

## **Dan Adams**

An accomplished professional with a strong track record in affordable housing finance and development. Dan Adams is the executive director of Afforda and his critical achievements at Afforda include:

- Successfully manages the Utah Equitable Transit Oriented Development (UETOD) Fund, a \$35 million public-private partnership between the State of Utah and five participating banks and managed by Afforda, ensuring it reached its full potential in providing acquisition and predevelopment financing for affordable multifamily housing.
- Developed a consulting arm of Afforda to support regional and national banks in Community Reinvestment Act (CRA) strategic planning and plan development.
- Leveraged Afforda assets to aid in the development of low-income housing tax credit projects including CROWN single-family units and most recently a partnership with Weber Housing Authority to build Meadowbrook, a 46-unit project in Ogden, Utah.
- A key member in launching a statewide acquisition and predevelopment loan fund, a \$27 million public-private partnership between the State of Utah and Utah banks.

**Prior History and Accomplishments:** Dan has led Afforda since April 2018 and previously served on the board of directors from 2015 to 2018. With over 26 years of banking experience, he worked for CIT Bank for over five years as their CRA Officer and spent 20 years with American Express. Under Dan's leadership, Afforda's assets grew from \$40.3 million to \$72.5 million between 2018 and 2024, reflecting an impressive annual growth rate of approximately 11.4%. Dan holds an MBA from the University of Phoenix and a Bachelor of Science from the University of Utah.

## **Josh Bahn**

Vice President, Goldman Sachs Urban Investment Group, which is a mission-driven, multi-asset class investing and lending business deploying over \$2 billion annually in community and economic development through real estate projects, renewable energy projects, social enterprises, and lending facilities for small businesses. Josh leads investment strategy and underwriting of equity and debt transactions to finance mixed-income, affordable and mixed-use development projects in markets including New York, Utah, Atlanta, and Washington D.C.

## **Melissa Garff Ballard**

Melissa Garff Ballard was born and raised in Davis County. She attended the University of Utah, where she graduated with a bachelor's degree in Piano Performance and a Master of Music in Piano Performance and Accompanying. She was the Founding Chair of the University of Utah School of Music Advisory Board and Camarata Awards. Melissa managed her professional piano studio for more than 23 years. Certified MTNA and recently released an album in 2020 with Centaur Records collaborating with world-renowned violinist David Park. Their album received the 2020 National Critic's Choice Award from the American Record Guide. They performed in NYC Carnegie Hall Oct 13, 2023 with an encore performance Oct 11, 2025.

Melissa is the Co-Founder of the Salt Lake CAP Head Start Advisory Board, supporting hundreds of at-risk children whose families live below the poverty level, and Founder of the University of Utah School of Music Advisory Board.

She also serves on the Utah Natural History Museum Advisory Board, Envision Utah Board, Atlantis Foundation Board, the Advisory Board of the United States Hydrogen Alliance, and Founding member of

LAMP Institute.

Melissa was elected to the Utah House of Representatives in 2018. Her legislative committees include Chair of the Higher Education Appropriations Committee, Vice Chair of Criminal Justice Appropriations Committee, Public Education Standing Committee, Transportation Standing Committee, Criminal Justice and Law Enforcement Standing Committee, Business and Labor Standing Committee, Economic and Workforce Development Standing Committee. She served as Chair of the Education and Mental Health Commission, the Behavioral Crisis Response Commission, and continues as Chair of the Corrections and Higher Education Council, and Chair of the Utah Marriage Commission. She also served on the Utah Education Commission, and the Western Interstate Commission for Higher Education.

She has worked tirelessly for improving government efficiencies, prison reform, conservative energy policy, and is a champion for education.

She is married to Craig Bowen Ballard. Together they are parents of 6 children and have 5 grandchildren. Together they served as Mission Leaders in the Oregon Portland Mission 2014-2017 for The Church of Jesus Christ of Latter-Day Saints.

### **Shellie Barrus**

Executive Director of Habitat for Humanity of Summit and Wasatch Counties. Shellie has committed the past twenty years to housing-related work in the Public, Private, and Social Sectors in Utah. Shellie's management, operations expertise, and financial oversight, as well as Habitat mortgage underwriting background, have been instrumental in the organization's ability to have a greater social impact by serving more individuals and families than ever before in the affiliate's history. During the last eight years as Habitat's Executive Director, Shellie increased production capacity at the Utah affiliate from one single-family home annually to undertaking a 26-home build, which includes attached 3-story townhomes.

### **Nick Berger**

Nick Berger has been with RMCRC for 7 years, bringing over 20 years of experience in commercial lending to the team. Prior to joining RMCRC, Nick built a robust career in commercial real estate and lending, which has equipped him with the expertise to oversee all lending and business development activities at RMCRC. A proud graduate of the University of Utah, Nick is an avid fan of their football team. Nick also holds an MBA from the Huntsman School of Business and is a Certified Commercial Investment Member ("CCIM"). Nick's educational and professional achievements and dedication to the field are well-recognized. Nick has been instrumental in expanding RMCRC's geographic footprint from Utah to the surrounding seven states and is currently leading efforts to expand nationally. His dedication to RMCRC's vision of increasing and preserving safe, clean, and affordable housing drives his daily efforts. Outside of work, his motivation is fueled by RMCRC's vision and the tangible difference it makes in the community. On weekends, Nick can be found outdoors either riding his mountain bike, hiking, or fly fishing. You can connect with Nick on LinkedIn.

