONAL EXPERIENCE**

**Principal**

ClesiaVentures – Kennesaw, GA

2005 – Present

- Currently providing Alexandria (La) Housing Authority (AHA) with grants implementation, monitoring, reporting, compliance, Section 3 program oversight and re-occupancy services associated with ARRA and CFRC stimulus grants.
- Assisted in the development and submission of a successful \$7.9 million CFRC grant proposal to USHUD for AHA.
- Providing development consulting, grant writing and technical assistance to the Ypsilanti Housing Commission.
- Providing development technical assistance to Triumph Baptist Church in Detroit, MI.
- Responsible for the marketing, outreach, web development and management, branding, lead tracking, print collateral and mailers.

**Senior Manager**

IMC Consulting - Woodstock, MD Headquarters/Atlanta Regional Office

2005 – 2010

- Provided program management and technical assistance to numerous PHA's across the county in areas of mixed-finance redevelopment; capital fund program management and administration; strategic planning; program marketing; procurement; government relations; grants management; program compliance; resident relations.
- Former IMC clients where I have provided professional consulting services include: White Plains Housing Authority (New York); The Municipal Housing Authority for the City of Yonkers (New York); Detroit Housing Commission; Wilmington Housing Authority (Delaware); The Housing Authority of the City of Atlanta.

- As a senior manager, I lead several proposal efforts which include winning Capital Fund Recovery Competition (CFRC) grants for the White Plains Housing Authority (\$3.5 million) and the Wilmington Housing Authority (1.78 million). I also lead the effort in writing a HOPE VI application for the Wilmington Housing Authority that is currently under review for FY 2010 funding.
- Led company marketing efforts with branding, logo development, marketing collateral development of Peachtree Works, the Atlanta-based subsidiary.

### **Director of Development**

Detroit Housing Commission - Detroit, MI  
2002 - 2005

- Provided overall leadership and direction for multiple phases for the Authority's Woodbridge Estates (\$39 million grant award) and Herman Gardens (\$28 million grant) HOPE VI projects.
- Responsible for the implementation of the HOPE VI program including: the creation of solicitations; developer selection; quarterly progress reporting; environmental; demolition, disposition; pre-development planning; city MOU coordination; community and supportive services program delivery; relocation and re-occupancy.
- Provided oversight in the administration and implementation of the Authority's Capital Fund Program Replacement Housing Factor program (CFRHF) which included a CDBG program approach to administering funds to various CDC's and CHDO's in efforts to jump-start stalled development deals throughout the city.
- Provided oversight of marketing outreach efforts as units were targeted to former public housing residents, moderate-income and market rate residents.
- As director of the department with direct budgetary accountability, I provided oversight to a staff of Hope VI project coordinators, construction administrators, architects, civil engineers, attorneys and supportive service coordinators.
- Prepared, managed, monitored program and staff budgets with variance responsibility for multiple funding sources including: HUD Hope VI, Replacement Housing Factor, Comprehensive Grant, Development Grants, Capital Fund Program, Lead Hazard Control, HOME, Community Development Block Grant (CDBG) and Neighborhood Opportunity Funds (NOF).
- Responsible for grant monitoring, compliance and reporting.

### **Urban Revitalization Demonstration/HOPE VI Coordinator**

Detroit Housing Commission - Detroit, MI  
1999 - 2002

- Provided leadership and coordination of the Woodbridge Estates (formerly Jeffries Homes) HOPE VI project.
- Assisted the agency in accomplishing its first mixed-finance closing that consisted of a mix of ACC, moderate affordable and market rate housing units of mixed types.
- Provided coordination and assisted in the development of mixed-finance proposals, rental term sheets, early start/predevelopment agreements and master development agreement.
- Coordinated and supervised the demolition of over 2,00 units of public housing.

- Responsible for grant monitoring, compliance and reporting.

### **Director of Government & Human Services**

Flint Housing Commission - Flint, MI

1994 – 1999

- Developed winning competitive proposals and provided management oversight of all resident services programs which included Drug Elimination (PHDEP), Resident Opportunities and Supportive Services (ROSS), Economic Development and Self Sufficiency (EDSS) and Service Coordinator programs.
- Lead the development and submission of a HOPE VI grant application targeted for Riverside Apartments.
- Lead planning and pre-development activities in preparation for the submission of a HOPE VI application and the procurement of program management and developer services.
- Responsible for all grant compliance, monitoring and reporting.

### **Adjunct Instructor**

Davenport University - Flint, Mi

1997 – 2002

- Provided undergraduate instruction at a fully accredited university in Management/Marketing and Computer Information Systems.
- Management/Marketing courses taught include: Business Communication; Business Ethics; Supervisory Management; Principals in Marketing and Management Psychology.
- Computer Information Systems courses taught include: Microsoft Office (Word, Excel, PowerPoint, Access and Outlook); Database Development; and Microcomputer Applications.

### **Special Programs Coordinator**

Pontiac Housing Commission – Pontiac, MI

1991 – 1994

- Provided grant writing and program coordination for PHDEP, ROSS and Vacancy Reduction programs.
- Served as liaison between the commission, government officials and residents.
- Secured over \$1 million in federal grants in three-year span.
- Developed first citywide 3-On-3 Basketball Tournament.
- Provided resident council training in various aspects of organizational development.
- Responsible for grant monitoring, compliance and reporting.



## **EDUCATION**

Master of Science in Administration Degree

Central Michigan University

Mt. Pleasant, Michigan, 1997

Graduate Thesis: *"The problem of leasing and occupancy in public housing."*

Bachelor of Science Degree

Major: Psychology

Minor: Sociology

Eastern Michigan University

Ypsilanti, Michigan, 1994

## **TRAININGS & PROFESSIONAL AFFILIATIONS**

- HUD Mixed Finance Procurement Certification – NAHRO
- Public Housing Manager (PHM) Certified - NAHRO
- Auburn University, School of Engineering Continuing Education, Engineering Ethics
- Novagradic New Market's Tax Credit Training
- ULI/Development Training Institute- Advance Project Development
- ULI/Development Training Institute- Project Development Introduction
- Michigan State Housing Development Authority Tax Credit Application Training
- Neighborhood Reinvestment Institute Training –Affordable Housing Development
- Community Foundation of Greater Flint – Board Member

## **AWARDS & ACCOMMODATIONS**

- Top Leaders of the Tomorrow, Metro Detroit, 2000
- Mayoral Proclamation from the City of Flint, Mayor Woodrow Stanley, 2000
- Runner up for Instructor of the Year – Davenport University, 1997
- Featured in Ebony Magazines 50 Top U.S. Leaders of the Future, 1995

**REFERENCES**

Mack Carter  
Executive Director  
White Plains Housing Authority  
223 Dr. Martin Luther King Jr. Blvd.  
White Plains, NY 10601

[REDACTED]  
[REDACTED]

C. Ray Baker  
C. Ray Baker & Associates  
28 W. Adams, Suite 500  
Detroit, MI 48206

[REDACTED]  
[REDACTED]  
[REDACTED]

Terese Walton  
585 Parkview Drive  
Detroit, MI 48214

[REDACTED]  
[REDACTED]

# Application Assessment Information

**William Ward - 11-0243 - Executive Director AAHC**

Assessment Completed 1  
 Maximum Possible Score 700  
 Rollup Score 500  
 Rollup Percent 71%

## Application Assessment Responses

Assessment Name	Exec Director 7-11
Maximum Possible Score	700
Candidate Score	500
Candidate Percent	71%
<p><b>The following qualification questions will be used for an initial screening and are not the only qualifications required for this position.</b></p>	
<p><b>Please select your highest level of education:</b></p>	Master's Degree
<p><b>Please describe your educational program (BA, MBA, JD, etc.).</b></p>	MPA
<p><b>Please select all that you have experience with:</b></p>	HUD regulations Public Housing programs Fair Housing & 504 Laws Section 8
<p><b>Please describe your experience in the areas listed above.</b></p>	I am charged with ensuring regulatory compliance for the largest public housing commision in the state of michigan in all of these areas as well as tax credit and mixed finance transactions. Further, I crafted the Detroit Housing Commission's "Stop Loss" application for conversion to Asset Based Management, negotiated the current VCA which covers DHC's 504 and Fair Housing Compliance and wrote Section 8's CAP which lead DHC to becoming a Standard Performer on HUD's SEMAP System.
<p><b>Do you have at least 5 years in a supervisory capacity?</b></p>	Yes
<p><b>Do you have at least 3 years experience working in a union environment?</b></p>	Yes
<p><b>Do you have PHM certification?</b></p>	No

## Candidates Assessment Information

**William Ward**

Assessments Completed 14  
 Maximum Possible Score 0  
 Rollup Score 0  
 Rollup Percent 0%

