

**UNITED STATES DISTRICT COURT
DISTRICT OF THE DISTRICT OF COLUMBIA**

OPEN COMMUNITIES ALLIANCE,
CRYSTAL CARTER, TIARA MOORE

Plaintiffs,

v.

BEN CARSON, SECRETARY OF
HOUSING AND URBAN DEVELOPMENT,
IN HIS OFFICIAL CAPACITY, U.S.
DEPARTMENT OF HOUSING AND
URBAN DEVELOPMENT

Defendants.

Civ. Action No. 1:17-cv-02192 (BAH)

Chief Judge Beryl A. Howell

DECLARATION OF MARYANN RUSS

1. My name is MaryAnn Russ. I am the former Executive Director of the Dallas Housing Authority (2009-2016). I was also a Deputy Assistant Secretary for Public and Indian Housing at HUD from 1994 to 1997, and in that capacity directed HUD's Housing Choice Voucher program. A full copy of my CV is attached to this Declaration.

2. I oversaw the implementation of Small Area Fair Market Rents in the Dallas metropolitan area between 2011 and 2016. Small Area FMRs had been initially ordered in the Dallas region in response to a civil rights lawsuit by the Inclusive Communities Project, and Dallas was also later chosen to be one of the sites for the Small Area FMR demonstration project.

3. During the time I directed the implementation of the SAFMR program in Dallas, the program worked very well in helping voucher families with children move to lower poverty

neighborhoods. These results were documented in a report by Robert Collinson and Peter Ganong ("The Incidence of Housing Voucher Generosity"), detailing how SAFMRs, specifically, enabled families to move to such neighborhoods. The program worked especially well during the period 2011-13, when vacancy rates in the region were relatively high.

4. The Dallas SAFMRs also contributed to racial desegregation, as approximately 85% of Dallas HCV families are African American, and in our experience families that were able to move to new locations generally moved to less racially concentrated areas.

5. We experienced the following administrative costs associated with the changeover to Small Area FMRs:

- a. reprogramming software to permit different payment standards for different zip codes and bedroom sizes.
- b. training staff
- c. revising tenant briefing materials
- d. briefing of existing families as part of the recertification process

6. Based on the benefits to our families, these additional administrative costs were well worth the effort.

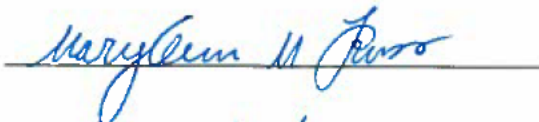
7. In order to streamline the SAFMR process, and make it easier to follow for both staff and families, we grouped the 189 zip codes in the Dallas metropolitan area into 13 cost areas, by

adjusting the SAFMR payment standard up or down in each zip code to line up similarly-priced zip codes. I understand that this was done in at least one of the other demonstration sites.

8. Based on my tenure at HUD, I believe that HUD could and should have taken steps to aid the transition to SAFMRs in the new sites by issuing guidance to assist PHAs with basic implementation questions, such as the technique described above for grouping similarly-priced zip codes, and sample briefing materials for tenants.

9. In spite of HUD's failure to issue timely guidance, there is still time to issue guidance materials to assist PHAs in meeting the implementation deadline for the 2018 SAFMRs.

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.



Executed: 10/30/17

MARYANN MILLER RUSS
Consultant

Key Qualifications

Over 48 years' experience working in public and assisted housing, including as HUD Deputy Assistant Secretary for Public and Assisted Housing, Executive Director of the Council of Large Public Housing Authorities, Executive Director of the Wilmington (DE) Housing Authority, Director of Training at the National Center for Housing Management, as a Principal Associate for Abt Associates, and most recently as the CEO and President of the Dallas Housing Authority, the largest housing authority in Texas, before returning to consulting.

Areas of expertise include all aspects of Public Housing, the Housing Choice Voucher program, and HUD-assisted housing, with particular emphasis on project-based operations, asset management, housing policy, demolition and disposition of public housing, strategic planning, operating subsidy, property management, occupancy, management assessment, civil and disability rights in Federal Housing, and training and technical assistance.

Relevant Professional Experience

August 2016 to present: **CEO/President, Off the Grid Low Income Housing Consulting, Shunk PA:** Ms. Russ re-started her consulting career as the convener of the Regional Assessment of Fair Housing in the Dallas Fort Worth area and assisted with the development of standards and indicators for the Assisted Housing Accreditation Board. She is helping a large PHA with a disposition application and is writing policy papers for the Public Housing Authority Director's Association (PHADA).