### **Al Bingham**

Al Bingham is nationally recognized for his extensive research, insight and knowledge about purchasing power, credit reports and especially the FICO® credit score. Al has extensively researched the FICO® credit score starting in 2003 and has published two editions of the book, *The Road to 850, Advanced Strategies for Increasing Your FICO Credit Scores*. It outlines the dozens of factors in the FICO® scoring system and provides advance strategies to improve them. He has discovered many unknown factors about the FICO credit score from his personal research, tracking the credit scores of over 3,000 consumers. From his research, he can state unequivocally that there is much misinformation circulated from many so-called

“credit experts.” Al has been a big support of My Credit Plan, designed to educate consumers and provide a correct personal roadmap to credit score improvement. He has provided commentary in over 200 television news stories for outlets including CNBC, US News and World Report, Fortune, CBS and ABC affiliates. His work had national implications as the lead credit expert in the Jabbari Wells Fargo case (3.5 million unauthorized accounts), along with several other cases. Al also worked on the national SAFE Mortgage exam committee since 2003 and the State of Utah’s financial literacy program since 2009. Al is excited to help all improve purchasing power by increasing FICO scores.

#### **Chuck Bleth**

Champion/Genesis Homes – Corporate Director for Western US. 33 years in the off-site construction industry. Champion is one of 3 large companies in the business – Clayton Homes and Cavco Homes are the other two. Champion has been in business for over 70 years and currently employs over 9,000 people. Champion Homes’ mission is to assist in affordable housing that can be built with scale and speed to meet the housing shortage found throughout the country.

#### **Camille Bowen**

Camille Bowen is the DSPD Statewide Housing Coordinator. She brings over 24 years of experience in affordable housing. Before joining DSPD, Camille served as a Property Director for individuals aged 55 and older, administered and managed multiple HUD-funded housing programs and held numerous positions including 504 Coordinator and Federal Programs Compliance Officer. She enjoys sharing her knowledge and advocating for individuals with disabilities to live self-determined lives. Currently, Camille serves as a board member for the Utah Housing Coalition. She has served in various community roles, including the Salt Lake County Community and Economic Development Advisory Council and the Advisory Board for the Autism After 21 Utah Project.

#### **Ilez Brady**

Ilez Brady has been with Housing Connect since 2010. She started in the Public Housing Department and now oversees the Housing Choice Voucher program. Her professional certifications include Public Housing Manager, Rent Calculation Specialist and HCV Program Manager. Ilez is bilingual, passionate about customer service, and strongly supports the organization’s mission and values.

#### **Dr. Karly Brinla**

Dr. Karly Brinla oversees comprehensive project management functions, including predevelopment, financing, construction, marketing, and community engagement. She serves as the regional lead for initiatives in Utah and California. As President Emeritus and a founding member of the Illinois Chapter of the Women in Affordable Housing Network, Dr. Brinla manages the Brinshore internship program and spearheads recruitment and training for all new developers at Brinshore. Prior to joining the development team full-time, she contributed as a part-time developer while completing graduate studies and teaching at the University of Illinois at Chicago (Business Calculus and Linear Algebra for Business). She also consulted on a 2014 statistical analysis project evaluating fluctuations in the Evanston Housing Market. Dr. Brinla earned her Ph.D. in Mathematics from the University of Illinois at Chicago and holds a bachelor's degree in Mathematics from Pitzer College.

#### **Rebecca Brown**

Rebecca Brown, LCSW, was appointed a Deputy Executive Director for the Utah Department of Corrections in August 2023. She brings extensive experience in correctional healthcare, treatment program

development, reentry strategies and operations, having previously served as Assistant Deputy Director at the Utah Department of Health and Human Services (DHHS). In this role, she oversaw clinical services and the transition of correctional health services to DHHS, ensuring continuity of care for justice-involved individuals. With more than 25 years in community-based and non-profit settings, Brown has played a pivotal role in recidivism reduction, reentry planning, and public safety initiatives. Her work at the Salt Lake County Jail and in community treatment programs laid the foundation for innovative, evidence-based approaches to rehabilitation and successful reintegration.

### **Preston Cochrane**

With extensive executive-level leadership experience and launching multiple social impact initiatives, Preston has been a driving force behind bold, forward-thinking solutions to complex social challenges. He has held leadership roles at The Other Side Village, Valley Behavioral Health, Shelter the Homeless, American Research Bureau, AAA Fair Credit Foundation, Utah Social Innovators Alliance, Financial Counseling Association of America, Utah Jump\$tart Coalition, Utah/America Saves, Utah Housing Coalition, Utah Nonprofits Association, United Way of Salt Lake, BizWorld, Family Financial Education Foundation, and Utah One Health Collaborative. His contributions have been recognized with multiple awards, including the R. Duncan Wallace M.D. Foundation Social Servant of the Year, EY Social Entrepreneur Of The Year™, United Way of Salt Lake President's Award, and Utah Best of State. He enjoys coaching youth sports, fly fishing, skiing, wakeboarding, mountain biking, golfing, and drums.