### Candidates Assessment Responses

Assessment Name	Copy of Introduction
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<p><b>We are proud of our diverse workforce and our commitment to being an equal opportunity employer for all. We do not discriminate on the basis of a person's actual or perceived race, color, sex, religion, sexual orientation, mental or physical limitations, Vietnam veteran status, age, condition of pregnancy, family responsibility, national origin, height, weight, marital status, gender identity or HIV status in any aspect of our hiring or employment process.</b></p> <p><b><i>If you require reasonable accommodation during an interview or examination process, or to complete this application, please notify the Human Resources Department at (734) 794-6120.</i></b></p> <ul style="list-style-type: none"> <li>• The City of Ann Arbor is a drug-free workplace. Upon offer of employment, you will be required to submit to a drug screen.</li> <li>• Some positions may require a criminal history and background investigation.</li> <li>• If you are applying for a position that requires driving, your driving record will be reviewed as part of the hiring process.</li> </ul> <p><b>Please complete the requested information accurately and completely; the information you provide will be verified.</b></p> <p><b><i>We will not further consider you until you have completed this application. Please do not indicate "See resume" on any portion of this application.</i></b></p> <p><b>Please allow 30 - 45 minutes to complete this process.</b></p> <p><b>Thank you again for your interest in employment with the City of Ann Arbor.</b></p>	

Assessment Name	General History
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<p><b>Have you ever been employed by the City of Ann Arbor?</b></p> <p><b>If yes, what was your employment status?</b></p> <p><b>If yes, what Department/Division did you work for?</b></p> <p><b>If yes, when were you employed with City of Ann Arbor?</b></p> <p><b><i>The City of Ann Arbor has a policy that prohibits the supervision of an employee by an immediate relative. Do you have any relatives currently employed by the City of Ann Arbor?</i></b></p> <p><b>If yes, list Name(s) and Department(s):</b></p> <p><b>Are you eligible to work in the US?</b></p> <p><b>Are you at least 18 years of age?</b></p> <p><b>When would you be available to start a new position?</b></p> <p><b>Are you currently considering any other opportunities?</b></p> <p><b>If yes, at what stage of the Recruiting process are you?</b></p> <p><b>Have you been convicted of a Felony or a Misdemeanor within the last 7 years?</b></p>	<p>No</p> <p>No</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>30 Days from Offer</p> <p>No</p> <p>No</p>

**If yes, please state where, when, the nature of the offense(s), and the sentence(s) imposed by the court:**

**NOTE: Conviction of a Felony or a Misdemeanor is not an automatic bar to employment (all circumstances will be considered).**

Assessment Name	Employment 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History**

**On this and the following 2 pages, please enter information about your current and previous employers. Please be accurate; this information will be verified.**

**If you do not have any previous employment history, enter "None" in the required fields.**

**Current or most recent employer:** Detroit Housing Commission

**If no employment history, enter "None."**

**Type of business:** Housing Commission

**City and State where you worked for this employer (for example Dallas, TX).** Detroit, MI

**Phone number:**

313.877.8608

**Brief description of your duties:**

For the past seven years I have served in three different management and executive positions with a largest housing commission in the state of Michigan. Currently, I head the Compliance and Capital Improvement Department which is charged with ensuring regulatory compliance as well as administrering the annual Capital Fund Grant. Previously I served as the Senior Manager for Planning and HUD Compliance. Finally, I joined the agency as the Director of Management Analysis and Planning which was charged with regulatory compliance as well as process improvement for the Housing Commission.

**Last job title:** Director of Compliance and Capital Improvement

**Supervisor's name:** Eugene E Jones, Jr

**Salary or hourly wage:** 95,000.00

**Pay frequency for the pay rate you entered above:** Year

**Start date (mm/yyyy):** 8/2004

**End date (mm/yyyy):** Still Employed

**If still employed here, enter "Still employed."**

**Reason for leaving:** Still Employed

**If still employed, enter "Still employed."**

**May we contact this employer?** Yes

**If no, please explain.**

Assessment Name	Employment 2
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History 2**

**Please be accurate; this information will be verified.**

**If you do not have any additional employment history, click Next.**

**Employer name:** Wayne State Medical School  
**Type of business:** University  
**City and State where you worked for this employer (for example Dallas, TX).** Detroit, MI  
**Phone number:** 313.585.3264  
**Brief description of your duties:** I performed various and administrative and project management functions in the administration of a \$6.3 million dollar government consulting contract.  
**Last job title:** Research Assistant / Administrator  
**Supervisor's name:** Leslie Mahlmeister  
**Salary or hourly wage:** 48,000  
**Pay frequency for the pay rate you entered above:** Hour  
**Start date (mm/yyyy):** 04/2003  
**End date (mm/yyyy):** 08/2004  
**If still employed here, enter "Still employed."**  
**Reason for leaving:** Resigned took a postion with DHC  
**If still employed, enter "Still employed."**  
**May we contact this employer?** Yes  
**If no, please explain.**

Assessment Name	Employment 3
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History 3**

**Please be accurate; this information will be verified.**

**If you do not have any additional employment history, click Next.**

**Employer name:** Michigan Association of Realtors  
**Type of business:** Trade Association  
**City and State where you worked for this employer (for example Dallas, TX).** Lansing, MI  
**Phone number:** 517-372-8890  
**Brief description of your duties:** Graduate Intern for Statewide Trade Organization which entailed public policy and legislative actions  
**Last job title:** Intern  
**Supervisor's name:** Nick Infante  
**Salary or hourly wage:** 10.00  
**Pay frequency for the pay rate you entered above:** Hour  
**Start date (mm/yyyy):** 01/2003  
**End date (mm/yyyy):** 04/2003  
**Reason for leaving:** Resigned Took Postion with WSU  
**May we contact this employer?** Yes  
**If no, please explain.**

Assessment Name	Employment Military History
Maximum Possible Score	0

Candidate Score	0
Candidate Percent	0%
<b>Have you ever served in the armed forces, National Guard or military reserves?</b> No	
<b>If yes, select service type(s):</b>	
<b>Highest Rank:</b>	
<b>Branch of Service:</b>	
<b>Service Number:</b>	
<b>Dates of Service</b>	
<b>From (month/year):</b>	
<b>To (month/year):</b>	
<b>Type of Discharge:</b>	

Assessment Name	Education 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>Education History</b>	
<b>Please provide the requested information about your highest level of education.</b>	
<b>Highest education level:</b>	Master of Arts
<b>School name:</b>	Wayne State University
<b>If your school name is not listed, select "Other."</b>	
<b>If "Other," what school did you attend?</b>	
<b>City and State (for example Dallas, TX):</b>	Detroit, MI
<b>Major:</b>	Public Administration
<b>If your major name is not listed, please select "Other."</b>	
<b>If "Other," what major did you graduate with?</b>	
<b>Start month and year (mm/yyyy):</b>	06/2003
<b>End month and year (mm/yyyy):</b>	12/2005
<b>Did you graduate?</b>	Yes

Assessment Name	Education 2
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>Education History 2</b>	
<b>Please provide the requested information about your education. If you have no additional education history, click Next.</b>	
<b>Education level:</b>	Bachelor of Arts
<b>School name:</b>	Michigan State University
<b>If your school name is not listed, select "Other."</b>	
<b>If "Other," what school did you attend?</b>	
<b>City and State (for example Dallas, TX):</b>	East Lansing, MI
<b>Major:</b>	International Studies
<b>If your major name is not listed, please select "Other."</b>	
<b>If "Other," what major did you graduate with?</b>	
<b>Start month and year (mm/yyyy):</b>	08/1994
<b>End month and year (mm/yyyy):</b>	08/1998
<b>Did you graduate?</b>	Yes

Assessment Name	Education 3
Maximum Possible Score	0

Candidate Score	0
Candidate Percent	0%

**Education History 3**

**Please provide the requested information about your education. If you have no additional education history, click Next.**

**Education level:**

**School name:**

**If your school name is not listed, select "Other."**

**If "Other," what school did you attend?**

**City and State (for example Dallas, TX):**

**Major:**

**If your major name is not listed, please select "Other."**

**If "Other," what major did you graduate with?**

**Start month and year (mm/yyyy):**

**End month and year (mm/yyyy):**

**Did you graduate?**

Assessment Name	Licenses/Certifications
Maximum Possible Score	1
Candidate Score	0
Candidate Percent	0%

**Licenses/Certifications**

**On this and the following page, please provide the requested information about professional licenses and certifications that you hold.**

**License/certification type:**

**If the desired type is not listed, please select "Other."**

**If "Other," enter your license/certification:**

**License/certification provider:**

**License/certification number:**

**Month and year issued (mm/yyyy):**

**Expiration month and year (mm/yyyy):**

Assessment Name	Additional Information
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Professional Memberships:**

American Society for Public Administration  
 National Association of Housing and Redevelopment Officials  
 Michigan Association of Housing and Redevelopment Officials

**Briefly describe additional education, experience, skills or qualifications you believe would qualify you for the position for which you applied:**

Completed Continuing Education Courses in Tax Credit Compliance, Capital Fund Program, and Section 3 Implementation

Assessment Name	Employment References
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Professional References**



Please list three professional references (other than relatives) who you have worked with

**Reference 1**

**Name:** Patricia Baines Lake  
**Address:** 310 Seymour Lansing MI  
**Title:** Executive Director Lansing Housing Commission  
**Phone Number:** [REDACTED]  
**Years Acquainted:** 7  
**Relationship:** Former DHC Supervisor

