

# County Council of Howard County, Maryland

2021 Legislative Session

Legislative day # 15

## RESOLUTION NO. 130 - 2021

Introduced by: Chairperson at the request of the County Executive

A RESOLUTION confirming the appointment of Sekou "Koe" Murphy to the Housing and Community Development Board.

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Introduced and read first time on Sept 8, 2021.

By order

Michelle Harrod  
Michelle Harrod, Administrator to the County Council

Read for a second time and a public hearing held on Sept 20, 2021.

By order

Michelle Harrod  
Michelle Harrod, Administrator to the County Council

This Resolution was read the third time and was Adopted , Adopted with amendments , Failed , Withdrawn  by the County Council on October 4, 2021.

Certified by

Michelle Harrod  
Michelle Harrod, Administrator to the County Council

NOTE: [[text in brackets]] indicates deletions from existing language; TEXT IN SMALL CAPITALS indicates additions to existing language. Strike-out indicates material deleted by amendment; Underlining indicates material added by amendment.

1 **WHEREAS**, Section 404 of the Howard County Charter and Section 6.300 of the Howard  
2 County Code provide for the County Executive to appoint and for the County Council to confirm  
3 nominees to Howard County Boards and Commissions created by law; and

4 **WHEREAS**, Sections 6.325 and Title 13, Subtitle 2, of the Howard County Code provide for  
5 a Housing and Community Development Board in Howard County; and

6 **WHEREAS**, the County Executive has proposed the appointment of Sekou "Koe" Murphy  
7 as a member of the Housing and Community Development Board; and

8  
9 **WHEREAS**, an amendment to Section 404 of the County Charter, effective on or about  
10 December 3, 2020, shortened the term for members of most citizen boards and commissions from  
11 five to three years, including the Housing and Community Development Board; and

12  
13 **WHEREAS**, the County Council ratifies the County Executive's special trust and confidence  
14 in the abilities of the nominee.

15 **NOW, THEREFORE, BE IT RESOLVED** by the County Council of Howard County,  
16 Maryland this 4 day of October, 2021 that the following person is appointed as a  
17 member of the Housing and Community Development Board to serve from the date of this  
18 Resolution to October 4, 2024 or until a successor is appointed and confirmed:

19 Sekou "Koe" Murphy  
20 Columbia, MD

Amendment 1 to Council Resolution No. 130-2021

BY: The Chairperson at the request  
of the County Executive

Legislative Day 16  
Date: October 4, 2021

Amendment No. 1

*(This amendment inserts the expiration of the appointee's term.)*

- 1 On page 2, in line 18, strike “?” and substitute “October 4, 2024”.

I certify that this is a true and correct copy of  
A1 to CR 130-2021  
passed on October 4-2021  
Michelle Howard  
Council Administrator

**County Council of Howard County, Maryland**

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Certified by \_\_\_\_\_  
Michelle Harrod, Administrator to the County Council

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**BY: The Chairperson at the request  
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**Legislative Day 16  
Date: October 4, 2021**

**Amendment No. 1**

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**Sekou "Koe" Murphy**  
[www.linkedin.com/in/koemurphy/](http://www.linkedin.com/in/koemurphy/)

**EXPERIENCE:**

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**CCI Health and Wellness** (Federally Qualified Health Center) \$33M/300 employee company, 12 person team  
 Silver Spring, MD

**Chief Financial Officer**, Analyses, Revenue Cycle, Process Improvement. real estate 2020 - Current

- Stabilized and restructured personnel and processes to increase accuracy, cost allocations and more timely cash collections.
- Responsible for overall financial strategy, reporting, complex revenue cycle management and payroll functions.
- Implemented cash flow projections to predict cash surpluses/short-falls, as well as manage expenses and line of credit.
- Negotiating terms of acquisition, financing and organizational structure of Company's first real estate transaction.
- Overhauled financial and revenue cycle reporting to provide trend analyses, revenue mix, provider profit and loss, productivity, and site revenue/productivity. Brought reporting current from consistently being a month behind.
- Advise senior management on strategic decisions including business expansion, contract negotiations with insurance carriers, cash collections, patient volume and revenue mix.
- Responsible for compliance with federal and state regulations over medical billing and grants.
- Implemented a major electronic medical records system.