### **Hayley Cousin**

Hayley Cousin is the Executive Director of Community Justice Advocates of Utah (CJAU) and is at the forefront of innovation in access to civil legal assistance in Utah. Building on her experience at Timpanogos Legal Center, where she led the first Utah program to train nonlawyers to deliver legal services, she founded CJAU to empower nonlawyer advocates working with tenants, victims of abuse, and individuals facing medical debt. Hayley's work is grounded in community collaboration and legal empowerment. She graduated from BYU Law with honors and is a member of the Utah State Bar.

### **Shawna Gabriela Cuan**

Co-Founder and CEO at SustainEnergyFinance, a nonprofit committed to transforming communities with accessible, equitable, and creative financial solutions that build a clean energy economy. She oversees strategic development, financing products, project pipelines, and fundraising from private and public capital. She brings 15 years in clean energy across program design, research, technical writing, and teaching. Prior roles include founder of Elevated Energy Solutions and Advisors, Managing Director of Renewable Energy and Energy Efficiency at the Utah Governor's Office of Energy Development, and analyst for CNA. She holds an MPP from Georgetown University and a BA in Political Science from UC Santa Barbara.

### **Paul Cummings**

Paul Cummings joined National Affordable Housing Trust (NAHT) in 2014 and oversees Originations and Capital Market efforts for multifamily investments using LIHTC. He brings more than 30 years of experience building effective affordable housing finance and development partnerships. Prior to NAHT, Paul worked 18 years with Enterprise (Community Partners/Investment) as Senior VP managing market strategy, relationships, and syndication; earlier with Vermont Housing Finance Agency administering multifamily loans and state LIHTC. He also serves on the investment committee for New Market Funds in Canada. He holds a Master's in City Planning (UC Berkeley) and a BS in Urban Architectural Design (UC Davis). Based in Portland, OR.

**David Damschen**

President & CEO of Utah Housing Corporation (UHC), Utah's Housing Finance Agency. UHC helps low- and moderate-income Utah families achieve and maintain home ownership via down payment assistance and mortgage acquisition/servicing, and collaborates with investors/developers to finance thousands of affordable multifamily units through bonds and LIHTC allocation. David previously served as Utah's 25th state treasurer (appointed 2015; re-elected 2016 and 2020) and worked for 20 years in institutional & retail banking. A U.S. Coast Guard veteran, he received a B.A. in Finance from the University of Washington.

**Jim Davis**

Prior to serving as Vice President of Business Development for Family Promise of West Michigan, Jim Davis was a public school educator, pastor, nonprofit director, a planning commissioner, a neighborhood association president, and part of several political campaigns in Grand Rapids, MI. Jim's cross-sectional work has allowed him to reimagine innovation in supportive and transitional housing throughout the West Michigan region. Jim is a registered lobbyist in Michigan, a licensed real estate agent, and focuses on housing advocacy, local zoning reform, strategic partnerships, and policy-based solutions through his role at Family Promise.

**Amy Dickerson**

Amy Dickerson has specialized in banking and affordable housing for over 25 years including 17 years of real estate and affordable housing. She is responsible for Investor Relations, Originations, Project Management, Funds Management, and Marketing. Prior to HCP, she was VP of Investor Relations for a national non-profit tax credit syndicator, responsible for multi- and single-investor platforms. Her experience includes LIHTC underwriting, syndication, development, finance, training, HR, real estate and operations while in banking. She is a graduate of Pacific Coast Banking School (University of Washington) and holds a bachelor's in finance from Western Michigan University.

**Jennifer Domenici**

Assistant Director in the Housing and Community Development Division (HCD) of the Department of Workforce Services (DWS). Jennifer oversees key programs including the Olene Walker Housing Loan Fund, Permanent Community Impact Fund, Community Development Block Grant, Uintah Basin Revitalization Fund, and the Navajo Revitalization Fund. Expertise: policy development, system-level planning, funding management, grant/RFP design, compliance monitoring, and technical assistance. With over a decade managing state/federal programs, she has implemented initiatives that significantly improved communities across Utah.

**Regan R. Duckworth**

Regan R. Duckworth is a dedicated eviction, landlord, and small business attorney serving clients throughout Utah (admitted in Utah, Texas, Illinois). Founder of Duckworth Legal Group, he provides practical, results-driven solutions in evictions, landlord-tenant disputes, business law, and contracts. He has handled corporate litigation/transactions, including real estate disputes, foreclosure, commercial transactions, and bankruptcy, both in private practice and in-house. He develops compliance trainings and policies and advises across real estate, finance, and healthcare. Regan prioritizes proactive counsel, contract drafting, and risk management to keep landlords and businesses out of court. He enjoys traveling with family, skiing, golfing, and exploring restaurants, and frequently speaks to business groups on legal best practices.

**Karson Eilers**

Karson Eilers is the Utah League of Cities and Towns Policy Director. He grew up in Salt Lake City. After graduating from East High School, Karson joined the National Civilian Community Corps to help communities around the country with disaster preparedness. He returned home to attend Westminster College, graduating Cum Laude with a BA in Economics and a minor in Political Science. After interning with the Utah State House of Representatives in 2017, he joined Utah League of Cities and Towns as a policy intern and stayed around. Karson obtained a MS in Business Analytics from the University of Utah in 2023, while working at the league. Part policy wonk and part data nerd, Karson brings meaningful research and data insights to local and state public policy. In his free time, he enjoys rock climbing, skiing, and mountain biking in Utah's incredible mountains and deserts with his family and friends.

