

## Executive Briefing Series Supporting High Performance Government: Leading Large Scale Change

*“Transforming the City’s Delivery of Affordable Housing”  
May 6, 2010*

### Biographies

**Rafael E. Cestero**  
**Commissioner, NYC Department of Housing Preservation & Development**

Rafael E. Cestero was appointed Commissioner of the New York City Department of Housing Preservation & Development (HPD) in March of 2009. Rafael has committed his career to creating innovative policy and finance tools for the public and private affordable housing sectors.

In February 2010 Rafael launched the updated New Housing Marketplace Plan to reposition HPD’s programs and organization to reflect New York City’s current market challenges. The plan seeks to strengthen neighborhoods, expand the supply of affordable housing, and stabilize families to ensure that New York remains a vibrant sustainable and affordable City. Under Rafael’s leadership HPD has launched a \$750 million initiative to stabilize distressed multi-family properties, and a \$10 million program to keep families at risk of foreclosure in their homes. HPD is expanding its role to include more pro-active code enforcement and asset management activities.

Prior to his appointment, Cestero served as Senior Vice President and Chief Program Officer at Enterprise Community Partners, a national organization that has invested more than \$9 billion to build affordable housing throughout the country. There he oversaw the organization’s national programs related to housing production, income targeting and quality of life measures.

From 2004 to 2007, Rafael played a central role at HPD as Deputy Commissioner managing the Department’s Office of Development. During that time, he helped develop the City’s \$7.5 billion New Housing Marketplace Plan to create or preserve 165,000 units of affordable housing and employed innovative tools to create affordable housing, including inclusionary zoning. He also helped establish the NYC Acquisition Fund, which makes it easier for developers to create affordable housing by providing them with faster access to equity and predevelopment capital. The fund was awarded the Harvard Kennedy School of Government “Innovations in American Government” Award.

Cestero earned a Master of Urban Planning degree with a specialization in community development from the University of Illinois at Urbana-Champaign and a Bachelor of Sciences degree from Cornell University.

**Ingrid Gould Ellen****Professor of Public Policy and Urban Planning at New York University's Wagner Graduate School of Public Service and Faculty Co-Director of the Furman Center for Real Estate and Urban Policy**

Ingrid Gould Ellen is Professor of Public Policy and Urban Planning at New York University's Wagner Graduate School of Public Service and Faculty Co-Director of the Furman Center for Real Estate and Urban Policy. She joined the Wagner faculty in the fall of 1997 and presently teaches courses in microeconomics, urban economics, and urban policy. Professor Ellen's research interests center on urban social and economic policy. She is author of *Sharing America's Neighborhoods: The Prospects for Stable Racial Integration* (Harvard University Press, 2000) and has written numerous journal articles and book chapters related to housing policy, neighborhood change, urban growth, and school and neighborhood segregation. Before coming to NYU, Professor Ellen held visiting positions at the Urban Institute and the Brookings Institution. She attended Harvard University, where she received a bachelor's degree in applied mathematics, an M.P.P., and a Ph.D. in public policy.

**Seth Diamond****Commissioner, NYC Department of Homeless Services**

Seth Diamond has dedicated his career to helping low income New Yorkers. Most recently, Mr. Diamond was appointed by Mayor Bloomberg to head the Department of Homeless Services (DHS), assuming his post as Commissioner on April 26, 2010.

DHS prevents homelessness wherever possible and provides short-term emergency shelter and re-housing support when needed. Commissioner Diamond believes these goals are best achieved through partnerships with those DHS serves; public agencies and the business and non-profit communities. By working with partners, DHS creates an environment where those served can return to the community in homes of their own as quickly as possible.

Commissioner Diamond's philosophy is that for the majority of DHS' clients, the fastest route to return to the community is to gain and maintain employment. By firmly linking DHS' municipal rental subsidy to work, DHS is strongly supporting those clients with jobs and investing in their success when they leave shelter.

Prior to DHS, Commissioner Diamond served as Executive Deputy Commissioner of the Family Independence Administration (FIA) at the Human Resources Administration (HRA). There Mr. Diamond oversaw the administration of the City's Cash Assistance and Food Stamps programs, serving nearly two million New Yorkers. Under his leadership the Food Stamp rolls increased to their highest levels ever, while Cash Assistance rolls fell to their lowest since January of 1964.

Mr. Diamond attended Stuyvesant High School, Brown University and New York University School of Law.

**Marc Jahr****President of the NYC Housing Development Corporation**

Marc Jahr was appointed President of the New York City Housing Development Corporation ("HDC") in December, 2007. Prior to joining the Corporation, Mr. Jahr was Citi Community Capital's New York Metropolitan Area Market Director. At Citibank, he supervised its community development real estate lending group and was responsible for its affordable rental housing and home ownership lending programs in the metropolitan New York area.

In 2007, his group originated over \$900MM in loans and letters of credit. Before joining Citibank, Mr. Jahr held various senior positions at Local Initiatives Support Corporation including New York Equity Fund Manager, New York City Program Director and Program Vice President. He also served in several positions at the New York City Department of Housing Preservation and Development ("HPD") including Director of its Multi-Family Housing Unit, as well as Deputy Director of HPD's Small Homes Unit.

