

**Employment**

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2002 – Present	Managing Director/Development, Duvernay + Brooks LLC
2000 – 2001	Principal and Senior Vice President, New York City Investment Fund
1996-2000	Vice President, New York City Partnership Executive Vice President, New York City Housing Partnership
1988-1996	Vice President, New York City Housing Partnership
1985-1986	Economic Analyst, Port Authority of New York and New Jersey

Seasoned real estate professional with more than twenty years of real estate development and finance experience, specializing in affordable housing.

**Highlights**

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- Real Estate Development: Serve as primary team leader and project manager responsible for all aspects of development, from pre-development through financing, construction, conversion and occupancy, of affordable housing and mixed-use properties. Managed successful sale and conversion of a 133-unit new Harlem co-op that was completed in January 2010, in the midst of the housing finance crisis.
- Program Design and Development: As Executive Vice President at the NYC Housing Partnership, oversaw development and financing of 21,000 units of housing valued in excess of \$300MM per year, a total investment of \$2 billion. Spearheaded new programs in partnership with private lenders, public officials, foundations and community leaders - including a \$150MM annual program that rehabilitated and sold hundreds of city-owned apartment buildings to neighborhood-based businesses.
- Investment Management: As Senior Vice President at the NYC Investment Fund, a \$100MM civic fund created by Henry Kravis, raised \$23MM from insurance companies as part of NYS's Certified Capital Company Program and oversaw portfolio management and investor relations.
- Loan Fund Creation: Created and raised funds for numerous successful financing vehicles, including a \$190MM construction loan facility marketed to foreign and wholesale banks; a targeted Mortgage Backed Security investment program; and a \$2MM working capital loan fund for neighborhood-based contractors.

## **Development Experience**

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### **Development of Affordable Housing Properties and Related Consulting Activity**

At Duvernay + Brooks, Ms. Kaufman is responsible for identifying opportunities and managing the development of residential and mixed-use properties in the greater New York area. Ms. Kaufman is responsible for all aspects of development and for managing relations with public agencies, lenders and investors, and third-party contractors and professionals. Properties developed include two new 12-story 135-unit co-ops in Harlem, a 54 unit LIHTC property on a former brownfields site in Poughkeepsie, and a 23-unit LIHTC property in Harlem. Ms. Kaufman also uses this development expertise in a consulting capacity to other affordable housing developers for new construction as well as preservation activities, both for-profit and non-profit organizations.

### **Program Design and Development**

Served in various senior capacities over 10 years, including as Executive Vice President, at the New York City Housing Partnership, a not-for-profit established by David Rockefeller and other business leaders to mobilize New York City's private sector resources to develop affordable housing and revitalize communities. Oversaw the development and financing of 21,000 units of housing valued in excess of \$300MM per annum - a total investment of \$2 billion. Served as senior financial officer of four housing corporations.

## **Lending and Investing**

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As Senior Vice President and Principal of the NYC Investment Fund, a \$100MM civic fund established by Henry Kravis, responsibilities included: fundraising - raised \$23MM from insurance companies as part of New York State's Certified Capital Company Program ("CAPCO"); project sourcing and review – generated deal flow, reviewed business plans, structured and negotiated investments; portfolio management and investor relations; and network development – helped to build and maintain the Fund's network of 250 private, public and community group members.

As Vice President of the NYC Housing Partnership, created and raised funds for numerous successful financing vehicles, including: GRAND, a \$190MM construction loan facility marketed to foreign and wholesale banks; INVEST, a targeted Mortgage Backed Security investment program; and the Contractor Assistance Program, a \$2MM working capital loan fund for neighborhood-based contractors.

## **Organizational Development**

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Consulted to the Board of Directors of the New York City Housing Partnership. Helped the Board manage its transition to an independent, not-for-profit organization, including the establishment of a new Memorandum of Understanding with the City's Department of Housing Preservation and Development and a new Board of Directors. Conducted a search for a new President and CEO of the Housing Partnership.

## **Policy and Strategic Advice Work**

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From 2002 – 2006, served as a Public Member to New York City Rent Guidelines Board, appointed by Mayor Bloomberg.

While at the NYC Housing Partnership, authored and contributed to several papers and studies on housing policy matters, including *The Housing Crisis in New York: Recommendations to Address the Shortage of Affordable Housing in New York City* (2001) and *Building in Partnership: A Blueprint for Urban Housing Programs* (1994).

## **Education**

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1986-1988	Columbia University Graduate School of Business, New York Master of Business Administration, Finance
1979-1983	Brandeis University, Waltham, MA Bachelor of Arts, Economics
1982	London School of Economics, London, England International Economic Policy