




NEW YORK CITY
HOUSING DEVELOPMENT
CORPORATION

MEMORANDUM

To: The Chairperson and Members

From: Gary Rodney 
President

Date: September 15, 2016

Re: Appointment of Eric Enderlin as President

I am pleased to recommend that the Members approve the appointment of Eric Enderlin as President of the Corporation. On August 11, 2016, Mayor Bill de Blasio nominated Mr. Enderlin, currently the deputy commissioner of New York City Department of Housing Preservation and Development (“HPD”), subject to approval by the Members. If approved by the Members, Mr. Enderlin would assume the office of the President in mid-October 2016. Richard M. Froehlich, Chief Operating Officer, Executive Vice President and General Counsel, will serve as interim president pursuant to the by-laws of the Corporation from October 1 until Mr. Enderlin’s effective date.

Mr. Enderlin currently serves as Deputy Commissioner for Development and Special Advisor at HPD, overseeing divisions including New Construction Finance, Preservation Finance, Housing Incentives, Property Disposition and Finance, Special Needs Housing, Building and Land Development Services (BLDS), Storm Recovery, and Credit and Underwriting. He has primary responsibility for the agency’s housing production that, under the Housing New York Plan, has reached historic levels. Among other initiatives, Mr. Enderlin and his team have secured the preservation of major affordable housing portfolios like Stuyvesant Town and Riverton Houses, spearheaded one of the first municipal purchases of distressed Federal Housing Authority notes, expanded programs to support mixed-income and mixed-use projects, and developed new financing for the housing of seniors and the formerly homeless. In addition, Mr. Enderlin ensures that the Office of Development is closely coordinated with other critical functions of the agency, including Neighborhood Strategies, Planning, Code Enforcement, and Asset Management.

Prior to working at HPD, Mr. Enderlin was Assistant Director for Asset Management and Private Market Operations at NYCHA; worked as a consultant with the Louis Berger Group in its Economics Department; and, served as Principal Planner and land use mediator with the New Jersey Council on Affordable Housing (NJ COAH).

He holds a Bachelor of Arts in economics and a Master of Science in urban planning and policy, both from Rutgers University.

The terms of his employment will be presented to the Members of the Corporation's Governance Committee.

Attachment

Eric Enderlin

PROFESSIONAL EXPERIENCE

Deputy Commissioner, Office of Development

New York City Department of Housing Preservation and Development
New York, New York

June 2013 –
Present

- Oversee the financing and disposition of HPD development projects while advancing the goals of Mayor's Housing New York (HNY) plan
- Manage a staff of 400 across HPD's Office of Development programs, including planning and technical areas
- Prepare and execute budget and production targets for 20,000 affordable housing units annually, with a budget of over \$600M and total development costs of over \$4B
- Represent the housing commissioner and agency in day-to-day business with developers, lenders, investors, elected officials and other internal and external partners and stakeholders
- Develop and execute policies and programs to meet the goals of the Agency and Commissioner

Associate Commissioner, Housing Preservation

New York City Department of Housing Preservation and Development
New York, New York

February 2012 –
June 2013

- Manage a staff of 75 professionals and staff across multiple divisions and program areas, including public site disposition and private site financing
- Prepare and execute budget and production goals and targets for over 8,000 units annually
- Oversee the financing of multifamily preservation transactions, with a budget of over \$200M
- Directed and coordinated policies and programs to coordinate public financing, asset management and code enforcement in the aftermath of the 2008 financial crisis, including distressed asset and debt purchases, preservation credit facilities and funds, and neighborhood stabilization initiatives
- Represent the agency in day-to-day business with developers, lenders, investors, elected officials, and internal and external partners and stakeholders
- Develop, implement and monitor public policies and programs to meet the goals of the agency and division
- Represent HPD at public events

Assistant Commissioner, Preservation Finance

New York City Department of Housing Preservation and Development
New York, New York

February 2010 -
February 2012

- Actively manage a staff of 40 professionals and staff across six program areas within Preservation Finance, including HUD Multifamily Program, LIHTC Preservation Program, Preservation Loan Programs, Distressed Assets and Debt Programs
- Prepare and execute budget and production goals and targets for 5,000 to 7,000 units annually

- Oversee the financing of over 100 multifamily preservation transactions totaling 7,000 units annually
- Represent the agency in day-to-day business with developers, lenders, investors and attorneys and other internal and external partners
- Develop, implement and monitor public policies and programs to meet the goals of the agency and division
- Represent HPD at public and other events, serving on multiple boards and committees, including the Acquisition Loan Fund

Director, Multi-Family New Construction Programs
 NYC Department of Housing Preservation and Development
 New York, New York

January 2008 -
 February 2010

- Manage complex development process for disposition and development of city-owned sites for approximately 25 sites and 2,500 units annually, with a budget of \$100M and total development costs of \$1B
- Develop, review and interpret budgets and pro formas
- Analyze feasibility and make recommendations on proposals for negotiated site disposition
- Coordinate pre-development process with internal and external partners
- Identify critical issues, strategize to streamline development timelines, provide policy analysis and development support for the Assistant Commissioner
- Establish production targets, tracking systems and milestones for programs and staff
- Supervise staff, including providing ongoing training and evaluation and resolve program-wide issues
- Provide analysis and support for new development initiatives, including HUD's Asset Control Area (ACA) program, Section 8Y Homeownership program, NYC Housing Authority (NYCHA) collaboration and REO Program
- Monitor, evaluate and report on program performance

Director, Housing Production
 NYC Department of Housing Preservation and Development
 New York, New York