Mr. Jahr also served as Director of the Neighborhood Housing Services Program of East Flatbush and the New York City Commission on Human Rights East Flatbush Neighborhood Stabilization Program. Mr. Jahr is a graduate of the New School College. He also served as a VISTA volunteer in Scranton, PA and Shungnak, AK. While at Citi, he sat on the boards of several not-for-profit corporations including the Settlement Housing Fund, NHS CDC, the NYC Housing Partnership CDC, the Citizens Housing and Planning Council, Neighborhood Restore and The Brooklyn Historical Society.

**John B. Rhea**  
**Chairman, New York City Housing Authority**

John B. Rhea was appointed Chairman of the New York City Housing Authority (NYCHA) on June 1, 2009 by Mayor Michael R. Bloomberg. NYCHA is the largest public housing authority in North America, providing decent and affordable housing for over 402,000 New Yorkers with low- and moderate-incomes within the five boroughs. The Authority's Conventional Public Housing Program comprises 338 developments encompassing over 2,600 residential buildings and more than 178,000 apartments. NYCHA also administers a citywide Section 8 Leased Housing Program, which provides vouchers for more than 95,000 households with apartments in the private rental market. The program has over 32,000 participating landlords. To enhance the quality of life for NYCHA residents, the Authority also provides a multitude of community, educational and recreational programs as well as employment and training initiatives. Chairman Rhea has over 20 years of corporate experience having served as both an advisor and senior executive at a number of the world's leading corporations. Most recently, he was a Managing Director in the Investment Banking Division of Barclays Capital (formerly Lehman Brothers) and served as Co-Head of the Global Consumer & Retail Group.

Prior to joining Lehman Brothers in 2005, Chairman Rhea spent eight years at JPMorgan and was a Managing Director and Co-Head of Consumer North America. In addition to his managerial duties, he completed more than \$100 billion in transactions, covering corporate divestitures, Mergers & Acquisitions and debt and equity underwritings for global consumer products companies, retailers and government entities. Chairman Rhea has advised a number of leading private equity firms on public and private market transactions as well.

As a result of his leadership, Global Finance Magazine named Lehman Brothers the "Best Investment Bank in the Consumer Sector" in 2007. Chairman Rhea was also recognized by Black Enterprise Magazine as one of the "Most Powerful Blacks on Wall Street." Over the years, he has been a strong supporter of diversity initiatives in the financial services industry, receiving a Lehman Brothers Diversity Award for his efforts. He was a member of the Diversity Committee at JPMorgan, where he received the "Champions" award from the firm's Inclusive Leadership Council. Much of Chairman Rhea's work in the area of diversity has focused on building the pipeline of minority talent in the financial services industry. He has received many awards including the Joseph Papp Racial Harmony Award from the Foundation for Ethnic Understanding. A strong supporter of "need-blind" college admission, Chairman Rhea helped to establish the Janina Montero Scholarship at Wesleyan University, his alma mater, which is given annually to economically-disadvantaged students of Latino heritage.

The Chairman is a founding member and director of the Council for Urban Professionals (CUP), a non-partisan, nonprofit organization representing the social, political and economic interests of urban-based professionals and entrepreneurs. He serves on the board of the New York Business Development Corporation – the largest originator of Small Business Loans in New York State. He has been a tireless advocate for early childhood education and arts and cultural programs for New York City's youth as a Board member of Rush Philanthropic Arts Foundation, and as Board Chair of the Children's Museum of Manhattan. Chairman Rhea is also a member of the Executive Leadership Council and a former David Rockefeller Fellow. An early supporter of President Barack Obama, Chairman Rhea was a member of the Obama for America National Finance Committee. Born in Detroit, Michigan, Chairman Rhea attended the Detroit Public Schools and the University of Detroit Jesuit High School. He received a Bachelor of Arts from Wesleyan University and a Master of Business Administration from the Harvard Business School.

He resides in Manhattan with his two children.

**Adam Weinstein**

**President and CEO, The Phipps Houses Group and Chair, Phipps Community Development Corporation**

Mr. Weinstein joined Phipps Houses in 1989 as Assistant to the President, becoming a Vice President in 1992, Chief Operating Officer in 1993, and its President and CEO in 2001. The Phipps Houses Group is the nation's oldest and one of its largest not-for-profit organizations committed to developing, acquiring, owning and managing affordable housing. The Phipps Houses Group has developed over 6,000 apartments, maintaining a controlling interest in over 4,300 of these, with another 2,000 units of affordable and mixed-income housing currently in its pipeline as of April 2007. Phipps' property management affiliate oversees more than 12,500 affordable and mixed-income apartments throughout New York City, along with appurtenant retail and professional space. Its affiliate Phipps Community Development Corporation serves over 5,500 lower-income New Yorkers annually through extensive educational, vocational, child care, and support programs for households of all ages principally in neighborhoods where Phipps has a substantial housing presence.

During his career at Phipps, Mr. Weinstein has at various times headed each of Phipps' operating entities: real estate development and asset management, property management, and community development. He oversees more than 50 corporate entities employing a staff of approximately 850, an asset base nearing \$2 billion in value and stewardship of more than \$225 million in annual operating revenues.

Early in his career Mr. Weinstein served as Assistant to the Commissioner of the New York City Office of Business Development, and as a Summer Associate in public finance at Goldman Sachs & Co. He is on the boards of Citizens Housing and Planning Council, the New York Housing Conference, Target Margin Theater, and is a trustee of the Village of Pelham, New York. He is married with two young children.

Mr. Weinstein holds an MBA from Harvard Business School and a BA from Yale University.