**Reference 2**

**Name:** Lindsey Reames  
**Address:** 99 Monroe, NW Suite 402  
**Title:** Senior Advisor to Deputy Assistant Secretary OFO-Office of Public Housing-HUD  
**Phone Number:** [REDACTED]  
**Years Acquainted:** 6  
**Relationship:** Former Supervisor when she was the HUD Recovery Administrator

**Reference 3**

**Name:** D.J. LaVoy  
**Address:** 451 Seventh Street Room 412  
**Title:** Deputy Assistant Secretary OFO-Office of Public Housing-HUD  
**Phone Number:** [REDACTED]  
**Years Acquainted:** 6  
**Relationship:** Former Supervisor when he was the Deputy HUD Recovery Administrator

Assessment Name	Application Statement
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**CERTIFICATION OF ACCURACY**

**(PLEASE READ AND ENTER YOUR FULL NAME SIGNATURE BELOW - UPON HIRE, YOU WILL BE REQUIRED TO SIGN A COPY OF THIS APPLICATION)**

**I understand that appointments have a probationary period during which time I must demonstrate my ability for continued employment with the City of Ann Arbor. I also understand that persons offered a position with the City of Ann Arbor may, in some cases, be required to submit to a medical examination by a City-appointed doctor prior to placement in a position. The City of Ann Arbor is an at will employer.**

**I am aware that willfully withholding information or making false statements on this application may be the basis for dismissal from City service. I agree to these conditions and hereby certify that all statements made by me on this application are true and complete to the best of my knowledge.**

**Full Legal Name:** William J. Ward  
**Today's Date:** 8/12/2011

Assessment Name	Credential Release
Maximum Possible Score	0
Candidate Score	0

Candidate Percent

0%

**RELEASE AUTHORIZING CHECK OF APPLICANT'S CREDENTIALS**

**In consideration of the City of Ann Arbor's evaluation of my suitability for employment, I hereby authorize the City to perform all checks of my credentials allowed by law, including but not limited to discussions with supervisors, co-workers, friends, business associates, or other individuals that the City, in its sole discretion, believes may have relevant information regarding my suitability for employment. I further authorize the City of Ann Arbor to perform the following checks on my credentials: request of police and/or credit report, and such other checks as the City of Ann Arbor deems appropriate.**

**I agree not to assert any claims of causes of action of any kind against the City, its agents, its employees, or any individual contacted by the City, arising out of the City's investigation. I further release and forever discharge the City, its agents, its employees, and the individuals and companies contracted by the as part of its investigation, from any and all claims, demands, damages, actions, cause of action, or suits of any kind of nature whatsoever arising from the City's investigation of my credentials. I acknowledge that the City has made no representation of any kind as to whether employment will be offered at the conclusion of its investigation.**

**Full Legal Name:**

William J.  
Ward

**Today's Date:**

8/12/2011

# William J. Ward, MPA

174 Rose Street  
Plymouth, MI 48170

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Seeking opportunities to secure employment in administration & management within a public, private or nonprofit organization by utilizing my executive and professional experience

## PROFESSIONAL EXPERIENCE

**Director, Compliance and Capital Improvements**  
*Detroit Housing Commission, Detroit, MI*

*January 2011-Present*  
*Acting Director August 2010 to December 2010*

- Member of the Executive Leadership Team
- Lead Department responsible for administering federal grants in excess of \$30 million dollars
- Lead Department responsible for maintaining regulatory compliance with U. S. Department of Housing and Urban Development (HUD)
- Responsible for short term and long term planning of HA Wide Activities
- Responsible party for responding to HUD Compliance issues
- Policy Advisor to the HUD Recovery Administrator and the Executive Director
- Responsible for submission of Agency Five-Year and Annual Plans
- Responsible for Agency Strategic, Operational, and Implementation Plans
- Responsible for conducting public hearings with key stakeholders
- Responsible for forecasting available revenue given the multiple number of funding streams (eight different funding streams each with different regulatory requirements for allowable expenses)
- Responsible for interacting with the City of Detroit Planning and Development Department to ensure that the City's Consolidated Plan, and CAFER are consistent with HA Annual Plan
- Responsible for Monthly Progress Reporting on the Recovery Plan, MOA, CAP and VCA
- Review and construction of Standard Operating Procedures and Agency Policies
- Advisor to HUD Recovery Administrator and Executive Director on transition to the New HUD Model of Asset Management & the Agency Reorganization Plan
- Special Projects as assigned

**Senior Manager, Planning and HUD Compliance**  
*Detroit Housing Commission, Detroit, MI*

*July 2006-December 2010*

- Responsible for short term and long term planning of HA Wide Activities
- Responsible party for responding to the U. S. Department of Housing and Urban Development Compliance issues
- Policy Advisor to the HUD Recovery Administrator and the Executive Director
- Responsible for submission of Agency Five-Year and Annual Plans
- Responsible for Agency Strategic, Operational, and Implementation Plans
- Responsible for conducting public hearings with key stakeholders
- Responsible for forecasting available revenue given the multiple number of funding streams (eight different funding streams each with different regulatory requirements for allowable expenses)
- Responsible for interacting with the City of Detroit Planning and Development Department to ensure that the City's Consolidated Plan, and CAFER are consistent with HA Annual Plan
- Responsible for Monthly Progress Reporting on the Recovery Plan, MOA, CAP and VCA
- Review and construction of Standard Operating Procedures and Agency Policies
- Advisor to HUD Recovery Administrator and Executive Director on transition to the New HUD Model of Asset Management & the Agency Reorganization Plan
- Special Projects as assigned

*(Professional Experience, cont.)*

**Director, Management Analysis & Planning**

*Detroit Housing Commission, Detroit, MI*

*August 2004-July 2006*

- Lead Division responsible for: Management Analysis, Planning & Grant Development
- Provide detailed analysis from a policy perspective on Federal Regulations and annual appropriation funding by the Federal Government
- Responsible for submission of Agency Report Card on HUD's PHAS & SEMAP Measurement System
- Responsible for submission of Agency Five-Year and Annual Plans
- Responsible for Agency Strategic, Operational, and Implementation Plans
- Review and construction of Standard Operating Procedures and Agency Policies
- Responsible for conducting performance reviews of individual divisions and re-engineering process recommendations

**Research Assistant / Administrator**

*Wayne State University-School of Medicine, Detroit, MI*

*April 2003-August 2004*

- Contract management of \$6.3 million dollar government consulting contract
- Provide detailed policy analysis on Detroit-Wayne County Community Mental Health Agency
- Administration of the WSU Project CARE consulting contract
- Edit and publish detailed deliverable reports for Detroit-Wayne County Community Mental Agency
- Project Management of Strategic, and Operational Planning for WSU Project CARE
- Research and analysis of legislative and annual appropriation funding by the State of Michigan
- Governmental Affairs for Graduate Medical Education, Medicaid Mental Health Programs, Breast Cancer and Cervical Screening Program, and the creation of the Detroit Wayne County Health Authority
- Research grant opportunities for Wayne State University-School of Medicine

**Public Policy Graduate Intern**

*Michigan Association of REALTORS, Lansing, MI*

*January 2003 – April 2003*

- Research public policy issues important to membership
- Analysis of legislative action for membership
- Prepare presentations for membership, internal staff, and governmental officials
- Analysis of Annual State Budget

**Business Development Consultant**

*Unison-Maximus- Airport Consultation Division, Chicago, IL*

*June 2001 – August 2002*

- Provided business development consultation to fourteen nationwide clients
- Prepared "Request for Proposal" in the area of retail for clients
- Evaluate contracts and proposals for clients
- Conducted re-development feasibility studies, and strategic planning for clients
- Researched "Best Practices" for contract requirements of client vendors

**Department Executive**  
*Wayne County Government*

*November 1998 – June 2001*

- Served in a management position for three county Departments: Management & Budget, Airports, and Detroit-Wayne County Community Mental Health
- Project Supervisor of county wide projects
  - Department of Management and Budget administrator on the year 2000 remedial action project team
  - Department of Airports administrator for Concessions and Quality Assurance Program
  - Detroit-Wayne County Community Mental Health Agency Project Manager for the Executive Director in the area of procurement and the creation of the comprehensive provider network

## EDUCATION

**Master's of Public Administration**

Wayne State University, Detroit, MI

Specialization: Organizational Development and Management

**Bachelor of Arts**

Michigan State University, East Lansing, MI

Major: International Studies Cognates: Political Science, Criminal Justice, & Geography

## PROFESSIONAL AFFILIATIONS & CREDENTIALS

American Society for Public Administration

National Association of Housing and Redevelopment Officials

Michigan Association of Housing and Redevelopment Officials

Low Income Housing Tax Credit Compliance Certification 2008 Novogradac & Company LLP