February 2009 to July 2016: **CEO and President, Dallas Housing Authority, Dallas, Texas:** Ms. Russ was the Chief Executive Officer and President of the Dallas Housing Authority, an agency that owns and manages more than 5000 units of Public Housing, multifamily, LIHTC and private rental housing and administers over 17,600 housing choice vouchers. This job entailed directing and supervising the staff of the housing management, capital development and voucher programs as they assist over 23,000 low income families by providing high quality affordable housing. During Ms. Russ's tenure the public housing and Housing Choice Voucher programs went from HUD's troubled agency list to high performer status. In addition, DHA completed construction on its fourth HOPE VI revitalization project in 2015, and is in the process of redeveloping four other obsolete housing developments. In this job Ms. Russ has received numerous awards for her work in reducing homelessness in Dallas.

June 1, 2007 to January 31, 2009: **Managing Director, Housing Voucher Programs and Acting Vice President Public Housing Operations, Houston Housing Authority, Houston, Texas:** Ms. Russ was responsible for policy development and day-to-day operations of a 13,000-unit voucher program as well as a 3,400-unit public housing program with 17 developments including several with low income housing tax credits. In this work she supervised the staff of the voucher programs and took the program from being designated as troubled to a SEMAP High Performer. In public housing, Ms. Russ supervised the staff and three private management firms who actually manage and maintain the public housing properties. Under her leadership, the Houston Housing Authority's property management program was designated a PHAS high performer.

6/1997 – 6/2007: **Principal Associate, Abt Associates, Bethesda, MD, Chicago, IL and Sarasota, FL:** Among numerous consulting jobs, the following are offered as representative examples:

Project-based Operations Training and Technical Assistance: Ms. Russ, working with accounting professionals from PHA Finance, delivered training nationally to PHA staff and Board members and provided technical assistance in the implementation of project-based operations at PHAs including: Cuyahoga Metropolitan Housing Authority, Albany Housing Authority, Fayette County (PA) Housing Authority, Decatur (AL) Housing Authority, Newport News and Youngstown (OH) Metropolitan Housing Authority.

Technical Assistance and Training: Ms. Russ performed a series of assessments, technical workshops, and provided technical assistance to a wide variety of housing agencies in identifying problems in their Housing Choice Voucher program. In Houston, this work included setting up systems and documenting staff work following the relocation of thousands of Hurricane Katrina victims to Houston.

Technical Expert, Development of Guidance and Policy on the Final Rule for Operating Subsidy, for the U.S. Department of Housing and Urban Development, Washington, D.C., Ms Russ conducted tests of various precepts of the new Operating Subsidy rule on site at PHAs, attended and contributed to a report on a test of the "stop-loss" methodology in Charlotte, North Carolina, and worked on the forms PHAs seeking stop loss would submit to demonstrate their asset management status. Ms. Russ was one of the members of HUD's working group that met regularly to comment on HUD's guidance as it was developed.

Project Director, Various jobs in support of the Plan for Transformation, Chicago Housing Authority, Chicago, Illinois, This series of jobs, spanning several years, included many different tasks: designing and delivering training on CHA's new lease and the Relocation Rights Contract to prepare for the relocation of over 12,000 families as a part of the Plan for Transformation; developing and delivering a workshop series for the residents to be relocated at 25 sites; writing an Asset Management Training Manual for owner/managers of CHA subsidized mixed finance properties; preparing a year-end monitoring instrument for the Asset Management staff; developing a training program for the Asset Management and Quality Control staff on HUD occupancy and reexamination requirements; and developing a new Admissions and Continued Occupancy Policy, Lease, Reasonable Accommodations Policy, Grievance Procedure update and Pet Policy as well as Procedures in support of the ACOP, coordinating the implementation of the policies and procedures first with the resident leadership and then with CHA's new IT system; developing and delivering a series of workshops for CHA staff, residents and contractors.

Project Director. Public Housing Workshops. Under Ms. Russ, Abt Associates trained public housing staff in calculating public housing annual income, adjusted income, income-based rent, and earned income disallowance. (Clients included: Freeport, NY, Muncie, Indiana, Atlantic City, NJ, Wilmington (DE) Housing Authority, over 300 PHA members of the Texas Housing Association, Lucas County Metropolitan HA, Louisiana Housing and Redevelopment Agencies, PHA members of Residential Initiatives for Maine, Ohio Housing Authorities Conference, Public Housing Authorities Directors Association, and others.

