



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Doris W. Koo</i>		
Board/Commission Name: <i>Pacific Hospital Preservation and Development Authority</i>		Position Title: <i>Member</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>King County Executive</i>	Term of Position: * <i>1/1/2025</i> to <i>12/31/2027</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: <i>[Redacted]</i>	Zip Code: <i>[Redacted]</i>	Contact Phone No.: <i>[Redacted]</i>
Background: <i>Ms. Koo is being reappointed to the PHPDA Governing Council, for a three-year term.</i> <i>Ms. Koo is a community member who has decades of leadership experience. In 2022, she officially retired as the Principal of Doris Koo Enterprises and as the Principal Consultant at Crescent Collaborative.</i> <i>She led the formation and operations of Crescent Collaborative (formerly Yesler Community Collaborative), a Washington State nonprofit organization that brings together partners and community leaders to promote and advocate for equitable development in Seattle's historic cultural communities of the Central District and Chinatown-International District; Capitol Hill, and First Hill.</i>		
Authorizing Signature (original signature): <i>Dow Constantine</i> Date Signed (appointed): <i>1.22.25</i>		Appointing Signatory: <i>[Redacted]</i> <i>Dow Constantine</i> <i>King County Executive</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.

DORIS W. KOO



EXPERIENCE

January 2014 to 2022

Owner/Principal

Doris Koo Enterprises, a community development consulting business in the State of Washington

Sample projects:

Crescent Collaborative, Seattle, WA: Principal Consultant & Strategic Advisor (2014-2022)

Led the formation and operations of Crescent Collaborative (formerly Yesler Community Collaborative), a Washington State nonprofit organization that brings together partners and community leaders to promote and advocate for equitable development in Seattle's historic cultural communities of the Central District and Chinatown-International District; Capitol Hill, and First Hill.

Hardesty Federal Complex, Kansas City, MO: Project Consultant (September 2018 - 2020)

Led the brownfield cleanup effort of the 18-acre former Kansas City Quartermaster Depot on behalf of the current nonprofit owner with the City of Kansas City Brownfield Program and EPA Region 7.

Asian Americans for Equality, New York, NY: Interim Executive Director (January – August, 2018)

Served as interim leadership to guide the 44-year community development organization in New York City through its executive transition and search process.

January 2001 to December 2013

Enterprise Community Partners, Columbia, Maryland

Served in a variety of executive roles including that of president and CEO.

Enterprise Community Partners is a leading national organization specializing in affordable housing development and finance, advocacy and community development. Since its founding in 1982 by legendary developer James Rouse, Enterprise has raised and invested over \$61 billion in equity, grants and loans to help build or preserve 793,000 affordable rental and for-sale homes to create vital communities, and more than a million jobs nationwide.

January 2011 – December 2013: Senior Advisor

- Served as strategic advisor to the Enterprise leadership team after my CEO transition.
- Led the newly created Enterprise Advisors as its founding president. Enterprise Advisors utilizes a national network of seasoned practitioners to provide “go-anywhere” strategic consulting and technical assistance to local governments, civic leadership and nonprofit partners.
- Led HUD's disaster recovery technical assistance work in Houston, TX and in the State of Colorado.

January 2007 – December 2010: President and Chief Executive Officer

- Led the organization through a planned transition from long-time chairman and chief executive officer F. Barton Harvey III.
- Worked with board leadership on board recruitment and succession planning, including setting term limits, enhanced committee structures and other governance issues.
- Developed and led implementation of five year strategic plan (2009-2013).
- Guided the organization through the deepest housing and financial crises in a generation to continue providing capital, policy and program solutions to our nation's underserved communities.
- Led Enterprise's work in disaster recovery after Hurricane Katrina; responsible for directing \$200 million in public and private funding to help local partners rebuild 10,000 affordable homes in the Gulf Coast region.