Low Income Public Housing Capital Fund Program 2010 NAHRO

Section 3 Implementation 2011 Nan McKay

## SAMPLE COMPLETED PROJECT LISTING

### **Detroit Housing Commission Plans & Reports:**

- Senior Designated Housing Plan
- Low Energy Efficiency Grant
- Agency Reorganization Plan Phase 1, 2 and 3
- Agency Recovery Plan
- Annual PHA Plans 2004-2011
- Five Year PHA Plans 2005-2009 & 2010-2014
- Five Year Capital Fund Action Plan 2011-2016
- Project Based Voucher Plan
- Memorandum of Agreement (Low Income Public Housing)
- Corrective Action Plan (Section 8)
- Demolition / Disposition Plans (Jeffries East, Parkside I & III, Herman Gardens, & Frederick Douglass Homes)
- Required Conversion Plan for the Frederick Douglass Homes
- Relocation Plan Review Jeffries East and Frederick Douglass Homes
- Replacement Housing Factor Grant Plan Increment 1 1998-2010 (including 2 Amendments)
- Replacement Housing Factor Grant Plan Increment 2 2004-2010 (including 1 Amendment)
- Section 32 Home Ownership Plan
- Stop Loss Application

### **Wayne State University-School of Medicine reports:**

- Initial Service Delivery System Review
- Collaborative Care Protocols and Pathways
- Three Year Training Plan
- Measurement and Evaluation of Service Delivery System and Provider Network
- PROGRESS REPORT - Initial Service Delivery System Review
- Second Set of Collaborative Care Protocols and Pathways

### **Aviation Reports:**

- Baltimore/ Washington International Airport: Concourse B & C Concessions Planning and Space Utilization Factor Analysis
- Chicago O'Hare International Airport: Airport Retail Management / Financial Analysis of 9-11/ Development (Terminal 6) Planning
- Detroit Metropolitan Airport: McNamara Terminal Project/ RFP Evaluation
- Detroit Metropolitan Airport: North Terminal Re-Development Project
- Houston Hobby Airport: Hobby Terminal Re-Development / RFP Writing
- Houston Hobby Airport: RFP Analysis
- Houston Intercontinental Airport: Duty Free Analysis
- Jacksonville International Airport: Current Program Analysis / Re-Development Plan
- Knoxville Metropolitan Airport Authority: Program Analysis
- Milwaukee International Airport: Current Program Analysis / Recommended Re-Development Plan / RFP Writing
- Newark International Airport: Contract Analysis/ Financial Analysis
- New Orleans International Airport: Contract Analysis/ Financial Analysis / Development of a Vendor Monitoring Program
- Toronto International Airport: Terminal 3 Development Planning/ RFP Writing
- San Antonio International Airport: Labor Relations Analysis

# Application Assessment Information

Jennifer Hall - 11-0243 - Executive Director AAHC

Assessment Completed 1  
 Maximum Possible Score 700  
 Rollup Score 500  
 Rollup Percent 71%

## Application Assessment Responses

Assessment Name	Exec Director 7-11
Maximum Possible Score	700
Candidate Score	500
Candidate Percent	71%
<p><b>The following qualification questions will be used for an initial screening and are not the only qualifications required for this position.</b></p>	
<b>Please select your highest level of education:</b>	Bachelor's Degree
<b>Please describe your educational program (BA, MBA, JD, etc.).</b>	BA in Political Science - UM
<b>Please select all that you have experience with:</b>	HUD regulations Public Housing programs Fair Housing & 504 Laws Section 8
<b>Please describe your experience in the areas listed above.</b>	I have managed HUD HOME, CDBG, and NSP funding for 8 years. I work with the Ann Arbor and Ypsilanti Housing Commissions on a variety of issues: housing development, project-based Section 8, and utilizing vouchers for homeownership. I have provided CDBG and Ann Arbor Housing Trust Funds to the Housing Commission for Community Rooms and Operational Support. I have worked with the Ypsi Housing Commission to apply for grants for Public Housing redevelopment. All the housing programs I manage are required to comply with Fair Housing and Section 504 Laws.
<b>Do you have at least 5 years in a supervisory capacity?</b>	Yes
<b>Do you have at least 3 years experience working in a union environment?</b>	Yes
<b>Do you have PHM certification?</b>	No

## Candidates Assessment Information

Jennifer Hall

Assessments Completed 14  
 Maximum Possible Score 0  
 Rollup Score 0  
 Rollup Percent 0%

### Candidates Assessment Responses

Assessment Name	Copy of Introduction
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**We are proud of our diverse workforce and our commitment to being an equal opportunity employer for all. We do not discriminate on the basis of a person's actual or perceived race, color, sex, religion, sexual orientation, mental or physical limitations, Vietnam veteran status, age, condition of pregnancy, family responsibility, national origin, height, weight, marital status, gender identity or HIV status in any aspect of our hiring or employment process.**

***If you require reasonable accommodation during an interview or examination process, or to complete this application, please notify the Human Resources Department at (734) 794-6120.***

- The City of Ann Arbor is a drug-free workplace. Upon offer of employment, you will be required to submit to a drug screen.
- Some positions may require a criminal history and background investigation.
- If you are applying for a position that requires driving, your driving record will be reviewed as part of the hiring process.

**Please complete the requested information accurately and completely; the information you provide will be verified.**

***We will not further consider you until you have completed this application. Please do not indicate "See resume" on any portion of this application.***

**Please allow 30 - 45 minutes to complete this process.**

**Thank you again for your interest in employment with the City of Ann Arbor.**

Assessment Name	General History
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Have you ever been employed by the City of Ann Arbor?** Yes

**If yes, what was your employment status?** Regular

**If yes, what Department/Division did you work for?** Community Development

**If yes, when were you employed with City of Ann Arbor?** 2003 to 2008

***The City of Ann Arbor has a policy that prohibits the supervision of an employee by an immediate relative. Do you have any relatives currently employed by the City of Ann Arbor?*** No

**If yes, list Name(s) and Department(s):**

**Are you eligible to work in the US?** Yes

**Are you at least 18 years of age?** Yes

**When would you be available to start a new position?** September 2011

**Are you currently considering any other opportunities?** No

**If yes, at what stage of the Recruiting process are you?**

**Have you been convicted of a Felony or a Misdemeanor within the last 7 years?** No

**If yes, please state where, when, the nature of the offense(s), and the sentence(s) imposed**



**by the court:**

**NOTE: Conviction of a Felony or a Misdemeanor is not an automatic bar to employment (all circumstances will be considered).**

Assessment Name	Employment 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History**

**On this and the following 2 pages, please enter information about your current and previous employers. Please be accurate; this information will be verified.**

**If you do not have any previous employment history, enter "None" in the required fields.**

<b>Current or most recent employer:</b> <b>If no employment history, enter "None."</b>	Washtenaw County
<b>Type of business:</b>	Government
<b>City and State where you worked for this employer (for example Dallas, TX).</b>	Ann Arbor MI
<b>Phone number:</b>	734-622-9025
<b>Brief description of your duties:</b>	Administer HUD funded programs including housing, demolition, infrastructure, and relocation.
<b>Last job title:</b>	Housing Manager
<b>Supervisor's name:</b>	Mary Jo Callan
<b>Salary or hourly wage:</b>	\$75,300
<b>Pay frequency for the pay rate you entered above:</b>	Year
<b>Start date (mm/yyyy):</b>	02/2008
<b>End date (mm/yyyy):</b>	still employed
<b>If still employed here, enter "Still employed."</b>	
<b>Reason for leaving:</b> <b>If still employed, enter "Still employed."</b>	still employed
<b>May we contact this employer?</b> <b>If no, please explain.</b>	Yes

Assessment Name	Employment 2
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History 2**

**Please be accurate; this information will be verified.**

**If you do not have any additional employment history, click Next.**

<b>Employer name:</b>	City of Jackson
<b>Type of business:</b>	Government
<b>City and State where you worked for this employer (for example Dallas, TX).</b>	Jackson MI
<b>Phone number:</b>	517 788-4046
<b>Brief description of your duties:</b>	Economic Development including brownfields, residential, downtown
<b>Last job title:</b>	Economic Development Manager

**Supervisor's name:** Brian O'Connell  
**Salary or hourly wage:** \$50,000  
**Pay frequency for the pay rate you entered above:** Year  
**Start date (mm/yyyy):** 03/2002  
**End date (mm/yyyy):** 12/2002  
**If still employed here, enter "Still employed."**  
**Reason for leaving:** commute was too long - found a job in Ann Arbor  
**If still employed, enter "Still employed."**  
**May we contact this employer?** Yes  
**If no, please explain.** However, no one that I worked with is still working at the City

**Assessment Name** Employment 3  
**Maximum Possible Score** 0  
**Candidate Score** 0  
**Candidate Percent** 0%

**Employment History 3**

**Please be accurate; this information will be verified.**

**If you do not have any additional employment history, click Next.**

**Employer name:** Michigan Municipal League  
**Type of business:** Membership Organization  
**City and State where you worked for this employer (for example Dallas, TX).** Ann Arbor MI  
**Phone number:** 734 662-3246  
**Brief description of your duties:** Provided training, materials and information to municipal officials in Michigan  
**Last job title:** Information Analyst  
**Supervisor's name:** Colleen Layton  
**Salary or hourly wage:** approx. \$45,000  
**Pay frequency for the pay rate you entered above:** Year  
**Start date (mm/yyyy):** 03/1997  
**End date (mm/yyyy):** 03/2002  
**Reason for leaving:** Desired work in municipal government  
**May we contact this employer?** Yes  
**If no, please explain.**

**Assessment Name** Employment Military History  
**Maximum Possible Score** 0  
**Candidate Score** 0  
**Candidate Percent** 0%

**Have you ever served in the armed forces, National Guard or military reserves?** No

**If yes, select service type(s):**

**Highest Rank:**

**Branch of Service:**

**Service Number:**

**Dates of Service**

**From (month/year):**

**To (month/year):**

**Type of Discharge:**

**Assessment Name** Education 1  
**Maximum Possible Score** 0

Candidate Score	0
Candidate Percent	0%

**Education History**

Please provide the requested information about your highest level of education.