Project Director, VCA Training Program for HUD FHEO staff, for National Office of Fair Housing and Equal Opportunity, Washington, D.C. Mrs. Russ provided training to HUD's FHEO field staff on drafting and monitoring Voluntary Compliance Agreements for housing authorities. Topics covered involved both racial and disability discrimination.

Project Director, Subcontract with Bazelon Center for Mental Health Law, preparation of Self Evaluation and Transition Plan for the Housing Authority of Baltimore City, Baltimore, MD. Ms. Russ worked with the planning, compliance, and design staff of HABC and, using data prepared by Architects Unlimited, prepared a five-year Transition Plan to bring HABC into accessibility compliance.

Project Director, Consent Decree Training for staff, Housing Authority of Baltimore City, Baltimore, MD. For this job, Ms. Russ reviewed the Department of Justice Consent Decree and working with staff at the Housing Authority and HUD, developed a four-hour workshop for all staff covering the Agency's responsibilities under Civil and Disability Rights Laws. She later delivered the workshops and administered an examination to all HABC staff in 23 workshops.

Project Director, Voluntary Consent Decree training and technical assistance: Pinellas County Housing Authority, Largo, Florida, San Antonio Housing Authority, San Antonio, Texas, Housing Authority of the City of Las Vegas, Las Vegas, NV, Ms Russ worked with three additional Housing Authorities in helping them to implement their Voluntary Compliance Agreements. In all three locations this entailed designing and delivering staff training, developing forms and procedures and ensuring that the staff who worked with applicants and program participants understood and could carry out their responsibilities under all civil and disability rights laws.

Project Director, Author and Editor, HUD Occupancy Guidebook for the U.S. Department of Housing and Urban Development, Washington, D. C. Ms. Russ led the team that wrote HUD's Public Housing Occupancy Guidebook. The Guidebook addresses all aspects of public housing occupancy administration including civil rights and disability rights, admissions, income and rents, reexamination, policies, practices and leases.

Court-appointed Expert in Newark, NJ. In 1998 Ms Russ was appointed by the Chief Judge of the U.S. District Court as an expert to investigate and make recommendations about policy and operational changes with respect to reducing the amount of time required to turn around vacated units, the viability of the remaining high-rise family development, Stella Wright Homes, the Authority's Mixed Population buildings, and the physical condition of all the Authority's units. This contract was expanded to include addressing historic problems of discrimination against persons with disabilities, redesign of the public housing occupancy department, and implementing the Stella Wright Homes relocation unit. Ms. Russ wrote a new Section 504 and QHWRA compliant Admissions and Occupancy Policy and procedures, designed the curriculum, wrote materials and delivered training to the Relocation staff on Mobility Counseling, to the Occupancy Staff on the entire gamut of Occupancy operations, and to Housing Managers on Lease Enforcement.

Project Director, HOPE VI Application, Newark, NJ. Ms Russ led the interdisciplinary team that wrote NHA's successful application for \$35 million in HOPE VI funding to revitalize the Central Ward of Newark and replace the non-viable Stella Wright Homes development. This application leveraged \$110 million in public and private investments in infrastructure, community improvements, services and market rate housing investments. Partners included the Authority's Resident Council, City, County, State and numerous neighborhood organizations and agencies serving NHA's population.

Project Director. Author and Trainer, Public Housing Designated Housing Guidebook. For HUD, designed a training program to enable HUD staff to review PHA Designated Housing Plans. Developed the training model, wrote the Guidebook and delivered the training program.

Consultant to the Millennium Housing Commission: Developed policy papers on the future of both the public housing and tenant based subsidy programs.

Other Professional Experience

1/1994- 6/1997 **Deputy Assistant Secretary for Public and Assisted Housing Operations; U.S. Department of Housing and Urban Development.** Under Ms. Russ, the Office of Public and Assisted

Housing Operations was responsible for policy development (including legislative drafting and budgeting), program design, writing regulations, and monitoring Field Office and PHA performance in the following program areas: Public Housing operating subsidy, eligibility, admissions, rents, housing management, maintenance, procurement, PHA assessment, and all aspects of the operation of the Section 8 certificate and voucher programs.