**Cody Egan**

Housing Services Specialist at Ogden-Weber Community Action Partnership; developed the Tenant Landlord Mediation Program and the Renter Education program. He introduced Utah's first Ready to Rent education program and joined Utah's first HSLA cohort. He teaches Ready to Rent at Utah State Prison, Weber Basin Job Corps, and Weber County jail. Despite being a former high school dropout, Cody earned two BAs (Economics; Health, Society & Policy) from the University of Utah (Cum Laude) and an M.Pl. from USC (Dean's Merit Scholar). He received the 2024 Utah Housing Coalition Member of the Year Award. He enjoys camping and paddle boarding with his cat, two dogs, and girlfriend.

**Todd Fabian**

Vice President, Regional Manager at National Equity Fund, Inc. (NEF), a national non-profit LIHTC syndicator founded in 1987 (affiliate of LISC), headquartered in Chicago. One of the largest non-profit LIHTC syndicators in the U.S. Todd is currently based in Los Angeles.

**Mr. Gentry**

Professional banker passionate about affordable housing. He works with investors to form LIHTC funds and underwrites individual transactions. Since joining The Richman Group, he has placed over \$2 billion in tax credit equity in 300+ developments, including 85+ communities in Utah (6,500+ homes). Recognized authority on Year-15 dispositions, remaining involved throughout compliance periods. Master's from Portland State University (sustainable development); graduate of Pacific Coast Banking School (UW) and ABA National Commercial Lending School (University of Oklahoma).

**Jason Glidden**

Executive Director, Mountainlands Community Housing Trust. Former Housing Development Manager, Park City Municipal Corporation—managed Park City's affordable housing program and policy/code to meet 800-unit goal by 2026. BA in Business Management/Marketing (University of Evansville); MBA in Strategic Management (University of Montana). Serves on ULI Affordable/Workforce Housing Product Council. New Hampshire native; Park City resident since 2007; enjoys skiing, mountain biking, and fly fishing.

**Rachel Grudzien**

Relationship Manager, KeyBank Community Development Lending & Investing (Denver). Responsible for

debt originations on new construction/preservation affordable multifamily (9%/4% LIHTC, state credits, bonds). Also has national affordable/workforce underwriting experience.

#### **Katherine Halterman**

Program Manager, HCD Division (DWS). Manages single-family portion of the Olene Walker Housing Loan Fund and oversees NEPA compliance for the division. Known for implementing programs, strategic planning, and compliance oversight—creating operational efficiencies, clarifying policy, and crafting innovative solutions. Works with developers and individuals on funding strategies, resource allocation, performance monitoring, and stakeholder collaboration.

#### **Ashlea Hansen**

Community Reentry Case Manager, Utah Department of Corrections (Reentry & Rehabilitation Division) with 28+ years at UDC across Prison Operations, Correctional Industries, Adult Probation & Parole. Provides comprehensive case management for reentry (IDs, employment, housing, transportation, treatment). Certified Peer Support Specialist and Housing Liaison for the Community Reentry Team; focuses on stakeholder partnerships to enhance community safety and education.

#### **Laura Hanson**

Joined the Governor's Office of Planning and Budget (GOPB) in 2021 with 20+ years as a planner in public/private sectors. Former Planning Director, Utah Transit Authority—led strategic planning, service planning policy, regional visions/transportation plans, and major policy decisions. First Executive Director of the Jordan River Commission—raised \$30M+ for Jordan River Parkway trail/river. Consultant in long-range/strategic/small area planning and environmental planning. Holds bachelor's degrees in urban planning and environmental studies and a master's in urban planning (University of Utah); postgraduate certificates in public involvement, leadership, conflict resolution, and visual resource management. Award-winning work. Enjoys family ranch in Woodland, UT, camping, live music, and skiing with husband Derrek and children, Anna and Leo.

#### **Jonathan Hardy**

Executive Vice President, Blaser Ventures; President of affiliate BCG Affordable Residential Communities (equitable, mixed-income neighborhood development). Former Division Director, HCD (15+ years in state affordable housing/homelessness initiatives). Managed Olene Walker Housing Loan Fund, Private Activity Bond Authority, CDBG, and PCIFB—oversaw 2000+ loans, \$750M combined portfolio. Chair, Utah Housing Corporation Board of Trustees; prior roles include Commissioner on Housing Affordability, Vice-Chair State Homeless Coordinating Committee, Chair PCIFB. Now focused on accelerating affordable housing production across income spectrums.

#### **Jeanette Montoya Hernandez**

Director of Property Management and Compliance at Housing Connect—leads multi-site affordable, tax credit, mixed-income, and supportive housing portfolios with a focus on regulatory excellence and resident stability. Oversees compliance strategy, team development, and operational performance across all housing programs; committed to equity and long-term impact.

