

Doug Shoemaker

President, *Mercy Housing*



Doug Shoemaker serves as President of Mercy Housing California (MHC), the largest regional affiliate of Mercy Housing, Inc. With offices in Los Angeles, San Francisco and Sacramento, MHC develops, manages, and provides services to very-low income seniors, families, veterans and people that have been homeless. Since 1993, MHC has developed over 10,000 homes and currently has over 4,000 homes in development.

Prior to Mercy Housing, Mr. Shoemaker served as the Director of the Mayor's Office of Housing and Community Development (MOHCD), San Francisco's Housing Finance and Community Development Agency. He led various key mayoral initiatives at MOH, including HOPE SF, San Francisco's groundbreaking effort to revitalize five distressed public housing sites into mixed income communities.

Mr. Shoemaker served previously for 5 years as Deputy Director of the Non-Profit Housing Association of Northern California (NPH) and began his career at Mission Housing Development Corporation in San Francisco.

Caleb Roope

President/CEO, *The Pacific Companies*



Caleb Roope is the President and CEO of multiple interrelated companies in the areas of development, finance, construction, modular manufacturing and property ownership. He has over 30 years of professional real estate experience with a concentration in affordable housing development, and over his career he has successfully built more than 200 apartment communities for low- and moderate-income families and senior citizens consisting of approximately 15,000 units at an estimated cost of \$4.2 billion.

Caleb has extensive experience producing assets that combine the resources and priorities of the public and private sectors, such as low-income housing tax credit projects, inclusionary and market-based multifamily housing developments, mixed-use properties and public schools. With a strong and experienced team of specialists supporting him, Caleb completes approximately 15 to 20 multifamily and special purpose projects each year while devoting additional capacity to the affordable housing policy front

where he is active at the local, state and federal levels.

Mr. Roope received his bachelor's degree in Accounting from Azusa Pacific University and currently resides in southwest Idaho's community of Eagle.

Deborah Ruane

President and Founder, *Norwood Development Strategies*



Deborah N. Ruane is the President and founder of Norwood Development Strategies, a consulting firm that specializes in providing solutions for the creation of multifamily housing to serve workforce families. Ms. Ruane has been in the real estate and financial markets for over 30 years, with the last 20 years spent exclusively on affordable housing finance and development. Most recently, Ms. Ruane was Executive Vice President and Chief Strategy Officer for the San Diego Housing Commission and oversaw Real Estate Development, Policy and Strategy for the agency. She is a member of numerous real estate organizations focused on housing policy in California and the United States.

Ms. Ruane studied Business Administration and Engineering and has a Master of Science degree from the School of Business at the University of San Diego. She has served as Adjunct Professor of Real Estate at the Point Loma Nazarene University (2019), is a frequent guest lecturer at the University of San Diego's Burnham-Moores Center for Real Estate.

Rebecca Foster

CEO, *San Francisco Housing Accelerator Fund*



Rebecca Foster is the CEO of the San Francisco Housing Accelerator Fund, a public-private partnership that provides San Francisco with powerful new tools for producing and protecting affordable housing. SFHAF was created to raise new private and philanthropic funds to invest in affordable housing and to help the City deploy public funds more creatively, quickly, and strategically. Since its launch under Ms. Foster's leadership in 2017, the Fund has channeled more than \$200 million into construction and preservation projects, helping to create 900 permanently affordable homes and counting.

Prior to starting the Fund, Ms. Foster was Director of Social Impact Investment for Mayor Lee. She started her tenure in local government as a Fuse Fellow in the Mayor's Office of Civic Innovation, after spending 8 years in Public Sector & Infrastructure investment banking at Goldman Sachs.

She received her B.A. magna cum laude from Brown University and her MBA from the Stanford Graduate School of Business.

Kate Hartley

Chief Lending Investment Officer, *San Francisco Housing Accelerator Fund*



Kate Hartley is the Housing Accelerator Fund's Chief Lending and Investment Officer. She brings a wealth of diverse experience to the role. Most recently, she served as the Director of the San Francisco Mayor's Office of Housing and Community Development, where she oversaw the development of over 8,000 affordable homes between 2014 and 2019. Prior to her Mayor's Office service, she worked as a senior development specialist for the San Francisco Redevelopment Agency. She also spent four years as a financial consultant with the California Housing Partnership Corporation, specializing in low-income housing tax credit syndications, tax-exempt bond issuances, and portfolio analyses for affordable housing developers.

Ms. Hartley graduated with honors from the University of California, Santa Barbara, and received an M.A. in Jurisprudence and Social Policy from the University of California's Berkeley Law School.

Judith Blackwell

Executive Director, *California Tax Credit Allocation Committee and California Debt Limit Allocation Committee*



Judith Blackwell serves as the Executive Director of the California Tax Credit Allocation Committee (CTCAC) and the California Debt Limit Allocation Committee (CDLAC). Both agencies help finance affordable housing for low-income Californians. Ms. Blackwell previously served as the CFO of the Port of Oakland; the CFO of the City of Atlanta; and as the Purchaser and Director of Contract Administration for the City and County of San Francisco.

Ms. Blackwell began her career as a public finance attorney on Wall Street, specializing in financing both 'green' and 'grey' infrastructure projects. Additionally, Ms. Blackwell was executive director of the Oakland African American Chamber of Commerce; treasurer of the Northern California Supplier Development Council; and was a member of the Oakland Workforce Development Board.

She completed her undergraduate degree at the University of Chicago as an economics major and earned her Juris Doctor degree at Columbia University School of Law. She also earned an advanced law degree (LLM) in oil and gas law from Robert Gordon University in Aberdeen Scotland.

Tia Boatman Patterson

Executive Director, *California Housing Finance Agency*



Tia Boatman Patterson is the Executive Director of the California Housing Finance Agency, the State’s affordable housing lender. Ms. Patterson’s leadership of CalHFA focuses on the organization’s mission to create and finance progressive housing solutions. She engages mortgage lenders, affordable housing developers, federal, state and local housing agencies, advocacy organizations, public officials and private financing markets to accomplish that mission.

Prior to her appointment, Ms. Patterson served on the CalHFA Board of Directors and as General Counsel for the Sacramento Housing and Redevelopment Agency. Ms. Patterson’s management of SHRA covered the legal department’s services to SHRA-administered nonprofit corporations; the City and County Community Development Block Grant funds, HOME funds, Housing Trust Funds and housing bond programs. Her responsibilities also included legal oversight of SHRA’s public housing tenants and housing units, as well as Housing Choice Vouchers. Her previous experience includes serving as a special assistant to the Speaker of the California State Assembly and as a senior associate with Best Best & Krieger LLP.

In 2015, Ms. Patterson began serving on the Board of Directors for the National Council of State Housing Agencies and was elected Board Chair in 2018. She’s is a member of the National Housing Conference’s Advisory Council, Freddie Mac Housing for Tomorrow Council, and BBVA Compass Bank Community Advisory Board.

Ms. Patterson received her Bachelor of Arts in Political Science from San Diego State University and her Juris Doctorate from the University of Pacific, McGeorge School of Law. While in law school, she received highest honors in Trial Preparation and Advocacy and graduated as a member of the National Order of Barristers.