Accomplishments:

- Wrote and coordinated the production of the 1995 revision to the Annual Contributions Contract (first update since 1969).
- Represented the Office of Public and Indian Housing in meetings and negotiations with House and Senate staff of Budget, Authorizing and Appropriations Subcommittees, industry groups, OMB and the White House.
- Acted as HUD Negotiator for HUD's first negotiated rule, which dealt with operating subsidy calculations for vacant public housing units.
- Represented the Office of Public and Indian Housing in a series of court cases, primarily dealing with desegregation, including cases in East Texas, Buffalo, Minneapolis, New Haven, Dallas, New York, Chicago, Allegheny County, Saint Paul, and Baltimore. In this context, prepared declarations, reviewed settlement proposals and decrees, testified in Federal Court, and worked with both HUD and Justice Department attorneys in establishing procedures to ensure that HUD complied with Court Decrees.
- Headed the PIH Deregulation Task Force, charged with reviewing and reducing regulatory the burdens of the public housing program. As of August 1995, regulations either rewritten or eliminated included those dealing with maintenance and utilities, PHMAP, operating subsidies, admissions, occupancy, leasing and certification.
- Coordinated the development of the Designated Housing Rule and subsequent Notice, which permitted PHAs to set aside buildings for their elderly residents.
- Represented the Department in hearings and speaking engagements before industry and resident groups, legislators, members of Congress, and others.
- Developed the Training program for HUD staff and Housing Authorities on Nondiscrimination in Public Housing Occupancy, trained the trainers, and authored the model Admissions and Occupancy Policy, Lease and Occupancy Procedures used in that training program;

1990-1994 **Executive Director, Council of Large Public Housing Authorities (CLPHA).** The Council of Large Public Housing Authorities (CLPHA) is a professional association of large housing authorities that manage over 40 percent of the nation's public housing stock. CLPHA performs research, provides training and technical assistance to its members and works to improve and ensure adequate funding for the public housing program.

Accomplishments:

- Developed and delivered training program on 504, Fair Housing and Public Housing screening, including sample A & O Policy, procedures and forms;
- Developed, wrote training manual for and delivered workshops on lease and grievance procedures, including sample lease and grievance procedure;
- Developed and delivered technical training to Boards of Commissioners;
- Served on HUD's Occupancy Task Force, Co-chair, Admissions Subcommittee;
- Wrote or edited CLPHA's comments on the following HUD programs: HOPE I, PHMAP, Comp Grants, Family Self Sufficiency, Choice in Management.

- Testified as an expert witness in the Richmond Redevelopment and Housing Authority case dealing with gun bans in public housing.
- Wrote numerous technical papers for Congressional staff and provided technical assistance with public housing issues including reviews of legislative drafting;
- Prepared and managed CLPHA's operating budget;
- Provided individual technical assistance to CLPHA members.

1989-1990 **President, Russ Associates.** Russ Associates was a private consulting firm that offered technical assistance, training, comprehensive planning and other services to public housing agencies, private owners and managing agents.

Accomplishments:

- Developed and trained a three-day training program for PHA staff, "Occupancy and Lease Enforcement".
- Performed an Occupancy Department audit of the Housing Authority of New Orleans and prepared a report on how operations could be improved.
- Prepared the Vacancy Reduction Plan for the Housing Authority of New Orleans, analyzing the causes of long-term vacant units and suggesting both short and long-term remedies.
- Co-wrote and edited the 340-page Occupancy and Lease Enforcement Training Manual.
- Wrote the Industry Draft Regulations on Lease and Grievance Procedure that were subsequently adopted by HUD.
- Represented CLPHA in negotiations with the U.S. House of Representatives Authorizing Subcommittee.
- Designed a two-day Project-Based-Budgeting training program for PHAs
- Analyzed operating budgets and historical expenditures of PHA clients.
- Developed Rent Collection Initiatives and Comprehensive Occupancy Plans

1984-1989 **Executive Director, Wilmington Housing Authority.** For five years was the Chief Executive Officer of WHA, a large urban PHA with 2582 conventional units, a 650-unit Section 8/voucher program, a large (\$61 million) capital improvements program, a Congregate Housing Services Program (CHSP) and Project Self Sufficiency.