#### **Beth Holbrook**

Trustee Beth Holbrook was appointed to the UTA Board of Trustees in 2018 and brings extensive experience in finance, real estate, and public service. A former Bountiful City Council member and past

president of the Utah League of Cities and Towns, she has served on numerous boards, including the Olene Walker Housing Loan Fund and Utah Urban Land Institute. At UTA, she champions community engagement and strategic transit-oriented development to strengthen connectivity and support economic growth across Davis, Weber, and Box Elder counties. Holbrook also plays a national role through the American Public Transit Association, helping shape federal policy to advance transit priorities across North America.

#### **Eric Holmes**

Data Project Manager, Salt Lake City Community Reinvestment Agency. Leads transparency/accessibility projects, including SLC's Affordable Housing Construction and Preservation Dashboard (the City's primary public tool for tracking support for affordable housing construction/rehab).

#### **Randall Honey**

Appointed Division of Reentry & Rehabilitation - Institutions Chief (March 2025). Began with UDC in 2004 at Draper; served in max security, general population, transportation, STG Intelligence; helped create MCIRT Team, Last Chance Program, and executed prison move from Draper to Salt Lake City. In 2019 moved to Inmate Placement Program (oversaw housing/programming/standards of UDC offenders in 20 county jails). Promoted to Deputy Warden (Oct 2022), Director of IPP (Jan 2023), Chief of Prison Operations (Nov 2023).

#### **Heather Hower**

Joined Habitat for Humanity Vail Valley in 2021 as Marketing & Communications Manager; leads marketing, PR, communications strategy; participates in multiple community collaboratives. Prior nonprofit roles in Eagle County; nearly two decades of editorial experience. Providence College graduate; former editor in Boulder; worked at World Championship ski and mountain bike events in Vail.

#### **Sam Jensen**

Commercial Escrow Officer, Fidelity National Title (Utah). Expert in title/escrow services for complex commercial deals; supports developers, lenders, and real estate professionals with accurate, efficient, seamless closings. Trusted for precision and client service.

#### **Laurel Joseph**

Laurel Joseph is the Deputy Executive Director and Director of Transportation Planning for Grand Valley Metropolitan Council (GVMC) where she oversees all federally assisted long- and short-range multimodal transportation planning and programming activities for the Greater Grand Rapids region. Laurel is active in the Michigan Transportation Planning Association (MTPA); she is currently the Chairperson of the Finance Committee, served as Chair of the whole body from 2023-2024, and was honored to receive the MTPA Senior Planner of the Year award in 2023. She is involved with the Michigan Association of Planning serving on their conference planning committee and Transportation and Land Use Task Force and is a member of the American Planning Association and the American Institute of Certified Planners. In all her work, Laurel is committed to collaborating with local, regional, state, and federal partners to implement the region's vision and goals to ensure the metropolitan area is an exemplary place to live, work, play, and visit.

#### **Kim Johnson**



Kim Johnson serves as the Senior Director of Policy at NLIHC. In this role, Kim is responsible for identifying and analyzing federal policy and regulatory activities related to NLIHC's priorities, advocating around those policies and activities on Capitol Hill, and working with NLIHC's field team to engage NLIHC's members and network in field advocacy. Kim focuses especially on the housing protections in the "Violence Against Women Act," criminal justice reform, and evictions.

### **Jeremy Keele**

Co-founder & Partner, Sorenson Impact Funds; Co-founder & Managing Partner, Catalyst Opportunity Funds (~\$350M AUM; 20 real estate assets). Former President & CEO, Sorenson Impact Center—grew from 2 employees (2013) to ~40 (2018) with ~100 student fellows annually; co-created the Winter Innovation Summit with Obama Administration and Sundance. Former senior advisor to SLC Mayor Ben McAdams (policy portfolio, \$1.2B budget, 4,000+ employees); helped launch the nation's first early childhood social impact bond. Former corporate attorney at Cleary Gottlieb and Latham & Watkins (NY, London, LA) leading multibillion-dollar cross-border M&A/financings. Degrees: BS/BA (BYU), JD (NYU Law), MPA (Harvard). Married with four boys.

### **Angela Kraniski**

Angela Kraniski graduated with a Sociology degree from BYU in 2011. Renting for 16 years across Texas, Connecticut, and Utah as a stay-at-home-mom raising 5 children has given her considerable experience within those state's varying rental environments. After experiencing housing instability as a renter in Utah on the heels of mostly wonderful renting experiences in Texas, Connecticut, and as a student-renter at BYU, Angela advocates for renters in Utah so they can have the same protections that most renters nationwide—even in politically polar-opposite states—enjoy.

### **Hassan A. Latif**

Founded Second Chance Center (2012), a community re-entry agency; served as Executive Director for 10 years. SCC is Colorado's preeminent reentry agency with <5% recidivism among program participants. Hassan mentors and trains government/nonprofit providers nationally, facilitates transition planning in Colorado DOC facilities, and authored *Never Going Back: 7 Steps to Staying Out of Prison* and its curriculum. Served on Governor Polis's Community Corrections Advisory Council and the Clemency Advisory Board; President of CCJRC's Board.

### **Zoe LeBeau**

CEO, BeauxSimone Consulting (women-owned, small business) specializing in helping communities develop/manage high-quality supportive housing. 25+ years' experience across re-entry, tribal, family, youth, and behavioral health supportive housing; integral in developing 5,000+ units nationwide. Plays a national role in policy to secure funding for supportive housing; nationally recognized trainer and speaker.

