




NEW YORK CITY  
HOUSING DEVELOPMENT  
CORPORATION

**MEMORANDUM**

To: The Chairperson and Members

From: Gary Rodney   
President

Re: Appointment of Paula Roy as Executive Vice President

Date: June 5, 2014

---

I am pleased to recommend that the Members approve the appointment of Paula Roy as Executive Vice President for Real Estate for the Corporation. Ms. Roy has excellent experience both in private development at CPC Resources and in government administration at both New York State at Empire State Development Corporation ("ESDC") and New York City at NYC Economic Development Corporation. Some highlights of her career include project management of the Domino Development for CPC Resources, managing the consolidation of the Mitchell Lama portfolio from ESDC to the New York State Housing Finance Agency, as President of Queens West Development Corporation (an ESDC subsidiary) overseeing the construction at Gantry State Park and she is currently directing the State's oversight responsibility of the Atlantic Yards development.

Ms. Roy graduated with a B.S. from Michigan State University and received her Master degree in Urban Planning from the University of Michigan's Taubman College of Architecture and Urban Planning. A copy of her resume is attached for your review.

Ms. Roy's appointment would be effective in late June or early July (on a date to be determined in consultation with Ms. Roy and the President) at a salary of \$187,500 and she will accrue annual leave at a rate of 4 weeks per year.

Attachment

# PAULA ROY

---

## EXPERIENCE

### **Empire State Development (New York, NY)**

**2013– Present**

#### Director, Atlantic Yards Development

- Manage the State's oversight responsibility of Atlantic Yards - a \$4.9B, 22-acre residential and commercial real estate project in Brooklyn that includes the Barclays Arena - including the application of development agreements, a General Project Plan, and Design Guidelines between the City, State, MTA and private developer.
- Track site construction and mitigation measures for pioneering new modular construction technique and LIRR Yard reconstruction; review upcoming construction activities.
- Host bi-monthly public forums to meaningfully engage in community and elected official in dialogue with the Barclays Center, private developer, and local enforcement agencies about quality of life issues surrounding the Barclays Arena and project construction activities.

#### President, Queens West Development Corporation

- Oversee construction at Gantry State Park, engage private development partners and other municipal agencies to further improve public open spaces, and mediate public disputes.
- Implement project closeout including long-term management and funding, transfer and assignment of land leases, and negotiation of jurisdiction and on-going management.

### **Empire State Development (New York, NY)**

**2012 – 2013**

#### Vice President of Portfolio Management and Project Finance

- Financial and operational management of \$500M residential mortgage and commercial loan portfolio
- Lead negotiations to consolidate the State's Mitchell-Lama portfolio at the Housing Finance Agency.
- Doubled the agency's annual refinancing goals, totaling over \$80M, and supporting preservation and restructuring of an aging affordable housing portfolio.

### **CPC Resources, Inc. (New York, NY)**

**2006-2012**

#### Deputy Project Manager, Domino Sugar Redevelopment

- Gained approval of the \$1.4B, mixed-use development consisting of 2.8M sf of development with affordable housing, adaptive reuse, ¼ mile in-water wharf reconstruction, and 4-acre public park.
  - Advanced project through Environmental Review and Uniform Land Use Review Procedure (ULURP)
  - Oversaw the architectural, landscape, marine engineering and structural engineering teams.
  - Administered financing efforts, developed project operating budgets, and negotiated contracts.
  - Developed public and government relations' strategy, created public messaging, attended over 200 community meetings, negotiated with government and elected officials, and implemented public events rallies, and hearings.
  - Managed day-to-day aspects of the of the 11.2 acre asset.
-

# PAULA ROY

---

- New York City Economic Development Corporation (New York, NY)** 2003-2006  
Special Assistant to the Chief Operating Officer  
Assistant Vice President, Special Projects
- Oversaw inter-agency coordination for an extensive portfolio of Mayoral initiatives including the rebuilding of Lower Manhattan and the World Trade Center site, implementation of the Fulton Corridor Revitalization Plan, the rezoning of 125<sup>th</sup> Street, and planning for the 85-acre Brooklyn Bridge Park and 23-acre Bush Terminal Piers Park.
  - Defined priorities, secured public funding, and coordinated construction schedules.
  - Guided a participatory neighborhood planning process that required efficient and concise communication with community stakeholders, elected officials, City leaders, and community boards.
  - Assisted COO operations, strategic planning, speechwriting, setting visions and managing milestones.
- NorthStar Community Development Corporation (Detroit, MI)** 2002-2003  
Strategic Planner, Community Partnership Center
- Developed a strategic retail investment plan to maximize a 7-year, \$640K commercial investment grant to support \$40M residential investment and best leverage scarce public resources.
- Warren/Conner Development Coalition (Detroit, MI)** 2002  
Community Liaison, Rebuilding Communities Initiative
- Designed and implemented daily service activities for 150 young adults in the construction of neighborhood gardens; encouraged youth to be active leaders in the betterment of their own community and fostering a sense of social responsibility and advocacy.
  - Advocated on behalf of 30 neighborhood associations to build community capacity building programs designed to activate and strengthen residents' engagement.
- Parsons Corporation (Winter Park, FL)** 1998-2001  
Project Manager, Environmental Engineering & Science
- Michigan Department of Environmental Quality (Lansing, MI)** 1997-1998  
Superfund Assistant

## EDUCATION

**University of Michigan, Taubman College of Architecture and Urban Planning**  
Master in Urban and Regional Planning, Economic Development

**Michigan State University, School of Natural Resources**  
Bachelor of Science, Environmental Management and Policy with Minor in Geology

## HONORS

**Coro Leadership New York, 2011**

**Community Outreach and Leadership Award, Class of 2003, University of Michigan**

**Horace H. Rackham Merit Fellowship, University of Michigan**

**Outstanding Senior Leadership Award, Michigan State University**

**Rotary International Scholarship for International Service and Ambassadorship, 1998**

**Ronald E. McNair Post-Baccalaureate Achievement Program Recipient, Michigan State University**

---