Highest education level: Bachelor of Arts  
 School name: University of Michigan  
 If your school name is not listed, select "Other."  
 If "Other," what school did you attend?  
 City and State (for example Dallas, TX): Ann Arbor MI  
 Major: Political Science  
 If your major name is not listed, please select "Other."  
 If "Other," what major did you graduate with?  
 Start month and year (mm/yyyy): 08/1985  
 End month and year (mm/yyyy): 04/2000  
 Did you graduate? Yes

Assessment Name	Education
Maximum Possible Score	2
Candidate Score	0
Candidate Percent	0%

**Education History 2**

Please provide the requested information about your education. If you have no additional education history, click Next.

Education level:  
 School name:  
 If your school name is not listed, select "Other."  
 If "Other," what school did you attend?  
 City and State (for example Dallas, TX):  
 Major:  
 If your major name is not listed, please select "Other."  
 If "Other," what major did you graduate with?  
 Start month and year (mm/yyyy):  
 End month and year (mm/yyyy):  
 Did you graduate?

Assessment Name	Education
Maximum Possible Score	3
Candidate Score	0
Candidate Percent	0%

**Education History 3**

Please provide the requested information about your education. If you have no additional education history, click Next.

Education level:  
 School name:  
 If your school name is not listed, select "Other."  
 If "Other," what school did you attend?  
 City and State (for example Dallas, TX):  
 Major:  
 If your major name is not listed, please select "Other."  
 If "Other," what major did you graduate with?

**Start month and year (mm/yyyy):**  
**End month and year (mm/yyyy):**  
**Did you graduate?**

Assessment Name	Licenses/Certifications
Maximum Possible Score	1
Candidate Score	0
Candidate Percent	0%

**Licenses/Certifications**

**On this and the following page, please provide the requested information about professional licenses and certifications that you hold.**

**License/certification type:**  
**If the desired type is not listed, please select "Other."**  
**If "Other," enter your license/certification:**  
**License/certification provider:**  
**License/certification number:**  
**Month and year issued (mm/yyyy):**  
**Expiration month and year (mm/yyyy):**

Assessment Name	Additional Information
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Professional Memberships:** Community Economic Development Association of Michigan;  
 Michigan Community Development Association

**Briefly describe additional education, experience, skills or qualifications you believe would qualify you for the position for which you applied:** HUD classes and certifications: Section 3, Fair Housing, Davis-Bacon, Environmental Reviews, Relocation, Housign Development

Assessment Name	Employment References
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Professional References**

**Please list three professional references (other than relatives) who you have worked with**

**Reference 1**

**Name:** Joan Doughty  
**Address:** PO Box 1300076  
**Title:** Executive Director - CAN  
**Phone Number:** [REDACTED]  
**Years Acquainted:** approx. 6  
**Relationship:** Professional

**Reference 2**

**Name:** Mary Jo Callan  
**Address:** PO Box 8645, Ann Arbor MI 48107

**Title:** Director - Community Development  
**Phone Number:** [REDACTED]  
**Years Acquainted:** approx. 4  
**Relationship:** Professional - current supervisor

**Reference 3**

**Name:** Damon Thompson  
**Address:** PO Box 8645, Ann Arbor MI 48107  
**Title:** Operations Manager  
**Phone Number:** [REDACTED]  
**Years Acquainted:** 10  
**Relationship:** Professional

Assessment Name	Application Statement
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**CERTIFICATION OF ACCURACY**

**(PLEASE READ AND ENTER YOUR FULL NAME SIGNATURE BELOW - UPON HIRE, YOU WILL BE REQUIRED TO SIGN A COPY OF THIS APPLICATION)**

I understand that appointments have a probationary period during which time I must demonstrate my ability for continued employment with the City of Ann Arbor. I also understand that persons offered a position with the City of Ann Arbor may, in some cases, be required to submit to a medical examination by a City-appointed doctor prior to placement in a position. The City of Ann Arbor is an at will employer.

I am aware that willfully withholding information or making false statements on this application may be the basis for dismissal from City service. I agree to these conditions and hereby certify that all statements made by me on this application are true and complete to the best of my knowledge.

**Full Legal Name:** Jennifer L. Hall  
**Today's Date:** 08/04/2011

Assessment Name	Credential Release
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**RELEASE AUTHORIZING CHECK OF APPLICANT'S CREDENTIALS**

In consideration of the City of Ann Arbor's evaluation of my suitability for employment, I hereby authorize the City to perform all checks of my credentials allowed by law, including but not limited to discussions with supervisors, co-workers, friends, business associates, or other individuals that the City, in its sole discretion, believes may have relevant information regarding my suitability for employment. I further authorize the City of Ann Arbor to perform the following checks on my credentials: request of police and/or credit report, and such other checks as the City of Ann Arbor deems appropriate.

I agree not to assert any claims of causes of action of any kind against the City, its agents, its employees, or any individual contacted by the City, arising out of the City's investigation. I further release and forever discharge the City, its agents, its employees, and the individuals and companies contacted by the as part of its investigation, from any and all claims, demands,

damages, actions, cause of action, or suits of any kind of nature whatsoever arising from the City's investigation of my credentials. I acknowledge that the City has made no representation of any kind as to whether employment will be offered at the conclusion of its investigation.

**Full Legal Name:**

Jennifer Hall

**Today's Date:**

08/04/2011

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POWERED BY  **ULTIPRO**

Jennifer L. Hall Work: (734) [REDACTED]

Cell: (734) [REDACTED]

[REDACTED] 1442 Pine Valley Ann Arbor MI 48104

## EMPLOYMENT HISTORY

Housing Manager, City of Ann Arbor & Washtenaw County, MI 1/03 – present

- Provide leadership and support to Director on day-to-day operations of \$6.5 million annual agency budget, including strategic planning, community relationship building, budgeting and establishing programs, procedures and guidelines.
- Directly administer \$1.6 million annual federal and local housing and infrastructure budget and \$4 million in federal stimulus funds. Create budgets, set-up contracts, approve expenditures, monitor revenues & expenditures.
- Supervise four professional staff responsible for rental, homeowner, mortgage and tax foreclosure, relocation, demolition, and human service programs.
- Responsible for working with private developers and non-profit housing providers to develop affordable housing projects by assessing the feasibility of development through financial underwriting, legal due diligence, capacity assessment, risk assessment, market analysis, and environmental review. Protect the County and City's interests through regulatory compliance, contract management, construction oversight and on-site monitoring visits.
- Maintain relations with the Michigan State Housing Development Authority, HUD, LISC, Municipalities, Downtown Development Authorities, the Corporation for Supportive Housing, Federal Home Loan Bank, and private lenders to coordinate funding and construction oversight of affordable housing projects.
- Manage housing and demolition contract process including request for proposals, contractor selection, contract oversight, performance assessment and compliance.
- Work with community members and public officials to develop housing policies, best practices, and program guidelines to streamline the development process, provide support services and encourage long-term affordable housing projects. Research, compile, and analyze reports related to the local & national housing market.
- Ensure compliance with local and HUD regulations such as environmental assessments, affirmative marketing strategies, procurement standards, relocation, green and energy efficient construction standards, tenant eligibility and rent restrictions.
- Prepare HUD plans, reports and grant applications.

Economic Development Project Manager, City of Jackson, MI 3/02 – 12/02

- Project Manager for the City of Jackson's Comprehensive Plan, which included research, interviewing community members, writing the plan and presenting the plan before the Planning Commission and City Council.
- Team member working with Jackson City staff, community organizations, local businesses and foundations to redevelop brownfields, create downtown housing, attract new mixed-use developments and design a tax-reverted housing initiative.
- Applied for and received over \$1.5 million in EPA and Michigan Council for the Arts grants.
- City of Jackson liaison to the downtown marketing committee, Walkable Community Taskforce, Jackson County Arts & Cultural Alliance, and Recycling Taskforce requiring project planning, grant writing, data analysis and presentations to City Council and City boards.

