

LARA W. JAKUBOWSKI
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EXPERIENCE

INDEPENDENT CONSULTANT

Self-Employed

Denver, CO
June 2006 - Present

- Consultant to nonprofits, specializing in solving real estate, finance and organizational development issues. Experience administering grant programs, underwriting loans, and grant writing. Current and recent clients include: Aurora Human Rights Center, Asian Pacific Development Center, Urban Land Conservancy, Qualistar Early Learning, Merage Foundation, Neighborhood Development Collaborative, Northeast Denver Housing Center, Mercy Loan Fund, Del Norte Neighborhood Development Corp, Robert E. Loup Jewish Community Center, and Donor Alliance.
- Recent projects include: nonprofit facility feasibility study, evaluation project for shared services model in the child care industry, business plan for multi-tenant nonprofit center, grant administration of \$1.2 million grant program for facility improvement grants, grant writing, policies and procedures manual development, loan underwriting, strategic plan for community-based nonprofit and program development consulting.

MILE HIGH COMMUNITY LOAN FUND

Executive Director

Denver, CO
2001 – 2006

- Chief staff person of \$12 million financial intermediary with a mission to invest in affordable housing and other community assets to create economic opportunity for low income communities.
- Doubled the assets from \$6 million at inception to \$12 million.
- Obtained CDFI certification within 12 months, secured a \$1 million grant from The CDFI Fund, U.S. Treasury Department.
- Expanded market reach of the Fund from the City of Denver to the 7-county metro area. Developed new loan products in response to market needs.
- Chief liaison with all 14 investors, including public entities, banks and foundations. Responsible for all compliance and reporting.
- Chief liaison with 13 board members, oversaw strategic planning process, staffed all committees.
- Oversaw all underwriting and portfolio management for 75 loans approved valued at over \$22 million.
- Prepared organizational budgets, cash flow projections, oversaw financial management and audits.
- Responsible for fundraising efforts for both operating grants and capital grants.
- Established all management systems for lending, operations and personnel.
- Grew staff to four employees, prepared performance reviews, established work plans and compensation.
- Coordinated technical assistance to nonprofits, including a workshop series for developers.

THE ENTERPRISE FOUNDATION

Program Director

Denver, CO
2000 – 2001

- Responsible for setting up the Mile High Housing Fund and making it operational. Coordinated the efforts of the four founding partners.
- Served as The Enterprise Foundation's finance officer in the Denver area, responsible for underwriting loans and managing the Denver portfolio.

INDEPENDENT CONSULTANT

Self-Employed

Denver, CO
1999 – 2000

- Wrote strategic plan for The Lakota Fund, Pine Ridge Indian Reservation, South Dakota as part of an application for funding from The CDFI Fund. Secured \$500,000 grant.

- Author of *Charter School Facilities A Resource Guide on Development and Financing* which was sponsored by NCB Development Corp. and the Charter Friends National Network.
- Subcontractor to Opportunity Finance Network, conducted stakeholder interviews for strategic planning.
- Prepared a market analysis of lending to charter schools for The Colorado Enterprise Fund.

THE REINVESTMENT FUND

Philadelphia, PA

Senior Loan Officer

1998 – 1999

Loan Officer

1996 – 1998

Intern

1995 – 1996

- Managed a \$10 million loan portfolio for a \$65 regional financial intermediary that uses capital and technical expertise to build wealth and create economic opportunity for low-income communities and individuals.
- Underwrote over 70 loans (totaling \$14 million) to community-based nonprofits.
- Supervised two staff members; developed departmental budget; wrote marketing plan to double lending.

LEHMAN BROTHERS

New York, NY

Public Finance Analyst

1993 – 1994

- Evaluated bond refunding opportunities for state and local bond issuers.

Corporate Finance Analyst

1991 – 1993

- Performed valuation analyses for mergers and acquisitions in the pharmaceutical and biotechnology industries; prepared underwriting analyses for five biotechnology equity offerings totaling \$220 million including two initial public offerings.

OFFICE OF TECHNOLOGY ASSESSMENT, U.S. CONGRESS

Washington, DC

Research Assistant in Health Policy

1989 – 1991

- Analyzed the costs and returns of pharmaceutical R&D for Congressional policy makers.
- Co-authored published reports on pharmaceutical R&D for cancer screening.

EDUCATION

THE WHARTON SCHOOL OF BUSINESS, University of Pennsylvania

Philadelphia, PA

Master of Business Administration

May 1996

- Concentration in Real Estate and Public Policy. Gruss Public Management Fellow.
- Co-authored with Anita A. Summers, “*The Fiscal Burden of Unreimbursed Poverty Expenditures in the City of Philadelphia: 1985 – 1995*” Working Paper #238, Real Estate Center, August 1996.

UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Bachelor of Arts, Economics and Regional Science Dual Major, Japanese Minor

May 1989

OTHER

Vice President, Board of Directors, Bluff Lake Nature Center, 2008 – present

Member, Denver Preschool Program Advisory Committee, 2007 – present

Member, Board of Directors, Rocky Mountain Communities, 2006 – 2010

Member, Finance Committee, Warren Village Inc., 2000 – 2007

Member, Executive Committee, Colorado Housing Investment Fund Coalition, 2004 – 2006

Member, Board of Directors, Rebuilding Together Metro Denver, 2000 – 2002

President, Board of Directors, Christmas in April Philadelphia, 1996 – 1998

Member, Board of Directors, Preschool Project, Philadelphia PA 1998 – 1999