

## Contact

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## Top Skills

Affordable Housing  
Historic Preservation  
HUD

## Languages

Spanish

# Margaret Salazar

Regional Administrator, Region 10 at U.S. Department of Housing and Urban Development. All posts shared on this account are my personal opinion. This is not an official HUD account.

Portland, Oregon Metropolitan Area

## Summary

As a leader at the state and national level, I am dedicated to a simple vision: every person deserves a safe, stable and affordable place to call home, and we have a shared responsibility to build a future where Black, Indigenous and People of Color thrive in communities of opportunity. An experienced public agency executive, I also have a commitment to grassroots community development, and a proven track record of inspiring people to come together to innovate solutions for housing and homelessness and make and impact on the ground.

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## Experience

### U.S. Department of Housing and Urban Development

Regional Administrator, Region 10

February 2022 - Present (1 year 8 months)

Seattle, Washington, United States

Biden Administration Appointee advancing HUD's mission in Washington, Oregon, Idaho and Alaska

### Oregon Housing & Community Services (OHCS)

Executive Director

November 2016 - February 2022 (5 years 4 months)

Salem, Oregon

### Biden-Harris Transition Team

HUD Agency Review Team

November 2020 - January 2021 (3 months)

### US Department of Housing and Urban Development

6 years 5 months

Field Office Director, Oregon State Office

August 2014 - October 2016 (2 years 3 months)

## Portland, Oregon

As Field Office Director, engage local stakeholders and housing industry partners to solve affordable housing and community development challenges in Portland, Oregon and throughout the state. Collaborate with local leaders including cities, counties, state officials, Public Housing Authorities, housing developers and lending institutions, as well as community advocates, to explain and promote the full complement of HUD programs and how these programs can be used creatively to expand housing opportunities for Oregonians. Manage staff and coordinate the delivery of HUD programs by the 50-person staff in the region.

## Director, Office of Affordable Housing Preservation

November 2012 - August 2014 (1 year 10 months)

Washington, DC

Managed the Department's flagship programs to preserve and recapitalize federally assisted affordable housing. Launched the Rental Assistance Demonstration (RAD) program to preserve public housing through conversion to Section 8 rental assistance. Through RAD, the Mark-to-Market program and other initiatives, successfully preserved and improved nearly 20,000 affordable rental homes for low income seniors and families. Oversaw a highly skilled staff of 50+ professionals executing mixed-finance affordable housing transactions through complex underwriting. Developed cutting edge policy strategies to enhance and re-position affordable rental homes to benefit communities and residents nationwide. Designed and led a complex and full scale reorganization of the Office of Affordable Housing Preservation into the Office of Recapitalization.

## Senior Housing Program Specialist

June 2010 - November 2012 (2 years 6 months)

Washington, DC

Developed national policy platform to preserve HUD-assisted rental housing and facilitate capital improvements of multifamily properties. Led working groups and stakeholder outreach efforts to refine policy proposals and shape legislative strategies. Implemented a series of reforms that led to a reduction in HUD processing times and a dramatic reduction in lost units of affordable housing. Designed programs such as the FHA LIHTC Pilot program, FHA Small Multifamily Risk Share, and the Senior Preservation Rental Assistance (SPRAC) program.

## HUD

Chief of Production, San Francisco Multifamily Hub

August 2008 - June 2010 (1 year 11 months)

Managed a team of 13 expert technical staff, including appraisers, architects, and project managers, to underwrite a pipeline of 60+ complex multifamily housing transactions in Northern California, Nevada and Hawaii. Preserved more than 5,000 affordable rental homes through FHA refinance and repair transactions. Led effort to engage lenders and staff to rethink HUD processes and procedures, leading to dramatic improvement in processing times for FHA mortgage insurance.

## California Housing Partnership

Policy Intern

2008 - 2008 (less than a year)

Led outreach to affordable housing owners in California Central Valley communities of Fresno and Sacramento to document their decisions to maintain affordability of multifamily properties or to "opt out" of the Section 8 rental assistance program. Identified properties at risk of losing affordability and developed strategies to preserve them.

## HUD

Presidential Management Fellow

2006 - 2008 (2 years)

San Francisco, CA

As a Presidential Management Fellow, led numerous projects for the HUD San Francisco Office. Served as Housing Representative for the first two Section 202 Capital Advance development projects to combine HUD funding with Low Income Housing Tax Credit equity, engaging nonprofit developer partners to resolve complex program and financing issues. Completed rotational assignments with the Office of Community Planning and Development, the Mayor's Office of Community Development, and California Housing Partnership Corporation, to address an array of affordable housing challenges.

## Mayor's Office of Economic and Workforce Development

Graduate Student Researcher

2006 - 2006 (less than a year)

Assessed the efficacy of the City of San Francisco's workforce development/ job training programs and developed recommendations for how they could better serve residents and match these residents to light industrial "Backstreet" businesses struggling to maintain viability in high cost San Francisco. Collaborated with the Backstreet Business Advisory Committee to present recommendations to Mayor and Board of Supervisors.

## Office of the Governor

Intern

2005 - 2005 (less than a year)

Developed policy recommendations to promote affordable housing infill development as part of statewide discussions on Smart Growth proposals. Prepared analysis of development fees and their impact on the cost of affordable housing development.

## Common Counsel Foundation

Program Officer

August 1998 - July 2004 (6 years)

Oakland, CA

Directed grant programs to support grassroots community development and community organizing efforts to promote social, environmental and economic justice across the Western States, working with several family foundation Boards of Directors, including the Abelard, Acorn and Gabilan Foundations and the Penney Family Fund. Evaluated grantee proposals and outcomes and performed site visits to assess grant applicants. Developed funding recommendations for family foundation Boards and defended recommendations. Researched cutting edge policy strategies for affordable housing, community development, education reform, environmental justice and economic empowerment and guided foundation grant-making strategies to maximize the impact of grant awards.

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## Education

University of California, Berkeley

Master of Public Policy, Public Policy Analysis · (2004 - 2006)

Wesleyan University

BA, Anthropology · (1994 - 1998)