Information Analyst, Michigan Municipal League, Ann Arbor MI 3/97 – 3/02

- Provided information to municipal officials, the public and the media on all aspects of local government. Compiled databases of ordinances, policies and other municipal documents. Organized training sessions for municipal officials.
- Conducted a membership satisfaction survey of over 5,000 local municipal officials for strategic planning. Oversaw the design, implementation, and analysis of the survey data. Coordinated consultants, technicians and focus groups.
- Designed and managed the only municipal fiscal and charter databases in Michigan—two of the most comprehensive municipal databases in the United States. Researched and analyzed data for member municipalities, administrative and legislative staff, and businesses.
- Co-managed state-wide ballot campaign. Oversaw the collection of over 467,000 petition signatures. Coordinated grass-roots media campaign by Mayors, Councils, Village Presidents and other elected officials. Created database to track media relations, fundraising, education and marketing efforts.
- Created and coordinated the editorial content for the December 2001 issue of the Michigan Municipal Review on affordable housing. Wrote articles, position papers, and resource material for Michigan municipal officials, attorneys and the media.
- Initiated education program for General Law Village officials. Led focus groups, coordinated speakers, agenda, educational material and marketing efforts.

Business Manager, Agenda, Ann Arbor MI 10/95 – 3/97

- Managed all personnel, financial, and marketing processes.
- Designed a marketing study and implemented marketing plan that resulted in an increase in advertising sales by over 30%.
- Edited and wrote articles and advertising copy.

Database Manager, Substance Abuse Council of St Joseph, Three Rivers, MI 2/92 – 9/95

- Converted a \$1.2 million counseling agency from hand-written to computer automated billing, appointment and client tracking system. Oversaw collections & delinquent account processes.
- Trained over 20 employees on all computer systems and supervised 5 office staff.
- Compiled and analyzed financial, clinical and community outreach reports for counseling agency. Coordinated with clinical

and administrative staff to set-up new programs, procedures and comply with new regulations.

#### EDUCATION

University of Michigan, Ann Arbor, B.A. in Political Science

#### TECHNICAL TRAINING

- Advanced housing development courses including CEDAM's Housing Development Series, classes at the University of Michigan Business School and HUD HOME certification program.
- Open Meetings Act, FOIA, Records Retention, Election Law, Parliamentary Procedures, Ethics, Municipal Finance, Planning and Zoning, Boards and Commissions, and Project Management.
- HUD trainings including HOME, CDBG, NSP, Healthy Homes, Section 3, Affirmative Marketing, Fair Housing, Davis-Bacon, Environmental Reviews, Relocation, IDIS and DRGR.

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Jennifer L. Hall  
[REDACTED]

Work: (734) [REDACTED]  
Cell: (734) [REDACTED]  
1442 Pine Valley Ann Arbor MI 48104

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## **EMPLOYMENT HISTORY**

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- Directly administer \$1.6 million annual federal and local housing and infrastructure budget and \$4 million in federal stimulus funds. Create budgets, set-up contracts, approve expenditures, monitor revenues & expenditures.
- Supervise four professional staff responsible for rental, homeowner, mortgage and tax foreclosure, relocation, demolition, and human service programs.
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- Converted a \$1.2 million counseling agency from hand-written to computer automated billing, appointment and client tracking system. Oversaw collections & delinquent account processes.
- Trained over 20 employees on all computer systems and supervised 5 office staff.
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**EDUCATION**

University of Michigan, Ann Arbor, B.A. in Political Science

**TECHNICAL TRAINING**

- Advanced housing development courses including CEDAM's Housing Development Series, classes at the University of Michigan Business School and HUD HOME certification program.
- Open Meetings Act, FOIA, Records Retention, Election Law, Parliamentary Procedures, Ethics, Municipal Finance, Planning and Zoning, Boards and Commissions, and Project Management.
- HUD trainings including HOME, CDBG, NSP, Healthy Homes, Section 3, Affirmative Marketing, Fair Housing, Davis-Bacon, Environmental Reviews, Relocation, IDIS and DRGR.

# Application Assessment Information

Nicholas Coquillard - 11-0243 - Executive Director AAHC

Assessment Completed 1  
 Maximum Possible Score 700  
 Rollup Score 300  
 Rollup Percent 43%

## Application Assessment Responses

Assessment Name	Exec Director 7-11
Maximum Possible Score	700
Candidate Score	300
Candidate Percent	43%
<p><b>The following qualification questions will be used for an initial screening and are not the only qualifications required for this position.</b></p>	
<b>Please select your highest level of education:</b>	Other
<b>Please describe your educational program (BA, MBA, JD, etc.).</b>	JD
<b>Please select all that you have experience with:</b>	HUD regulations Public Housing programs Fair Housing & 504 Laws Section 8
<b>Please describe your experience in the areas listed above.</b>	As the Deputy Director I worked with all of these areas - now for more than 2 years. At my prior agency, CAMBA, as a director at a couple levels, I worked with HUD regulations and Fair Housing laws.
<b>Do you have at least 5 years in a supervisory capacity?</b>	Yes
<b>Do you have at least 3 years experience working in a union environment?</b>	No
<b>Do you have PHM certification?</b>	No

## Candidates Assessment Information

Nicholas Coquillard

Assessments Completed 14  
 Maximum Possible Score 0  
 Rollup Score 0  
 Rollup Percent 0%

### Candidates Assessment Responses

Assessment Name	Copy of Introduction
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<p><b>We are proud of our diverse workforce and our commitment to being an equal opportunity employer for all. We do not discriminate on the basis of a person's actual or perceived race, color, sex, religion, sexual orientation, mental or physical limitations, Vietnam veteran status, age, condition of pregnancy, family responsibility, national origin, height, weight, marital status, gender identity or HIV status in any aspect of our hiring or employment process.</b></p> <p><b><i>If you require reasonable accommodation during an interview or examination process, or to complete this application, please notify the Human Resources Department at (734) 794-6120.</i></b></p> <ul style="list-style-type: none"> <li>• <b>The City of Ann Arbor is a drug-free workplace. Upon offer of employment, you will be required to submit to a drug screen.</b></li> <li>• <b>Some positions may require a criminal history and background investigation.</b></li> <li>• <b>If you are applying for a position that requires driving, your driving record will be reviewed as part of the hiring process.</b></li> </ul> <p><b>Please complete the requested information accurately and completely; the information you provide will be verified.</b></p> <p><b><i>We will not further consider you until you have completed this application. Please do not indicate "See resume" on any portion of this application.</i></b></p> <p><b>Please allow 30 - 45 minutes to complete this process.</b></p> <p><b>Thank you again for your interest in employment with the City of Ann Arbor.</b></p>	

Assessment Name	General History
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<p><b>Have you ever been employed by the City of Ann Arbor?</b></p> <p><b>If yes, what was your employment status?</b></p> <p><b>If yes, what Department/Division did you work for?</b></p> <p><b>If yes, when were you employed with City of Ann Arbor?</b></p> <p><b><i>The City of Ann Arbor has a policy that prohibits the supervision of an employee by an immediate relative. Do you have any relatives currently employed by the City of Ann Arbor?</i></b></p> <p><b>If yes, list Name(s) and Department(s):</b></p> <p><b>Are you eligible to work in the US?</b></p> <p><b>Are you at least 18 years of age?</b></p> <p><b>When would you be available to start a new position?</b></p> <p><b>Are you currently considering any other opportunities?</b></p> <p><b>If yes, at what stage of the Recruiting process are you?</b></p> <p><b>Have you been convicted of a Felony or a Misdemeanor within the last 7 years?</b></p>	<p>Yes</p> <p>Regular</p> <p>Housing</p> <p>June 2009-current</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Upon hire</p> <p>No</p> <p>No</p>

If yes, please state where, when, the nature of the offense(s), and the sentence(s) imposed by the court:

**NOTE: Conviction of a Felony or a Misdemeanor is not an automatic bar to employment (all circumstances will be considered).**

Assessment Name	Employment 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History**

On this and the following 2 pages, please enter information about your current and previous employers. Please be accurate; this information will be verified.

If you do not have any previous employment history, enter "None" in the required fields.

**Current or most recent employer:** Ann Arbor Housing Commission

If no employment history, enter "None."

**Type of business:** Housing

**City and State where you worked for this employer (for example Dallas, TX).** Ann Arbor, MI

**Phone number:** 734-794-6720

**Brief description of your duties:** Currently Interim Executive Director; describing here last job formally hired for: Deputy Director: Responsible for all daily operations at the Commission providing more than 360 units of public housing and about 1,300 units of Section 8 housing. Maintains joint responsibility for more than \$1.4 million across several budgets. Serves as lead grant and proposal writer. Provides and ensures supervision, training, evaluation and discipline of all employees for continuous development. Proven ability to monitor and allocate expenditures within HUD-dictated budget constraints. Respected community partner sitting on Operations Committee of the Washtenaw Housing Alliance. Experienced in union environments.