### **Heather Lester**

Landlord Tenant Mediation Program Coordinator, Utah Community Action. Program expanded statewide (Jan 2022). Five years as mediator assisting with de-escalations and negotiations (rental assistance, deposits, payment plans, fees, Fit Premises, referrals, nuisances) and downstream court-assisted mediation (evictions, debt collection) with emphasis on rehousing and stabilization. Leads tenant/landlord education and outreach. Graduate of Creighton University School of Law, Werner Institute (Negotiation & Dispute Resolution, Org Development). Awards: 2021 Excellence in Community Action (Individual); 2022 Region

8 Community Action Champion. Presiding Chair, Online Dispute Resolution Section (Association of Conflict Resolution). Active in focus groups/legislation for housing growth, education, and sustainability.

#### **McKenna Marchant**

Private Activity Bond program manager. Experience includes administration of PAB program, assisting with Olene Walker Single Family programs, contract administration, Commission on Housing Affordability administration, and Community Development Office planning. Specialty: creating program efficiencies and clarifying policy.

#### **Yolanda Marshall**

Acquisitions Director, Sugar Creek Capital (state tax credit syndicator; invested in 470+ LIHTC developments since 2004). 20+ years in banking and CRE finance; specializes in state LIHTC transactions, including historic preservation. Leads underwriting review, assumptions, and project scope; originates state tax credit investments in CO, WI, UT, OH, and DC; works closely with developers/investors to ensure seamless closings and financial success. BA, University of Colorado–Denver.

#### **Ruedigar Matthes**

Policy Manager, Salt Lake City Department of Community and Neighborhoods (focus: housing policy). Lead author of *Housing SLC* (five-year housing plan) and core author of *Thriving in Place* (Utah's first anti-displacement plan); now implementing both. Convened Physical Accessibility Work Group to improve housing accessibility. Outside work, enjoys baking, writing, family time, and traveling. (Taurus.)

#### **Marci Milligan**

Marci Milligan is a seasoned consultant and community development citizen planner. She brings more than 35 years of professional experience in primary and secondary affordable housing finance and project implementation skills to her municipal, non-profit and for-profit clients. Marci strongly believes great projects come out of a common vision, and collaborative partnerships that build upon the collective strengths of each partner.

#### **Bruce Mitchell**

NCRC Principal Researcher and urban geographer studying how place shapes economic futures. Specializes in mapping/statistics; authored works on environmental justice, financial access inequalities, historic redlining/gentrification (e.g., HOLC redlining maps; *Redlining and neighborhood health*; *Displaced by design*). PhD in Geography and Environmental Science and Policy (University of South Florida).

#### **Bart Mortensen**

Selected as Division of Reentry & Rehabilitation - Community Chief. With UDC 15+ years; began as correctional officer, transitioned to Adult Probation and Parole (agent, supervisor, assistant regional manager). Deputy Warden, Utah State Correctional Facility (2021); Warden, Central Utah Correctional Facility (2022); Warden at USCF (Nov 2023).

#### **Dan Murphy**

Program Manager, HCD Division (DWS). Manages multifamily portion of Olene Walker Housing Loan Fund; oversees HOME, HTF, state funding. Specializes in policy development, contract implementation, monitoring, appropriations, and legislative programs; known for successful project implementation and strategic initiatives that improve operational efficacy.

**Russell Opatz**

Russell Opatz is the Vice President of Housing and Real Estate Strategy at Valley Behavioral Health, where he oversees supportive housing operations, clinical outpatient services, and housing development. With over a decade of experience in affordable and supportive housing operations and development, Russell has led initiatives that combine real estate development with equitable service delivery models for individuals and families facing homelessness and behavioral health needs. He previously served as a Senior Program Manager at the Corporation for Supportive Housing and as the Supportive Housing and Services Director at Housing Connect. Drawing on his early experience in construction, Russell brings both technical and operational expertise to his leadership. He holds a B.A. from Warren Wilson College and professional certifications in real estate development and housing finance.

**Claudia O'Grady**

Vice President, Multifamily Finance & Development at Utah Housing Corporation; 25+ years in the affordable multifamily industry (developer, syndicator, HFA). Serves on boards/committees including RCAC, Utah Housing Coalition, and Salt Lake City Redevelopment Advisory Committee. Awarded a Key to the City by Mayor Jackie Biskupski (2019).

**Tom Otteson, AIA**

25+ years across project types: single-/multi-family residential, commercial, industrial, hospitality, K-12, museums. Roles include designer, PM, and construction contract administration leader with a focus on building science/enclosure design. Blends technical depth with strong design sensibility to create thoughtful, functional, elegant solutions.

**Meg Padjen,**

Meg Padjen is the Director of Community and Economic Development at the Wasatch Front Regional Council, where she leads initiatives in planning and economic development for the region. Meg engages with policymakers and technical experts at the state and local levels to drive impactful change through various programs built and administered by her and her team. Recently, her efforts have focused on implementing policies that encourage cities to plan around fixed transit stations, increasing housing availability and accessibility. Her dedication lies in ensuring a high quality of life for all residents, current and future, along the Wasatch Front. Meg holds a Master of City and Metropolitan Planning (MCMP) from the University of Utah, complemented by a Graduate Certificate in Real Estate Development, and a certificate Municipal Finance from the University of Chicago. She serves on the board of the Seven Canyons Trust, a non-profit organization she co-founded, and actively participates in various committees with the Utah chapter of the Urban Land Institute.