October 2005 -
 January 2008

- Work with program directors to select developers and move projects from site selection to closing (Multifamily; NYCHA; New Foundations; Large Scale; Partnership; Nehemiah; Homeworks & Storeworks; ACA; Homeownership Assistance)
- Report to and work with the Assistant Commissioner to ensure planned targets are met in keeping with the agency's housing plan
- Participate in formulating policy and making recommendations on policy and procedure
- Establish a comprehensive plan for development within programs and review performance
- Represent the assistant commissioner and agency in complex negotiations with developers
- Review, interpret and develop budgets and pro formas
- Attend internal and external meetings on behalf of the assistant commissioner and Agency

Deputy Director, Homeownership Division
 NYC Department of Housing Preservation and Development
 New York, New York

August 2004 -
 October 2005

- Worked with the program director to oversee day-to-day operations of New Foundations homeownership program

- Supervised team of project managers involved in a range of activities from predevelopment through final sale to homebuyers
- Performed project development and feasibility analysis
- Provided pro forma modeling and financial analysis on a range of projects and initiatives
- Performed land use and site analysis for site selection
- Developed and prepared requests for proposals
- Provided analysis and support for new development initiatives, including HUD's Asset Control Area (ACA) program, Section 8Y Homeownership program, NYC Housing Authority (NYCHA) collaboration

Assistant Director, Strategic Planning Department

New York City Housing Authority
New York, New York

January 2003-
August 2004

Assistant Director

Department of Asset Management and
Private Market Operations
New York City Housing Authority
New York, New York

July 2000 -
January 2003

- Conducted and supervised planning and analysis for Authority initiatives to create and advance a portfolio of development opportunities on NYCHA sites
- Supervised land use planning, including site selection, zoning analysis, market studies, transportation, environmental review and land use applications
- Developed financial pro forma models and provided analysis
- Performed contract procurement and administration
- Researched policy and legislative issues related to housing development
- Identified and developed resources and strategic partnerships for new development
- Performed project pro forma analysis and supervised market studies for proposed development
- Directed and coordinated grant applications, requests for proposals and proposal review
- Supervise planning, environmental review and GIS staff

Planner, Economics Division

Louis Berger Group
East Orange, New Jersey

November 1999 -
July 2000

- Performed fiscal and economic impact analyses for public and private clients
- Produced proposals and statements of qualification for planning consultant services
- Managed development of Housing Elements and Fair Share Plans for various municipalities
- Researched and analyzed the fiscal and economic impacts associated with development proposals
- Worked on Federal environmental justice training program, including case studies, program materials and workshops
- Developed and co-authored *Housing Investment as a Sustainable Economic Development Initiative* proposal for submittal to the US Economic Development Administration (EDA)

Principal Planner

New Jersey Department of Community Affairs
Council on Affordable Housing
Trenton, New Jersey

July 1998 -
November 1999

- Reviewed Master Plans, Housing Elements and Fair Share Housing Plans

- Determined site suitability for development and coordinated with State and County funding programs to encourage compliance
- Mediated settlements between developers, municipalities and various constituencies
- Prepared and presented recommendations to the Council Board
- Participated in the development of housing and finance policy through committee work with the New Jersey Housing and Mortgage Finance Agency (NJHMFA)

Land Use Administrator/Zoning Official

October 1996 -
July 1998

Borough of Metuchen
Metuchen, New Jersey

- Enforced land development ordinance, municipal code, and board resolutions
- Reviewed site plans and development applications
- Coordinated applications with borough professionals and participated in zoning and planning board meetings
- Participated in Technical Review Committee meetings
- Worked with borough planner on forward-planning projects including a Rail Station Area Plan
- Coordinated State Plan cross-acceptance process with Middlesex County planners
- Enforced land use ordinance in municipal court
- Issued permits, administrative waivers and responded to zoning questions

Researcher / Writer

1996-1998

Community Planning & Research, Inc.
Princeton, NJ

- Researched and wrote *Town Center Designation Petition* for Borough of Metuchen in accordance with New Jersey Office of State Planning
- Wrote successful State Plan Implementation Grant application for Metuchen's Rail Station Area Plan

Owner / Operator

1987 - 1995

Bagel Dish, Inc.
Highland Park, New Jersey

- Managed all aspects of business including payroll, bookkeeping, tax reporting and daily operations
- Hired, trained and supervised staff
- Negotiated all vendor contracts and leases

EDUCATION

MS, Urban Planning and Policy, May 1998
Bloustein School of Planning & Policy, Rutgers University
New Brunswick, New Jersey

BA, Economics, May 1988
Rutgers College, Rutgers University
New Brunswick, New Jersey

RELATED EXPERIENCE

Achievements and Activities

- Serve as ex officio member on several boards including NYU Furman Center, Neighborhood Restore HDFC, and NYC Housing Partnership

- Adjunct faculty at NYU Wagner and The New School
- Member American Institute of Certified Planners (AICP) - presently inactive
- Licensed New Jersey Professional Planner (NJPP) – presently inactive
- Recipient of the Citizens Housing Community Planner (CHPC) Balton Award, 2009
- American Planning Association (APA) Member, Metro New York City Chapter
- *New Brunswick Tomorrow (NBT) Task Force*, Subcommittee Member, 1996

Additional Skills

- Experienced with a range of software applications including Microsoft Office, Excel, Access, ArcView, ArcInfo, SPSS, and Microsoft Project
- Trained land use mediator, NJ Council on Affordable Housing (COAH)
- German language certificate, University of Vienna