



KAREN BASS  
MAYOR

February 28, 2023

Honorable Members of the City Council  
c/o City Clerk  
City Hall, Room 395

Honorable Members:

Subject to your confirmation, I have appointed Ms. Michelle Coulter to the newly created House LA Citizens Oversight Committee for the term ending June 30, 2025.

I certify that in my opinion Ms. Coulter is qualified for the work that will devolve upon her, and that I make the appointment solely in the interest of the City.

Sincerely,

KAREN BASS  
Mayor

KB:tga

Attachment

## COMMISSION APPOINTMENT FORM

**Name:** Michelle Coulter  
**Commission:** House LA Citizens Oversight Committee  
**End of Term:** 6/30/2025

### Appointee Information

1. **Race:** Latinx
2. **Gender:** Female
3. **Council district and neighborhood of residence:** 14 - East LA
4. **Are you a registered voter?** Yes
5. **Prior commission experience:**
6. **Highest level of education completed:** M.A., Urban Planning, University of California, Los Angeles
7. **Occupation/profession:** Senior Housing Finance Consultant, California Housing Partnership
8. **Experience(s) that qualifies person for appointment:** See attached resume/bio
9. **Purpose of this appointment:** Appointment
10. **Current composition of the commission (excluding appointee):**

# MICHELLE ESPINOSA COULTER

## SUMMARY

- Community developer with 17 years industry experience, who provides finance expertise, technical assistance, and training to nonprofit affordable housing developers within the Low-Income Housing Tax Credit framework. Well-versed in navigating the challenges of development and the needs of clients and stakeholders. Directly contributed to the development of 1861 affordable housing units, worth \$811 million. Currently providing syndication consulting for another 300 to 400 housing units per year.
- Dual MA, Urban Planning from UCLA and MS, Accounting
- Former Certified Public Accountant specializing of financial and real estate institutions.

## AFFORDABLE HOUSING FINANCE CONSULTING

LOS ANGELES

### **CALIFORNIA HOUSING PARTNERSHIP**

2020 - current

**Senior Consultant.** The State Legislature created the California Housing Partnership (CHPC) in 1988 to help preserve California's supply of affordable homes and to provide leadership on affordable housing policy and resource issues. At CHPC, I provide finance expertise, on-the-ground technical assistance, and training to nonprofit developers, and I contribute to advocacy at the state and national level to increase the supply of affordable homes in California.

## AFFORDABLE HOUSING DEVELOPMENT

LOS ANGELES

### **META HOUSING CORPORATION**

Director of Artist Housing  
Project Manager  
2011 – 2020

### **A COMMUNITY OF FRIENDS**

Project Manager  
2008 – 2010

### **LIVABLE PLACES, INC**

Project Manager  
2006 – 2008

- **Director of Artist Housing**

After years of thought leadership within Meta and among community arts leaders, I developed Meta's Working Artist Communities program. The end-to-end model includes replicable financing, mixed use, outreach, lease-up, services, and community partnerships. Completed artist communities include 279 units, five exhibition spaces, and tenant amenities of studios, music rooms, and woodshops, with budgets of \$106 million. Development partners included Los Angeles County Metropolitan Transit Authority (METRO), Community Redevelopment Agency Los Angeles, and other cities who desired catalytic community developments.

| Project                   | Location  | Units | Cost (millions) | Project                    | Location    | Units | Cost (millions) |
|---------------------------|-----------|-------|-----------------|----------------------------|-------------|-------|-----------------|
| ACE/121                   | Glendale  | 70    | \$ 31           | Pac Arts                   | Los Angeles | 49    | \$ 19           |
| Santa Ana Arts Collective | Santa Ana | 58    | \$ 27           | Washington Arts Collective | Los Angeles | 56    | \$ 18           |
| Carson Arts               | Carson    | 46    | \$ 21           | Total                      |             | 279   | \$ 106          |

