

Patricia E. Singer

Experience:

Commonwealth of Massachusetts, Boston MA 2004 to 2007
Chief of Staff, Department of Conservation and Recreation

- Administrative officer for the 6th largest public park system in the USA with an annual budget of approximately \$250MM and 3,000 employees.
- Increased accountability and transparency by assisting with development and implementation of systems including project tracking system which enabled the Department to create its first \$1.6 million, 5-year capital plan. Administered process for establishing performance standards and measurements.
- Improved morale by helping senior staff become a cohesive team and spearheading review and consolidation of 150 policies and guidelines.

Project Director, District Improvement Financing Program (DIF)

- Launched new economic development program for the State. DIF is used to finance large municipal infrastructure and public purpose projects.
- Received State approval of first DIF deal within 9 months of program launch and completed 3 transactions in 18 months including the \$90 million Worcester CitiSquare revitalization.
- Marketed and promoted DIF to a diverse constituency including municipal officials, developers and professional consultants. Continue providing technical expertise to clients.

Independent Financial Consultant 2003 to 2004
Provided strategic consulting and fixed income analysis to market research and investment advisory firms.

Southridge Capital Management, Ridgefield, CT 2000 to 2002
Director of Research, \$450 Micro-cap fund

- Reviewed approximately 350 equity and other investment opportunities annually including my own analytical workload.
- Established, documented and enforced policies and procedures. Trained subordinates; guided peers. Ensured analytical and administrative accuracy.
- Maximized investment performance of roughly 1/3rd of the firm's portfolio by reviewing portfolio companies' performance and working with management to improve operations.
- Assisted in transition from a Regulation D to a broad-based micro-cap fund.

IBM Credit Corporation, Armonk, NY 1998 to 2000
Program Manager, Restructuring Group

- Monitored IBM Credit's equipment lease and loan portfolio (national accounts over \$1MM and West Coast) to assess risk and identify distressed accounts.
- Proactively developed and negotiated resolutions for a discrete set of delinquent and/or defaulted accounts averaging in excess of a 50% recovery rate.
- Provided direction to the Credit, A/R Collection, Bankruptcy and Litigation teams.

MBIA Insurance Corporation, Armonk, NY
Vice President, Manager

1982 to 1998

- Member, Underwriting/Credit Committee with unlimited municipal authority. Member Credit Policy, Compliance, Problem Credit and Waivers & Consents Committees. Established business strategies that enabled MBIA to grow from net income of less than \$100MM to \$550MM. For example:
 - MBIA's lease expert. Introduced real property leasing as a new product in 1987. Established underwriting guidelines and legal criteria. Assisted in development of equipment leasing and lease securitization programs. MBIA has had the lead market share in the rapidly growing lease market with hundreds of millions insured and no defaults.
 - Underwrote MBIA's first insured hospital. Grew healthcare line from inception to become a core product worth \$62.2 billion.
 - Introduced continuing care retirement and charitable not for profit products. These smaller product lines significantly enhanced and advanced healthcare market coverage.
- Chaired Exposure Committee that was responsible for statutory, regulatory and rating agency compliance resulting in continued insurance licensing and AAA/Aaa ratings.
- Developed vertical marketing effort and implemented corporate prototype. Managed the unit that served as the Tax Backed Unit's liaison with clients resulting in dramatically improved market penetration and enabling the Unit to double in size.
- Managed five professionals in the Voting and Guaranteed Investment Contract Units. Developed, documented and implemented procedures.
- Designed and implemented new Enterprise Software that centralized all records relating to MBIA's insurance policies permitting the redeployment of personnel and facilitating international expansion.
- Analyzed, underwrote and monitored over 50 corporate credits within a one-year period.

Education:

St. Lawrence University, BA *cum Laude*

Affiliations (current and past):

Executive Service Corps of New England, Consultant; Financial Executives Networking Group; Boston Municipal Analysts Forum; National Federation of Municipal Analysts; Boston Financial Women's Association, Clerk 2003 -2004; Association for Governmental Leasing & Finance; The Bond Market Association, Credit Research Committee Member

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EMPLOYMENT

4/97 – Present
Keegan Werlin LLP
265 Franklin Street, Boston, MA 02110
617-951-1400, ext. 223
tcohen@keeganwerlin.com
Of Counsel

Municipal law, real estate law and land use regulation practice. Represent public entities and private buyers, sellers, lenders and developers in commercial and residential transactions, including purchase and sales, leases, construction, financing and municipal permitting. Provide Special Town Counsel or City Solicitor services to numerous Massachusetts cities and towns. Town Counsel Reading, MA 1972 – 2001.

PRIOR EMPLOYMENT

4/94 – 3/97
MacGregor & Shea, P.C., Boston, MA
Of Counsel

9/72 – 3/94
Tyler & Reynolds Professional Corporation, Boston, MA
Partner 1978 -1994, Associate 1972 -1978

EDUCATION

University of Chicago Law School, Chicago, Illinois
J.D., 1972

Brown University, Providence, Rhode Island
A.B., Cum Laude, With Honors, 1969
Concentration, American Civilization

PERSONAL

Married, Hon. Cynthia J. Cohen, two children
Member, City of Cambridge Commercial Parking Control Committee
Board of Trustees, Commonwealth School, Boston, MA