Accomplishments:

- WHA removed from HUD's Troubled PHA list -1985.
- WHA received HUD's National Most Improved Large PHA Award - 1987.
- WHA first PHA in the country to be decontrolled by HUD - 1987 (Decontrol was the precursor to PHMAP and PHAS).
- Operating Reserves increased from 19 percent to 100 percent of Allowable Maximum.
- Tenant Accounts Receivable dropped from 27 percent to less than 1 percent.
- HUD awarded WHA over \$61 million in competitive CIAP funds to comprehensively renovate 10 of WHA's 17 developments (all the Authority's family developments).
- Converted WHA to Project-based management- 1984
- HUD Award for Decontrol contributions - 1988.
- Implemented a comprehensive inspection/preventive maintenance program resulting in improved resident satisfaction and condition of physical plant.
- Over 40 percent of WHA's staff were Certified Housing Managers.

- Over 43 percent of WHA's staff were current or former residents of public housing or Section 8.
- Converted 8 family developments from PHA-paid to tenant-paid utilities, resulting in 40 percent reduction in utility consumption.
- Lead paint abated in 100 percent of family units (1636 units).
- Occupancy and Section 8 staffs combined and cross-trained.
- Initiated a staff recognition program.
- Activated a Modernization Advisory Council and a Utility Conversion Board composed of residents, staff and service agency personnel.
- Converted large unneeded scattered site homes to emergency housing for homeless women with children, tripling the city's supply in 2 years.
- Reduced high-rise vacancies from 17 percent to 1 percent.
- Replaced WHA's outdated computer system with one employing a relational database.
- Increased housing opportunities for residents with disabilities through creative use of facilities.
- Four perfect IPA audits in a row.
- Favorable RIGA audit in 1987 (after 3 successive negative audits prior to my arrival)
- Rewrote WHA's Lease and Occupancy Policies, Personnel, Procurement, Capitalization and Disposition Policies.
- Trained Managers, Aides and Division Directors in Project Based Budgeting, which has been in effect since 1984
- Implemented Community Improvement through Resident Empowerment, a major effort to help residents achieve economic independence through individual family efforts and coordinated services in 1987.
- Developed monthly Project Reporting Format, that tracks performance in Occupancy, Maintenance, TARs, Utility Usage, Vandalism, and Turnovers.
- Initiated upward mobility program to encourage higher income tenants to become homebuyers.
- Trained HUD staff and other PHAs in Region III on Decontrol.
- Implemented a Comprehensive Health Center to serve all 6 senior buildings. Services include Family Practitioner, Podiatrist, nutrition counseling, psychiatric services, home health aides, alcohol-abuse program, food closet, furniture closet, and rehabilitation services.

1983-1984 **Director of Technical Services, Wilmington Housing Authority.** For one year ran the Authority's Comprehensive Improvement Assistance Program, obligating over \$14 million in backlogged CIAP funds and competing successfully for another \$12 million. In addition, supervised the Special Crews.

Accomplishments:

- Prepared the pre-application and final applications for WHA's 1984 CIAP program (\$12 million).
- Designed the authority's lead paint abatement initiative and supervised the inspections, A & E package, bidding, contract awards and construction.
- Obligated \$14 million in CIAP funds in 15 months.
- Replaced the heating crew with an HVAC superintendent following heating system upgrades.
- Resolved 7 longstanding RIGA and IPA audit findings.
- Redesigned the agency's CIAP administrative and records system.
- Trained CIAP staff in HUD procedures.
- Coordinated activities of the Venture for Quality Public Housing.

- Delivered two training programs on CIAP bidding procedures and document requirements for minority contractors.
- Developed five-year rehabilitation plans after consulting with residents and staff.

1979-83 **Director of Training, National Center for Housing Management.** Responsible for NCHM's training efforts, which involved designing programs, training trainers, delivering training and evaluating programs. Further, I was part of a team that packaged 12 Section 202 applications, all of which were funded. In addition, researched, wrote, edited and updated training workbooks and exercises, administered NCHM's HUD-accredited Housing Manager Certification Program, and delivered technical assistance to housing authorities, nonprofit corporations and managing agents. NCHM delivered over 150 training programs during Ms Russ's tenure as Director of Training.

Accomplishments: Developed and delivered the following workshops and training programs:

- Developing Section 202 Housing for the Elderly (1 week)
- Appalachian Housing Coordinator Training (1 week)
- Appalachian Regional Commission Trainer Training (1 Week)
- 4350.3 Occupancy Workshop (2 days)
- Financial Management and Accounting Workshop (2 days)
- Maintenance Training Program (3 days)
- Housing Manager Certification Program (1 week)
- Certification Program Trainer Training (1 week)
- Tools and Techniques for Affordable Housing (3 days)

1974-1979 **3 Positions: Director of Training and Technical Assistance, Director of Special Programs, Training Coordinator, Texas Department of Community Affairs.** In the three positions with TDCA, supervised the Housing Division's training and technical assistance programs. These programs covered housing development, management, and code enforcement under HUD, Farmers Home Administration, the Community Services Administration and local governments. Ms. Russ wrote and edited training materials and coordinated the logistics of delivery.