- **Business Development**

I secured development rights from Requests for Qualification/Proposal (RFQ/P) to 840 multifamily units worth \$411 million. I created financial, visual, written, and spoken content to capture development opportunities, which required a comprehensive understanding and ability to bridge shifting affordable housing programs and policies, private market loans, investments, and pricing, and Meta's institutional knowledge.

| Project             | City        | Units | Cost (millions) | Project  | City     | Units | Cost (millions) |
|---------------------|-------------|-------|-----------------|--|----------|-------|-----------------|
| Gundry Hill         | Signal Hill | 72    | \$ 30           | Courson Arts   | Palmdale | 81    | \$ 28           |
| 619 Westlake        | Los Angeles | 78    | \$ 28           | Also includes ACE1/121, Santa Ana Art Collective, and Washington Arts Collective summarized above. |          |       |                 |
| Vernon Village Park | Vernon      | 45    | \$ 14           |  |          |       |                 |

## MICHELLE ESPINOSA COULTER

- Project Manager**

I have been responsible for end-to-end project management of 926 multifamily housing units with budgets of \$360 million, in addition to the projects discussed previously. I worked closely with cross functional teams to secure entitlements, garner community support, prepare funding applications, assemble the development team, supervise the design of the project, close all construction period and permanent financing, monitor construction and budgets, coordinate lease-up and occupancy, and transition the project to Asset Management.

| Project   | City        | Units | Cost (millions) | Project   | City        | Units | Cost (millions) |
|---|-------------|-------|-----------------|---|-------------|-------|-----------------|
| Chinatown Metro   | Los Angeles | 123   | \$ 50           | Civic Center 14 TOD   | Oakland     | 40    | \$ 18           |
| 5555 Hollywood  | Los Angeles | 120   | \$ 42           | 5400 Hollywood  | Los Angeles | 40    | \$ 17           |
| Fuller Lofts Homeownership  | Los Angeles | 102   | \$ 40           | Tavarua Senior  | Carlsbad    | 50    | \$ 16           |
| Adams & Central Mixed Use *   | Los Angeles | 80    | \$ 40           | Long Beach & 21st   | Long Beach  | 41    | \$ 15           |
| Olive Court Homeownership   | Long Beach  | 58    | \$ 24           | Vendome Palms   | Los Angeles | 36    | \$ 14           |
| Washington 722 TOD  | Los Angeles | 55    | \$ 23           | Figueroa Senior   | Los Angeles | 35    | \$ 10           |
| Osborne Place   | Los Angeles | 64    | \$ 22           | Oakland 34  | Oakland     | 33    | \$ 9            |
| Vermont Family  | Los Angeles | 49    | \$ 20           | Also includes 619 Westlake, Gundry Hill, and Vernon Village Park summarized in previous tables. |             |       |                 |
| * Adams & Central included 19,000 sf of commercial space occupied now by CVS y mas, financed with New Market Tax Credits. |             |       |                 |   |             |       |                 |

### BOARD AFFILIATION

### LOS ANGELES

**Art Share LA** (LA Arts District) 2017 - 2020  
*Board President.* Art Share LA owns and operates a 22,000 sf mixed use building with 30 affordable housing units and 11,000 sf community arts center with gallery, theatre, studio, and classroom space.

### ACCOUNTING & COMPLIANCE

### SAN FRANCISCO & DALLAS

**Low Income Investment Fund** Compliance Monitoring Analyst 2003 - 2005  
 Managed financial, legal, and operational risk for \$126 million community development financial institution (CDFI).

**Federal Reserve Bank of San Francisco** Consumer Compliance Examiner 2001 - 2003  
 Rated risk management programs for Community Reinvestment Act (CRA) and consumer compliance laws.

**BDO Seidman, LLP** Audit Manager 1998 - 2001  
 Lead auditor of public, financial service, and real estate institutions, and equity-based transactions.

**Coopers & Lybrand, LLP** (Dallas, Texas) 1996 - 1998  
 Audit Associate. Audited financial service and real estate institutions.