2006 – 2007: Executive Vice President

2002 – 2005: Senior Vice President

2001 – 2002: Vice President, Western Region

February 1994 to January 2001

Seattle Housing Authority, Seattle, Washington

1998 – 2001: Deputy Executive Director

1994 – 1998: Director of Development

- Led four successful and award-winning HOPE VI redevelopment efforts in Seattle, Washington. Secured \$135 million in HUD grants to leverage \$800 million in public and private development capital; produced and preserved 4,500 affordable homes for families and individuals earning at or below 50 percent area median income.
- Oversaw real estate development and public housing operations, including the Authority's Section 8 Housing Choice program
- Oversaw municipal bond financing and asset and portfolio management.

September 1992 to January 1994

Fremont Public Association, Seattle, Washington

Senior Housing Developer

- Assembled financing and managed affordable housing development pipeline totaling \$30 million. Projects included service-enriched housing for homeless and special needs residents.

September 1984 – June 1992

Asian Americans for Equality, New York, New York

Founding Executive Director

- Transformed Asian Americans for Equality from an all-volunteer, community-based advocacy organization into the largest nonprofit owner and developer of low-income housing in New York City's Chinatown and Lower Eastside.

- Created local community development financial institutions (CDFI) to provide low-cost lending capital to small businesses and homeowners.
- Built organizational infrastructure, board capacity and a professional staff to sustain and amplify the organization's founding mission and values.

EDUCATION

University of Chicago, Chicago, IL
Master of Arts in Social Service Administration

University of Wisconsin, Madison, WI
Bachelors of Arts in Sociology

ADDITIONAL INFORMATION

Governing Council, Pacific Hospital Public Development Authority, Seattle, WA
2015- 2017; 2019 – present

Board of Directors, Seattle Parks Foundation, 2015 – 2019

Seattle Mayor's Middle Income Affordable Housing Advisory Council, 2019

Washington State Department of Commerce Interbay Public Development Advisory Committee,
2018 - 2019

Board of Directors, AARP, 2014 – 2016

Board of Directors, AARP Foundation, 2012 to 2014

Investment Committee, Russell Family Foundation, 2011 – 2012

Washington State Infrastructure Financing Task Force, 2011

Board of Directors, National Low Income Housing Coalition, 2007-2010

Founding board member, National Coalition for Asian Pacific American Community
Development, 1999 – 2001

Pacific Hospital Preservation and Development Authority (PHPDA)

JANUARY 2025

9 Members: Pursuant to RCW 35.21.730 and Seattle Municipal Code 3.110, All subject to City Council confirmation, 3-year terms:

- 4 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): PHPDA Governing Council
- 1 King County Executive-appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	M	1	1.	Member	Nicholas Ramirez	1/1/24	12/31/26	1	Mayor
6	F	5	2.	Member	Nancy Kathleen Sugg	1/1/24	12/31/26	4	Governing Council
1	F	5	3.	Secretary	Doris W. Koo	1/1/25	12/31/27	3	KC Executive
6	M	7	4.	Member	Robert "Bob" Cook	1/1/25	12/31/27	3	Governing Council
5	M	3	5.	Treasurer	Paul Feldman	1/1/22	12/31/24	1	Mayor
2	O	2	6.	Vice Chair	AyeNay Abye	1/1/23	12/31/25	2	Governing Council
1	F	2	7.	Member	Susan Taoka	1/1/23	12/31/25	3	Mayor
2	M	N/A	8.	Chair	Douglass Jackson	1/1/22	12/31/24	1	Mayor
2	F	2	9.	Member	Martine Pierre-Louis	1/1/23	12/31/25	1	Governing Council

SELF-IDENTIFIED DIVERSITY CHART

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)				
	Men	Women	Transgender	Other/Unknown	Asian	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Other (Specification Optional)	Caucasian/Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	3	1			1	1	1		1				
Gov. Council	1	2		1		2				2			
Other		1			1								
Total	4	4	0	1	2	3	1	0	1	2	0	0	0

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
 - **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown, O= Other
 - RD Residential Council District number 1 through 7 or N/A
- Diversity information is self-identified and is voluntary.*