**Chris Parker**

Director at Giv Group; co-director, Perpetual Housing Fund. Leads community-focused real estate development emphasizing sustainability and social equity. Completed 500+ low/mixed-income units by 2018 (500 more under construction). Projects include Imagine Jefferson, Startup Crossing, Project Open (Utah's first carbon-neutral multifamily at lower cost), and The Shop Workspace. Work aligns community needs with private resources (e.g., The Exchange). Lived experiences exploring poverty (minimum wage, van life, homelessness) inform approach.

**Katie Peterson**

Katie Peterson is a Senior Technical Assistance Provider on the Cloudburst Homeless Assistance Team, working alongside communities to prevent and end homelessness. She provides technical assistance to Continuum of Care grantees and Emergency Solutions Grant recipients, develops training, tools, and products, and advises on program design, strategic planning, and program effectiveness. Prior to joining Cloudburst Ms. Peterson worked for HUD for over 10 years. She has a B.A. in Sociology from Lehigh University and a J.D. from the University of Denver Sturm College of Law.

**Tawny Peyton**

Executive Director, Utah Housing Alliance (and Rocky Mountain Home Association) since 2011. Works with stakeholders/policymakers at state, local, federal levels. Directly involved in state building codes, zoning regulations; strong advocate for factory-built structures to solve housing needs.

**Natasha Pfeiffer**

Loan Officer, Rocky Mountain Community Reinvestment Corporation (11 years). Underwrote 100+ LIHTC-financed loans, including complex structures (condominiums, ground leases) and diverse sources (USDA RD, HOME/HTF/NHTF, Section 8 HAP). Known for managing complex financial transactions.

**Christian Pritchett**

Shareholder/Director of Development, BlueLine Development, Inc. 15 years in affordable housing (9 with BlueLine). As Director of Development, works with a team of developers to accomplish organizational goals.

**Lindsey Romaniello**

Planner and researcher focused on rural western communities. PhD student (University of Utah), practicing planner (SE Group), researcher (GNAR Initiative); former municipal planner across the Rocky Mountain West. Specializes in long-range planning and land use policy. Salt Lake City resident researching challenges like affordable housing, infrastructure, and water access.

**Amy Rowland - Short Bio**

Amy Rowland has 35+ years of experience in community, economic and affordable housing development, with extensive experience raising tax credit equity and securing financing for a variety of affordable housing and community development projects. Amy joined Community Development Finance Alliance (CDFA) in 2018 as President and CEO. CDFA is a Utah-based nonprofit organization that provides New Markets Tax Credit financing, flexible short term loans and development consulting services to community facilities, mixed-use and affordable housing projects. In previous jobs, she served as Utah Field Director for the National Development Council (now Grow America) and VP of Originations for the National Affordable Housing Trust, providing development services on affordable housing projects throughout the United States. She also worked in a variety of housing development roles at Mercy Housing for over ten years. Her experience also includes four years as a Community Lending Officer for Bank of America, and eight years as the founding Executive Director of a nonprofit housing development group in San Diego. Amy has an M.A. in Architecture and Urban Planning from UCLA.

**Jennifer Schumann**

Program Manager, HCD (DWS). Manages the Private Activity Bond program. Career dedicated to holistic community development across local and federal levels—policy, tools, best practices, and municipal assistance. Began with Salt Lake City, building strong collaborative relationships to support vulnerable

populations. Now focused on creating/preserving affordable housing in Utah via PABs and other financing tools.

**Mayor Shepherd**

Mayor of Clearfield City since 2014. Serves on Utah Defense Alliance Board, Utah Economic Development Corporation Board, Davis County Council of Governments. Principal broker/owner, Shepherd Real Estate Group (Layton).

**Robert Singleton**

Partner, tax-credit finance practice, Winthrop & Weinstine, P.A. (Minneapolis). Formerly in tax at PwC. Represents developers, housing authorities, investors, and lenders in 4%/9% LIHTC and Historic Tax Credit transactions nationwide. Native Utahn (Sandy); University of Utah (2005); licensed in Utah and Minnesota.

**LuAnn Spangenberg**

(Also listed separately below as duplicate—consolidated here.) Involved in affordable housing for 25+ years. Former Director, Housing & Neighborhood Development, Salt Lake City (10 years). Currently Lending Manager for Utah Equitable TOD Fund at Afforda and part of the team creating the Afforda Acquisition Lending Program.

**Rhoda J. Stauffer**

Member of Park City Municipal Corporation Affordable Housing Team since 2008. Manages compliance and resale for 285 deed-restricted units; oversees several large development partnerships for more units. Previously spent 25 years with nonprofits on housing development/financing, board building/training, and fundraising/strategic planning.

**Sarah Strang**

Chief Operating Officer, The Road Home—manages resource centers, overflow shelter, and crisis programs. LCSW with MSW; 20 years in programs serving people in housing crises, including families, young adults, and children.