**Last job title:** Interim Executive Director - current

**Supervisor's name:** AAHC Board of Commissioners

**Salary or hourly wage:** \$84,000 (temporary);

**Pay frequency for the pay rate you entered above:** Year

**Start date (mm/yyyy):** 08/2011

**End date (mm/yyyy):** Still employed

**If still employed here, enter "Still employed."**

**Reason for leaving:** Still employed

**If still employed, enter "Still employed."**

**May we contact this employer?** Yes

**If no, please explain.**

Assessment Name	Employment 2
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History**  
**2**

**Please be accurate; this information will be verified.**

**If you do not have any additional employment history, click Next.**

**Employer name:** CAMBA  
**Type of business:** Social Services - Homeless Shelter Provider  
**City and State where you worked for this employer (for example Dallas, TX).** Brooklyn, NY  
**Phone number:** (718) 284-0188  
**Brief description of your duties:** Program Director: Responsible for three single adult shelters, one family shelter, one drop-in shelter, and other related facilities. Supported more than 200 staff and more than 600 adults and 50 families. Responsible for budgets totaling more than \$18 million. Collaborated and wrote proposals to maintain and add funding. Developed and implemented policies and procedures. Community liaison. Coordinated three on-site medical contracts, various consultants, food vendors and other providers. Ensured contract performance goals. Strategically planned with agency's senior management.  
**Last job title:** Program Director  
**Supervisor's name:** Claire Harding-Keefe  
**Salary or hourly wage:** \$90,000 (about)  
**Pay frequency for the pay rate you entered above:** Year  
**Start date (mm/yyyy):** 10/2007  
**End date (mm/yyyy):** 06/2009  
**If still employed here, enter "Still employed."**  
**Reason for leaving:** Moved to Ann Arbor (family decision)  
**If still employed, enter "Still employed."**  
**May we contact this employer?** Yes  
**If no, please explain.**

Assessment Name	Employment 3
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Employment History**  
**3**

**Please be accurate; this information will be verified.**

**If you do not have any additional employment history, click Next.**

**Employer name:** CAMBA  
**Type of business:** Social Services-Homeless Shelter Provider  
**City and State where you worked for this employer** Brooklyn, NY

(for example Dallas, TX).

**Phone number:** (718) 284-0188  
**Brief description of your duties:** Program Manager/Shelter Director: Responsible for the daily clinical, administrative and operational supervision of the facility containing a team of more than 90 staff and 200 male MICA consumers. Supervise, train and evaluate the shelter's senior administrative team including the Assistant Director, Clinical Director and Director of Security and Operations, and work directly with the supervision of their staffs.  
**Last job title:** Program Manager/Shelter Director  
**Supervisor's name:** Joan McFeely  
**Salary or hourly wage:** \$80,000 (range)  
**Pay frequency for the pay rate you entered above:** Year  
**Start date (mm/yyyy):** 05/2005  
**End date (mm/yyyy):** 10/2007  
**Reason for leaving:** Promotion - same agency  
**May we contact this employer?** Yes  
**If no, please explain.**

Assessment Name	Employment Military History
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>Have you ever served in the armed forces, National Guard or military reserves?</b> No	
<b>If yes, select service type(s):</b>	
<b>Highest Rank:</b>	
<b>Branch of Service:</b>	
<b>Service Number:</b>	
<b>Dates of Service</b>	
<b>From (month/year):</b>	
<b>To (month/year):</b>	
<b>Type of Discharge:</b>	

Assessment Name	Education 1
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%
<b>Education History</b>	
<b>Please provide the requested information about your highest level of education.</b>	
<b>Highest education level:</b>	Juris Doctorate
<b>School name:</b>	Other
<b>If your school name is not listed, select "Other."</b>	
<b>If "Other," what school did you attend?</b>	Cleveland State University
<b>City and State (for example Dallas, TX):</b>	Cleveland, OH
<b>Major:</b>	Law
<b>If your major name is not listed, please select "Other."</b>	
<b>If "Other," what major did you graduate with?</b>	
<b>Start month and year (mm/yyyy):</b>	08/2003
<b>End month and year (mm/yyyy):</b>	05/2006
<b>Did you graduate?</b>	Yes

Assessment Name	Education 2
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

### Education History 2

Please provide the requested information about your education. If you have no additional education history, click Next.

Education level: Bachelor of Arts  
 School name: Michigan State University  
 If your school name is not listed, select "Other."  
 If "Other," what school did you attend?  
 City and State (for example Dallas, TX): East Lansing, MI  
 Major: Other  
 If your major name is not listed, please select "Other."  
 If "Other," what major did you graduate with? Journalism  
 Start month and year (mm/yyyy): 08/1989  
 End month and year (mm/yyyy): 05/1993  
 Did you graduate? Yes

Assessment Name	Education 3
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

### Education History 3

Please provide the requested information about your education. If you have no additional education history, click Next.

Education level: High School Diploma  
 School name:  
 If your school name is not listed, select "Other."  
 If "Other," what school did you attend? Standish-Sterling Central  
 City and State (for example Dallas, TX): Standish, MI  
 Major:  
 If your major name is not listed, please select "Other."  
 If "Other," what major did you graduate with?  
 Start month and year (mm/yyyy): 08/1985  
 End month and year (mm/yyyy): 06/1989  
 Did you graduate? Yes

Assessment Name	Licenses/Certifications
Maximum Possible Score	1
Candidate Score	0
Candidate Percent	0%

### Licenses/Certifications

On this and the following page, please provide the requested information about professional licenses and certifications that you hold.

License/certification type: Other / None  
 If the desired type is not listed, please select "Other."  
 If "Other," enter your license/certification:  
 License/certification provider:  
 License/certification number:  
 Month and year issued (mm/yyyy):  
 Expiration month and year (mm/yyyy):



Assessment Name	Additional Information
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Professional Memberships:** NAHRO; MI-NAHRO

**Briefly describe additional education, experience, skills or qualifications you believe would qualify you for the position for which you applied:** Beyond my information listed in the attached information, I feel I know the staff and our goals and I am certain I am the person that can lead us to where we want to go. Very importantly, I know and wish to engage with our Ann Arbor community to be partner to provide clean, safe housing, help end homelessness and provide appropriate service supports to ensure tenants become self-sufficient eventually or are able to stay stable in the housing they occupy. I know HUD and all of its entanglements. I know our Board and its goals and can work as a partner with them and community members and our team to reach our very lofty - and appropriate - goals. -Nick

Assessment Name	Employment References
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**Professional References**

Please list three professional references (other than relatives) who you have worked with

**Reference 1**

**Name:** Joan McFeely  
**Address:** CAMBA - 884 Flatbush Ave., Brooklyn, NY 11226  
**Title:** Program Director  
**Phone Number:** [REDACTED]  
**Years Acquainted:** More than 10  
**Relationship:** She was my supervisor for several positions at CAMBA

**Reference 2**

**Name:** Claire Harding-Keefe  
**Address:** CAMBA - 884 Flatbush Ave., Brookly, NY 11226  
**Title:** Asst. Deputy Director  
**Phone Number:** [REDACTED]  
**Years Acquainted:** More than 10  
**Relationship:** She was my supervisor for my last position prior to AAHC

**Reference 3**

**Name:** Marge Novak  
**Address:** Great Lakes Financial  
**Title:** Unknown  
**Phone Number:** [REDACTED]  
**Years Acquainted:** More than 2  
**Relationship:** She was my supervisor/Exec. Dir. of AAHC

Assessment Name	Application Statement
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**CERTIFICATION OF ACCURACY**

(PLEASE READ AND ENTER YOUR FULL NAME SIGNATURE BELOW - UPON HIRE, YOU WILL BE REQUIRED TO SIGN A COPY OF THIS APPLICATION)

I understand that appointments have a probationary period during which time I must demonstrate my ability for continued employment with the City of Ann Arbor. I also understand that persons offered a position with the City of Ann Arbor may, in some cases, be required to submit to a medical examination by a City-appointed doctor prior to placement in a position. The City of Ann Arbor is an at will employer.

I am aware that willfully withholding information or making false statements on this application may be the basis for dismissal from City service. I agree to these conditions and hereby certify that all statements made by me on this application are true and complete to the best of my knowledge.

Full Legal Name:

Nicholas M. Coquillard

Today's Date:

8/17/2011

Assessment Name	Credential Release
Maximum Possible Score	0
Candidate Score	0
Candidate Percent	0%

**RELEASE AUTHORIZING CHECK OF APPLICANT'S CREDENTIALS**

In consideration of the City of Ann Arbor's evaluation of my suitability for employment, I hereby authorize the City to perform all checks of my credentials allowed by law, including but not limited to discussions with supervisors, co-workers, friends, business associates, or other individuals that the City, in its sole discretion, believes may have relevant information regarding my suitability for employment. I further authorize the City of Ann Arbor to perform the following checks on my credentials: request of police and/or credit report, and such other checks as the City of Ann Arbor deems appropriate.

I agree not to assert any claims of causes of action of any kind against the City, its agents, its employees, or any individual contacted by the City, arising out of the City's investigation. I further release and forever discharge the City, its agents, its employees, and the individuals and companies contracted by the as part of its investigation, from any and all claims, demands, damages, actions, cause of action, or suits of any kind of nature whatsoever arising from the City's investigation of my credentials. I acknowledge that the City has made no representation of any kind as to whether employment will be offered at the conclusion of its investigation.