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**Bread for the City** (Federally Qualified Health Center) \$26M real estate expansion, 200 employee company,  
 10 person team Washington DC

**Chief Financial Officer**, Analyses, Structured Finance, Process Improvement 2010 - 2019

- Transformed financial operations into strategic advisory to senior management, division directors and board, considering the needs of divisions in context of organization, external factors, risk/reward.
- Developer for Bread's **\$26 million** real estate expansion project: sourced and negotiated term sheets with tax credit investors, lenders, community development enterprises (CDE), local government and land acquisition.
- Led all real estate negotiations including **\$568,000** increase in investment from tax credit investor, **\$1.3 million** interest expense savings, **\$750,000** reduction in land acquisition price and **\$160,000** reduction in closing fees.
- Identified operational areas for savings that generated over **\$1 million** in bottom-line increases over 7 years by revamping cash management, workers' compensation and vendor management.
- Ensured accurate and timely reporting to regulators, and other external parties involving items such as Medicaid and Medicare cost reports, external and single audits, and 990s/tax returns.
- Led discussion of monthly and annual analytics dashboard with management and Board, including division-level analyses, receivable, revenue and expense statistics, and bottom-line analytics.
- Developed complex cash flow projections and financial models under various scenarios (e.g., what-if and probability).
- Collaborated with division directors to develop and manage complex budgets (GAAP and cash) and strategic plans having multiple divisions with unique personnel, analytical and regulatory needs.
- Oversaw all treasury management activities including cash sweep, disbursement and borrowing, debt covenants and risk management via insurance reviews/adequacy.

- Developed idea, due diligence, and implementation/integration of new and old systems (including HR and donor database/general ledger) designed to improve productivity and bottom-line improvement.

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**S Murphy Holdings LLC** (equities, fixed income and real estate; strategic advisory) Washington DC  
**Chief Investment Officer / Consultant / Owner** 2003 - 2010

- Advised billion-dollar P&C and Life insurance companies.
- Created risk-based capital models to analyze the impact of fast growth, debt raises and storm losses on capital.
- Performed asset level due diligence, market and financial analyses, including valuation and cash flow.
- Developed risk-adjusted valuation model to determine allocation of capital in investment decisions.
- Financed, acquired, developed and managed residential properties having a value in excess of \$5M.
- Negotiated term sheets with lenders, borrowers, counsel, and other stakeholders in acquisition and sale of properties and loan modifications.
- Reviewed and monitored all revenue recognition, tax strategy and compliance matters with federal and local contracts.

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**Defywire** (venture capital-backed, wireless technology with national footprint) Reston, VA  
**Finance** 2006-2008

- Managed all financial budgeting/reporting, analyses, tax reporting and compliance in fast-paced, start-up company environment.
- Developed cash flow (short and long term) and financial models showing projected pipeline, adjusted for probability and vendor payments.
- Proactively developed and presented financial statements, projections and analyses to the Board.
- Monitored all compliance with government contracts and regulations, including proper revenue recognition.

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**AM Best Company** (rating agency covering multinational and super-regional insurance companies) Oldwick, NJ  
**Lead Financial Analyst, CPA** 2000 – 2003

- Analyzed capitalization, operating performance, business models, industry trends, and management strength to determine overall strength rating of super-regional to multinational property and casualty insurance companies.
- Led presentation of full analyses to ratings committee and target committees.
- Re-developed risk-based capital model for impact of preferred securities.
- Developed and taught critical accounting training courses for analysts.

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**PricewaterhouseCoopers** Washington, DC  
**Senior Audit Manager, CPA** 1994 – 2000

- Led service delivery to clients.
- Managed complete end-to-end audits, including planning, budget, service delivery, and meaningful recommendations to clients.
- Led multiple engagements with cross-functional teams of 2-17 professionals in different states/countries.
- Led engagement team in first ever merger of mutual insurance company.
- Clients: financial services (life and property casualty insurance, REITs, investment companies, health, banks), high-tech, national not-for-profit and government.



**EDUCATION:**

**The Wharton School, University of Pennsylvania**  
*MBA, Finance*

PHILADELPHIA, PA  
2003 – 2005

**Howard University**  
*BBA, Accounting; Member - Howard Football*

WASHINGTON, DC  
1990 – 1994

**BOARD INVOLVEMENT:**

- Heritage Housing Partners Corp (2021 to present) – real estate developer.
- Making Change (2021 to present) - financial management
- Horizon Foundation (Investment Committee 2021 to present) - health and wellness

**AWARDS, OTHER SKILLS AND INTERESTS:**

- 2012 Washington SmartCEO Magazine's CFO Winner; 2011 Washington Business Journal CFO Finalist
- Computer: Expert in excel, Blackbaud - Financial Edge & Raiser's Edge, Sage/Intacct, Centricity and eCW electronic medical record systems.
- Interests: Active father, investment analyses, tutoring/education, animation, reading, and successfully leading teams.