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Leadership for Historic Preservation as an Economic and Community Development Tool

For 25 years with the state's historic preservation office, the Texas Historical Commission, I have utilized my architectural and historic preservation education and expertise to strategically increase the protection and promotion of the state's heritage; rising from volunteer intern to the longest serving member of the agency leadership team reporting to the executive director. I believe, historic preservation is a core component of successful community and economic development and should be integral to a community's identity and citizen's quality of life. It is also critical that decisions are made with benefits to the community in mind, with visitors subsequently being attracted by community assets. Community and economic development get better results when historic preservation has a seat at the table and influences the outcomes. Negotiation, persuasion, and occasional compromise lead to mutually beneficial results more often than relying exclusively on legal requirements. Throughout my career, strategic decision making and collaboration across disciplines, programs, and organizations has been paramount. I have consulted on projects and efforts in several hundred cities and counties with wide-ranging populations and demographics; providing architectural, financial, planning, and organizational advice. Public and private, successful projects range from one-room log structures to mid-century skyscrapers and from small interventions to major city, regional, and statewide work.

EDUCATION:

1993-1995 UNIVERSITY OF TEXAS AT AUSTIN, *Master of Architecture, Certificate in Historic Preservation*

1988-1992 MIAMI UNIVERSITY, *Bachelor of Environmental Design*

Certifications as an **Economic Development Finance Professional** from the National Development Council and as a **Texas Contract Manager** from the Comptroller of Public Accounts augment my academic degrees. I maintain membership in the Association for Preservation Technology and as an Associate in the American Institute of Architects.

WORK HISTORY WITH THE TEXAS HISTORICAL COMMISSION, Austin, Texas

2009-Present: Director, Community Heritage Development Division

Currently lead and manage a staff of sixteen, dedicated to helping communities create and support their historic preservation infrastructure. Through its primary programs, the division ensures that historic preservation benefits both the quality of life and economic well-being of

communities and citizens. Using a national model, Texas Main Street aids approximately 90 communities with downtown revitalization in the areas of design, organization, economic vitality, and promotion. Heritage tourism staff supports the ten nonprofit, Texas Heritage Trail Regions that cover the state and seeks to develop the full potential for using tourism as a tool to protect historic and cultural sites. Through training and grant awards, the Certified Local Government Program serves approximately 75 cities and counties across Texas that have implemented local preservation ordinances to protect their community's historic assets, character and identity.

- Manage a \$2 million annual division budget.
- Oversee complex contract management and grant management teams using state, federal, and private funds for major initiatives.
- Oversaw the creation of heritage tourism marketing [publications](#), [websites](#), and [mobile app](#), reaching an estimated 500,000 consumers annually. Emphasized the importance of reflecting the cultural and heritage assets of diverse stakeholders and marginalized communities.
- Lead constant innovation to improve services to constituents that increase the effectiveness of local preservation and heritage tourism efforts, including the creation of [DowntownTX.org](#) designed to connect investors and business owners with historic downtown buildings and to provide a real estate inventory tool for local managers.
- Liaison with National Park Service and stakeholders on the development and support of multi-state, national historic trails that span Texas.
- Led the 2015 [Economic Impact of Historic Preservation in Texas](#) study conducted by The University of Texas at Austin and Rutgers University.
- Conceptualized, created, and lead the management of the [Real Places: Preserving Texas History Conference](#), now in its 5th year, having grown to 600 participants, 25-40 sessions, 50+ speakers, \$70,000 in private sponsorships and a \$250,000 annual budget.
- Serve as ex-officio board member of the Texas Travel Alliance (formerly the Texas Travel Industry Association)
- Serve as chair of the Texas State Agency Tourism Council, comprised of representatives from the Office of the Governor, TxDOT, Texas Parks & Wildlife Department, Texas Commission on the Arts, Texas State Preservation Board, and Texas Department of Agriculture. The council meets at least quarterly to compare best practices and coordinate strategic tourism development and promotion efforts.

2003-2009 State Coordinator for Project Review, Division of Architecture

Led the team responsible for the statewide review of architectural projects for compliance with the Secretary of the Interior's Standards and insured coordination among staff in three different disciplines and divisions. Responsible for providing training to staff, the public and local officials regarding preservation standards and legal responsibilities. Provided interpretation, guidance, and training regarding the Standards, federal investment tax credits for the rehabilitation of historic structures, Section 106 of the National Historic Preservation Act of 1966, Antiquities Code of Texas, and Texas Accessibility Standards as they relate to historic properties. Authored agreements, code revisions, and other documents. Led staff recovery response to Hurricanes Rita and Ike, responsible for coordination with FEMA, as well as response to other building disasters such as fire, including the recovery of the National Historic

Landmark, Texas Governor's Mansion from a devastating 2008 fire. Revised and implemented policy and procedures to insure consistent, efficient and effective review of architectural projects under a variety of agency programs, including an overhaul of the Texas Preservation Trust Fund grant application and review process.

2001-2007: Texas Historic Courthouse Preservation Program

Administered grant projects for the restoration of seven historic county courthouses through design and construction, with total construction costs exceeding \$35 million. The nationally recognized program was awarded an honor award from the National Trust for Historic Preservation during tenure as well as awards from the Texas Society of Architects, and Association for Preservation Technology. Responsibilities included the review programming, budget, design, construction progress and administration, along with grant reimbursements for each of the projects. I continued administering restoration projects already underway while accepting promotion in 2003.

1998-2001: Preservation Consultant, Division of Architecture

Reviewed architectural projects within the Texas Forts & Hill Country region for compliance with The Secretary of the Interior's Standards. Consulted with architects, developers, property owners and public officials regarding appropriate preservation techniques and processes. Responsible for reviewing projects under Section 106, federal tax credits, state authority and grant programs.

1996-1998: Preservation Specialist, Texas Courthouse Alliance

Investigated existing conditions, created documentation drawings and co-authored Preservation Plans for more than twenty historic county courthouses. Designed and developed a computer database to document nearly 800 historic courthouses, 2500 photographs, and 700 architectural drawings.

COMMUNITY ENGAGEMENT & MEMBERSHIPS:

- Member of Association for Preservation Technology & the American Institute of Architects (Associate)
- Ex-officio, Board of Directors, Texas Travel Alliance (formerly Texas Travel Industry Association), 2010-present
- Liaison to the El Camino Real de los Tejas National Historic Trails Association nonprofit board, 2010- present
- Zoning Chair, Bouldin Creek Neighborhood Association 2004-2011
- Logistics Chair for the Annual Garden Party, The UMLAUF Sculpture Garden & Museum, 1998-2009