Full Legal Name:

Nicholas M. Coquillard

Today's Date:

8/17/2011

Nicholas M. Coquillard  
 1906 Dogwood Ct.  
 Ann Arbor, MI  
 [REDACTED] / [REDACTED]

August 10, 2011

Board of Commissioners  
 Ann Arbor Housing Commission  
 727 Miller Ave.  
 Ann Arbor, MI 48103

Dear Commissioners,

Please accept my resume and profile in consideration for Executive Director. My career progression demonstrates my achievements and commitment to recognize and inspire staff, strategically plan, develop systems and policies, meet performance goals, and work enthusiastically and tactfully with neighbors, governments, and local boards and other leaders. Some of my concrete accomplishments include:

- Budgeting: Successfully managing more than \$18 million in contracts in previous roles and jointly managing more than \$1.4 million in budgets at the AAHC;

- Meeting State and Federal Mandates: Surpassing my previous agency's 2008 contracted performance goals and placing more than 500 homeless men and women into permanent housing and also helping the AAHC pass SEMAP and get out of troubled status and maintain a "standard" rating for three straight years;

- Supervision: Overseeing almost 200 staff in my previous role and being charged with running all daily operations at the AAHC;

- Customer Collaboration and Support: Working with more than 600 adults and 50 families in my previous role and supervising AAHC programs that house more than 360 families in public housing and more than 1,240 families in Section 8;

- Data Management: Implementing a new statistical database system in my previous role and driving greater commitment and more productive use of the AAHC's Yardi system; and

- Program Growth: Leading the start-up of three programs over my career - including essentially re-starting the growth, production and reputation of the AAHC with this team.

I positively approach each day in order to holistically support the consumers we work with where they are. I stand ready to be a leader who will guide the AAHC by managing an environment that will live its mission and which will translate into the Commission becoming a high performer and a role model to others.

Thank you for your time and consideration, and I look forward to speaking to you about the opportunity to lead the Commission to being one of the role model, high-performing PHAs in the country.

Sincerely,

Nicholas M. Coquillard

NICHOLAS M. COQUILLARD

1906 Dogwood Ct.  
 Ann Arbor, MI  
 [REDACTED]  
 [REDACTED]

**OBJECTIVE**

Positive, energetic, experienced administrator prepared to lead the AAHC, an agency dedicated to delivering stable, desirable housing and related support and services to children and families, while remaining sensitive to diversity issues of every nature. I look to continue leading in a daily environment that embodies and promotes a collaborative atmosphere both inside and outside of the agency - and one that fosters unparalleled commitment to each consumer served.

Housing and Social Services Executive  
 Managing Staff and Volunteers to Work with the Community to Achieve Success Together

**PROFESSIONAL PROFILE**

An accomplished, hands-on executive proven to build positive, diverse, open-minded teams to understand our consumers'

issues and to partner with them to strengthen their personal and community resources and to help each person served achieve success on their terms. Balances the constant, daily changes and challenges of the results-based nonprofit world. Analyzes facts and situations quickly and advises appropriately. Understands and reaches staff, volunteers and consumers where they are personally, and facilitates bringing each person to the next level in their personal and professional development. Communicates and collaborates effectively and respectfully among colleagues and the public. Believes it takes a community together to assist the consumer.

Respected leader who guides by example, works with agency leadership, and believes anyone can be assisted. Focused on teaching and training individuals or teams whenever possible, but able to hold staff and volunteers accountable. Positive, motivated, and compassionate.

#### AREAS OF EXPERTISE

- Direction of large multi-layered teams and large facilities
- Strategic Planning
- Community relations and collaboration
- Legal issues related to housing and human services (law degree with human services focus and experience)
- Budget management
- Statistics management
- Crisis Management
- Effective, compassionate, creative engagement of difficult-to-engage staff and consumers
- Developing and growing programs and teams into leading performers
- Responding to urgent/immediate requests from leadership or providers; meeting deadlines
- Award-winning writer
- Team building of staffs small and large
- Mental health, substance abuse and related issues

#### PROFESSIONAL EXPERIENCE

Deputy Director Ann Arbor Housing Commission, Ann Arbor, MI  
June 2009 - Present

Responsible for all daily operations at the Commission providing more than 360 units of public housing and about 1,300 units of Section 8 housing. Maintains joint responsibility for more than \$1.4 million across several budgets. Serves as lead grant and proposal writer. Provides and ensures supervision, training, evaluation and discipline of all employees for continuous development. Proven ability to monitor and allocate expenditures within HUD-dictated budget constraints. Respected community partner sitting on Operations Committee of the Washtenaw Housing Alliance. Experienced in union environments.

Program Director CAMBA, Brooklyn, NY  
Shelters and Drop-In Services – March 2008 – June 2009  
Neighborhood Family Cluster Program – October 2007 – March 2008

Responsible for three single adult shelters, one family shelter, one drop-in shelter, and other related facilities. Supported more than 200 staff and more than 600 adults and 50 families. Responsible for budgets totaling more than \$18 million. Collaborated and wrote proposals to maintain and add funding. Developed and implemented policies and procedures. Community liaison. Coordinated three on-site medical contracts, various consultants, food vendors and other providers. Ensured contract performance goals. Strategically planned with agency's senior management.

Program Manager/ CAMBA, Brooklyn, NY  
Shelter Director Atlantic House Men's Shelter - March 2005 – October 2007

Responsible for the daily clinical, administrative and operational supervision of the facility containing a team of more than 90 staff and 200 male MICA consumers. Supervise, train and evaluate the shelter's senior administrative team including the Assistant Director, Clinical Director and Director of Security and Operations, and work directly with the supervision of their staffs.

Assistant Director BFAIR – Berkshire Family and Individual Resources, North Adams, MA  
August 2004 – March 2005

Responsible for leading teams in charge of three different agency departments serving the developmentally disabled: community residential services, employment services and day habilitation services.

Director of Community Central Connecticut AHEC, Inc., Hartford, CT  
Programs May 2004 – August 2004

Responsible for leading a team of staff in support of the agency goal of eliminating health disparities across diverse populations of Central Connecticut. Position ended due to loss of grant funding.

Program Manager/ CAMBA (previously Church Avenue Merchants Block Association), Brooklyn, NY  
Shelter Director May 2002 – May 2004

Responsible for the daily clinical, administrative and operational supervision of the facility containing a team of more than 70 staff and 165 female consumers. Selected over more experienced candidates to build the shelter team for this agency that is known as one of the most consumer-centered, effective and hands-on in the New York City area. Supervise, train and evaluate the shelter's senior administrative team including the Assistant Director, Clinical Director and Director of Security and Operations, and work directly with the supervision of their staffs.

Social Services Director The Salvation Army, Bronx, NY  
April 2000 - May 2002

Launched the social services department and directed all aspects of its policy development and procedures for a 100-bed women's homeless assessment facility. Supervised and evaluated team of two supervisors, seven case managers, a recreation specialist, administrative secretary, psychiatric nurse, psychiatrist, and various volunteers. Developed policy and coordinated shelter programs with the Assessment and Program Directors. Facilitated two case management tracking systems and a finger image system. Coordinated with an on-site medical team .

Program Coordinator The Salvation Army, New York, NY  
Homeward Bound August 1998 - April 2000

Independently facilitated all aspects of New York's only program subsidizing the relocation of homeless or stranded persons and families out of New York City. Coordinated the efforts of more than 10 social workers located at six different sites and supervised four office staff. Responsible for two budgets totaling more than \$150,000. Worked directly with the New York City Department of Homeless Services.

Asst. Dean of Students/ Siena College, Loudonville, NY  
Residence Director August 1996 - July 1998

Directed the overall functioning of a 400-student residential housing unit. Enforced policy and educated as primary judicial officer with investigation and sanctioning responsibilities. Assumed 24-hour on-call coverage of entire campus community. Supervised nine resident assistants and 15 work study students. Special liaison between Student Affairs and Academic Affairs. Implemented the Summer Orientation Program.

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Students with Disabilities October 1996 - July 1998

Position in addition to employment as Assistant Dean/Residence Director – First staff allowed to hold a dual position in student affairs at the college. Arranged appropriate academic accommodations for students with learning, physical and other disabilities. Supervised five to ten office assistants.

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Juris Doctor, 1996

Michigan State University, East Lansing, MI  
B.A., Journalism, with Honors, 1993 (Second standing in graduating class)

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POWERED BY  **ULTIPRO**

Nicholas M. Coquillard  
1906 Dogwood Ct.  
Ann Arbor, MI  
[REDACTED]

August 10, 2011

Board of Commissioners  
Ann Arbor Housing Commission  
727 Miller Ave.  
Ann Arbor, MI 48103

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Sincerely,

*Nicholas M. Coquillard*

Nicholas M. Coquillard

# NICHOLAS M. COQUILLARD

1906 Dogwood Ct.  
Ann Arbor, MI  
[REDACTED]  
[REDACTED]

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**Managing Staff and Volunteers to Work with the Community to Achieve Success Together**

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Shelter Director**                      **CAMBA, Brooklyn, NY**  
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**August 2004 – March 2005**

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Programs**                      **Central Connecticut AHEC, Inc., Hartford, CT**  
**May 2004 – August 2004**

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**Juris Doctor, 1996**

Michigan State University, East Lansing, MI  
**B.A., Journalism, with Honors, 1993 (Second standing in graduating class)**