### EDUCATION

**MA, Urban Planning** 2005 - 2007  
 University of California, Los Angeles

**MS, Accounting, and BS, Business Administration** 1996, 1995  
 Texas A&M University, College Station, Texas



KAREN BASS  
MAYOR

February 28, 2023

Dear Ms. Coulter:

I am pleased to inform you that I hereby appoint you to the House LA Citizens Oversight Committee for the term ending June 30, 2025. In order to complete the process as quickly as possible, there are several steps that must be taken, many of which require visiting City Hall. If you require parking during these procedures, please contact my Commissions team by email at [myr-commissions@lacity.org](mailto:myr-commissions@lacity.org), to make arrangements for you.

To begin the appointment process, please review, sign, and return the enclosed Remuneration Form and Undated Separation Letters **within one week** of receiving this letter. These documents are necessary to ensuring the most efficient, open, and accountable City government possible. Further, Mayor's Office policy requires all potential commissioners to be fingerprinted as part of the background check. The Commissions Team will assist in connecting you with the Personnel Background Unit so that you may schedule an appointment to have this done. You must schedule the appointment **within one week** of receiving this letter.

Should this apply to your Commission, you will be receiving a packet from the City Ethics Commission containing information about the City's conflict of interest laws, and a copy of the State Form 700/Statement of Economic Interests. You are required to complete and return this form **within 21 days** of your nomination to the City Ethics Commission at 200 North Spring Street, City Hall, 24th Floor, Los Angeles, California 90012. Any inquiries regarding this form should be directed to Nicole Enriquez at the Ethics Commission by email at [nicole.enriquez@lacity.org](mailto:nicole.enriquez@lacity.org).

Ms. Michelle Coulter  
February 28, 2023  
Page 2

As part of the City Council confirmation process, meetings will be offered to Kevin de León, your Councilmember, and Councilmember Nithya Raman, the Chair of the Housing and Homelessness Committee, to answer any questions they may have. You will be hearing from a City Council committee clerk who will let you know when your appointment will be considered by the Housing and Homelessness Committee. Sometime thereafter, you will be notified by the committee clerk when your appointment will be presented to the full City Council for confirmation. Once you are confirmed, you will be required to take the oath of office in the City Clerk's Office in Room 395 of City Hall.

Commissioners must be residents of the City of Los Angeles. If you move at any point during your term, have any changes in your telephone numbers, or in the future plan to resign (resignation must be put in writing), please contact my office immediately.

Congratulations and thank you for agreeing to serve the people of Los Angeles.

Sincerely,

A handwritten signature in black ink that reads "Karen Bass". The signature is fluid and cursive, with the first name "Karen" and the last name "Bass" clearly distinguishable.

KAREN BASS  
Mayor

KB:tga

Attachment I  
Ms. Michelle Coulter  
February 28, 2023

### Nominee Check List

**I. Within 7 days:**

\_\_\_\_\_ Schedule an appointment to get fingerprinted to complete a background check. The Commissions team will assist in connecting you with the Personnel Background Unit.

\_\_\_\_\_ Email the completed forms, found on the last three pages of this letter, to: [myr-commissions@lacity.org](mailto:myr-commissions@lacity.org) OR mail them to: Commissions Team, Office of the Mayor, City Hall – Room 303, 200 N. Spring Street, Los Angeles, CA 90012.

- Remuneration Form
- Undated Separation Letters

**II. Within 21 days:**

\_\_\_\_\_ File the following forms with the City Ethics Commission. *If you are required to file, you will receive these forms via email from that office.*

- **Statement of Economic Interest (“Form 700”)**  
*IMPORTANT:* The City Council will not consider your nomination until your completed form is reviewed by the Ethics Commission.
- **CEC Form 60**

**III. The Mayor’s Office will notify the below Councilmembers of your nomination, so that they may reach out to schedule a meeting with you should they wish.**

\_\_\_\_\_ Your City Councilmember Kevin de León

\_\_\_\_\_ Councilmember Nithya Raman, Chair of the Council Committee considering your nomination