**Anna Sullivan**

Housing Credit Allocation Manager, Utah Housing Corporation. Manages allocation of 9% and 4% credits, annual QAP updates, and developer engagement. Former Housing Credit Analyst (application evaluation, final cost certs). Background in market research and journalism; enjoys crafting, soccer, and reading. BA, University of Utah.

**Amy Thornton- Chief Operating Officer**

Amy Thornton has been with Afforda since August 2012. Amy is currently the COO for Afforda and is responsible for the organization's affordable housing lines, including development, asset management, and financing for the development of affordable housing. Amy holds an MBA from the University of Utah.

**Tony Tyler**

Park City-based real estate developer; portfolio exceeds \$1B across commercial/retail, multifamily/single-family, and industrial. Recent: Pendry Hotel & Residences; Slopeside Village (1,204-bed employee housing). Believes innovation, sustainability, and affordability drive great places. Serves on boards including

Canyons Village Management Association and PC Tots. 18-year Utah resident; enjoys outdoor family time year-round.

### **Steve Waldrip**

Utah Gov. Spencer J. Cox's Senior Advisor for Housing Strategy and Innovation—developing a statewide strategy and leading efforts to increase housing stock and innovation. Extensive experience in real estate development, law, and government operations. Co-founded Rocky Mountain Homes Fund (middle-class homeownership). Serves on boards (United Way Northern Utah; Ogden Valley Land Trust). Former chair/member, Utah Commission on Housing Affordability. Former state legislator (District 8, 2019–2022). Previously oversaw leasing/new development for Business Depot Ogden (managed 6.5M sq ft; built 2M sq ft industrial; 250k sq ft commercial/office).

### **Jason Wheeler**

Executive Director, ASSIST Inc Community Design Center. Passionate about leveraging architecture/design to improve everyday life. Founded in 1969, ASSIST provides architectural services for nonprofits, government, and community organizations and advocates for equitable transportation, smart city development, and affordable housing along the Wasatch Front. ASSIST also provides design and emergency home repair services for low-income, disabled, and elderly residents. Previously architect at Alley Poyner Macchietto (Omaha) focused on senior housing, historic preservation, custom homes. Former Enterprise Rose Fellow at Color Country Community Housing (St. George, UT) and Enterprise Community Partners (NYC) post-Superstorm Sandy—directed FAR ROC Design Competition and created Sandy Design Help Desk centers. Enjoys traveling, hiking, camping with family, cycling, running, and cooking.

### **Alexa Wrench**

Division Director of Housing Opportunities, The Road Home. Leads administration of rental assistance and housing navigation for shelter guests. Joined in 2024 with a deep commitment to evidence-based housing-first approaches and community-centered coalition building. Background in positive youth development, prevention, program development/implementation/evaluation with an emphasis on equity, collaboration, and dignity.

### **Sharlene Wilde**

Executive Director, NeighborWorks Mountain Country Home Solutions (20 years). Grew organization from rehabbing one house/year to multiple developments under construction; built/sold or rented 200+ units with 65 more scheduled; provides housing/financial counseling to ~1,300 families annually statewide. Prior 19 years in municipal finance/administration (South Jordan, Draper, Provo). Contract accountant for South Utah Valley Solid Waste District (33 years). Leads Southwest Utah Community Land Trust via Housing Attainability Coalition; board roles with Rocky Mountain CRC, Utah Housing Coalition, Ivins City Affordable Housing Committee; past leadership with multiple community orgs. MBA (University of Phoenix). Lives in St. George; manages Orem and St. George offices; enjoys travel and family time.

### **Dave Wittwer**

30 years as an insurance and risk advisor with a targeted focus on solutions for nonprofit housing providers. Executive Vice President, Brown & Brown, Inc. (publicly traded, nationally ranked insurance broker and risk advisor).

**Sherri Wittwer**

Sherri Wittwer is a long-time mental health advocate. She has worked in various capacities in the Utah mental health system, including as the Executive Director for the National Alliance on Mental Illness, at Optum Salt Lake County as the Network Director and Director of Housing and Community Partnerships, and as a Mental Health Advocate for the Disability Law Center. Sherri is an Adjunct Faculty Member for Salt Lake Community College and teaches Political Science in the Prison Education Program. Sherri is the Chair of the Utah Coalition for Severe Mental Illness, the Board President for CIT Utah, the Past Board President of the Utah Housing Coalition, the Utah Policy Director for the National Shattering Silence Coalition, and is a member of the Utah Shattering Silence Coalition. Sherri has a master's degree in Public Administration from the University of Utah. She and her husband David are the parents of four children.

**Jim Wood**

Ivory-Boyer Senior Fellow, The Policy Institute. Specializes in housing, construction, real estate, and economic impact. Authored 120+ articles/studies on Utah's economy (housing markets, community development, regional economics). Led studies on local housing conditions; principal investigator for HUD sustainable communities grant and two-year cost-benefit study of Housing First participants. Directed a 15-year BEBR contract for Utah economic development research (13 industry studies). Member, Governor's Council of Economic Advisors; boards: Salt Lake Home Builders Association, Salt Lake County Housing Trust Fund, NeighborWorks Salt Lake; State of Utah Revenue Assumptions Working Group. University of Utah graduate (B.S., finance; graduate study in economics); researcher/analyst since 1975; former Director, Bureau of Economic and Business Research (13 years).