Accomplishments: Developed and delivered the following training programs:

- With NCHM delivered Public Housing Management Certification Programs
- PHA Budgeting and Financial Management: Introduction to Operating Subsidy
- History and Philosophy of Public Housing
- PHA Occupancy Policies
- Lease and Grievance Procedures
- HUD Insurance, personnel, procurement, capitalization and disposition requirements
- PHA Board Training
- Basic Housing Program Familiarization Seminar
- Foreclosure Prevention Training for Housing Counselors
- Rural Housing Coordinator Training
- Rural Rental Housing (FmHA 515)
- Rural Home ownership under FmHA's 502 program
- Home repair loans and grants
- Section 8 Existing Housing

1972-1974 **3 Positions: Components Requirements Manager, Disposition Officer and Legal Services Specialist, Wilmington Housing Authority.** During the year and a half at WHA, held three different positions: first assisting the Administrative Counsel with routine legal work such as evictions, grievances, bid openings, contractor certifications and proclaimers; next acting as Disposition Officer in the Authority's Urban Renewal Program, designing and implementing an Urban Renewal Management Information System; and finally, integrating cost, schedule and technical performance of staff and consultants under WHA's Housing Management Improvement Program.

1970-1972 **Housing Specialist, Housing Development Corporation of Chester.** In this position Ms. Russ handled the FHA paperwork associated with 235(i) new construction program, ran a housing counseling service and wrote grant applications.

1969-1970 **Planning Technician, City of Chester, Planning Division.** This job included preparing site proposals for the Urban Redevelopment Authority and reviewing developer submissions. Also ran a 235(j) housing rehabilitation program, buying vacant homes, preparing plans and specifications and FHA applications, bidding the work, inspecting during construction and preparing application for individual mortgages.

Summer 1968, **Graphic technician, Delaware County Planning Commission.** Prepared cartography, drafting, sketching, design, layout and general printing work and did data gathering and analysis for the county's Low Income Housing Plan.

Education

Attended University of Delaware, Newark, DE, Master's Program in Urban Affairs.
B.S., Environmental Design, Philadelphia College of Art, Philadelphia, PA,
Bryn Mawr College, Bryn Mawr, PA, One year, transferred to Philadelphia College of Art
Unionville High School, Unionville, PA, National Merit Scholar

Publications

The Income and Rent Workbook (DHA for Texas Housing Association)
Public Housing Occupancy Guidebook (Abt, for HUD)
Designated Housing Guidebook (Abt, for HUD)
Nondiscrimination in Public Housing Occupancy (HUD)
Applicant Screening and Non-Discrimination (CLPHA)
Lease and Grievance Procedure Workbook (CLPHA)
Occupancy and Lease Enforcement (Russ Associates)
NCHM Occupancy Workbook (NCHM)
Tools and Techniques for Affordable Housing (NCHM)
Financial Management & Accounting Guide (NCHM)
The NCHM Maintenance for Workbook (NCHM)
Developing Housing for the Elderly (HUD)
Appalachian Regional Commission Housing Development Guide (NCHM)
The Site Development Handbook (Rural America)
The NCHM Management Review (NCHM)
Rural Housing Coordinator's Guide (TDCA)

Texas Housing Plan (TDCA)

Getting Started in Public Housing: A Manual for New Executive Directors (TDCA)

Professional Memberships

Intergovernmental Affairs Committee, Housing Authority Insurance, Inc

Board of Directors, Dallas Homeless Policy Alliance

Board of Directors of the Metro Dallas Homeless Alliance

Policy/Steering Board of the Council of Large Public Housing Agencies

Housing Authority Property Insurance Co., President

Housing Authority Risk Retention Group, Vice President

Board of Directors, Middle Atlantic Regional Council of the National Association of Housing and
Redevelopment Officials

Women's Center of Delaware, Board of Directors

YWCA of Wilmington, DE, Board of Directors

Elementary Workshop, Cooperative Montessori School, Chairman, Board of Directors

Trinity Episcopal Church, Vestry Member

Board of Directors, Ann Arundel County Housing and Redevelopment Corporation