

REPRESENTATIVE EXPERIENCE:

PROPERTY MANAGEMENT ORGANIZATIONAL ASSESSMENTS

Review of key portfolio characteristics; financial analysis of property management company/division, evaluation of staffing and operational practices. Includes identification of challenges to success and specific recommendations. May include stakeholder interviews or an assessment of whether or not to outsource property management.

Client Name	Location	Year	No. of Units	No. of Properties	VIVA Principal(s)
Hispanic Housing	Chicago, IL	2007	4,325	26	Weber
Housing and Community Services/ Wedge Management	San Antonio, TX	2007	2,760	34	Weber
Realty Resources	Rockport, ME	2006	1,498	52	Weber
Preservation Housing Management	Kansas City, MO	2006	3,551	33	Weber
South County Property Management	Gilroy, CA	2006	1,223	33	Weber
MHA of South West Connecticut	Stamford, CT	2006	386	9	Weber
Broad-Park Development Corp.	Hartford, CT	2006	494	24	Weber
Morgan Kaylee	Morgan Kaylee	2006	199	5	Gilbert & Weber
Domus, Inc.	Westfield, MA	2006	81	5	Weber
Community Connections	Washington, DC	2006	417	80	Weber
Avesta Housing	Portland, ME	2006	1,068	42	Weber
Chinatown Community Development Center	San Francisco, CA	2005	1,143	18	Weber
Laconia Area Community Land Trust	Laconia, NH	2005	97	5	Weber
HAP, Inc.	Springfield, MA	2005	349	22	Weber
Lawrence Community Works	Lawrence, MA	2004	60	3	Weber
HDC of the Clinch Valley	Oak Ridge, TN	2004	89	50	Weber
American Housing Foundation	Amarillo, TX	2004	8,000	100	Weber
Riverton Community Housing (student co-ops)	Minneapolis, MN	2004	382	4	Weber

REPRESENTATIVE EXPERIENCE:

PROPERTY MANAGEMENT BUSINESS/OPERATIONS PLANS

Detailed 3 or 5-year property management operations or business plans including goals, objectives, clients, programming initiatives, staffing, multi-year financial plan, time line, risks and evaluation strategy. May include interactive financial model.

Client Name	Location	Year	No. of Units	No. of Properties	VIVA Principal(s)
Community Connections	Washington, DC	2007	417	80	Weber
A Community of Friends	Los Angeles, CA	2006	1779	43	Weber
Preservation Housing Management	Kansas City, MO	2006	3,551	39	Gould & Weber
Chinatown Community Development Center	San Francisco, CA	2006	1,143	18	Weber
Sacramento MHA & Sterling Asset Mgmt Co	Sacramento & Davis, CA	2005	1,733	30	Weber
Jubilee Housing, Inc.	Washington, DC	2004	284	8	Weber

REPRESENTATIVE EXPERIENCE:

PROPERTY MANAGEMENT CONSULTATION

Client Name/ Location/Dates	Viva Principal(s)	Description
Champlain Housing Trust Burlington, VT 2006	Weber	Consulted with staffs of the former Burlington Community Land Trust and Lake Champlain Housing Development Corp whose organizations merged to form Champlain Housing Trust. Worked on new property management organizational design.
Econometrica Bethesda, MD 2006	Weber	Part of team that created the Stop-Loss Submission Kit for public housing authorities moving to project-based management and budgeting.
NeighborWorks® America Multifamily Initiative Washington, DC 2005 – 2006	Weber	In partnership with Abt Associates, conducted study entitled “Seven Strategies for Successfully Marketing and Stabilizing the Occupancy of Mixed-Income/Mixed-Race Properties” based on eight in-depth case studies in different communities around the country.

Southside United HDFC (Los Sures) Brooklyn, NY 2005 – 2006	Weber	Evaluate reorganization plan and provide ongoing coaching to improve property operations of 1,500 units in Williamsburg neighborhood.
Cambridge Housing Authority Cambridge, MA Since 2005	Weber	Provide ongoing consulting in organizational design and budgeting as this public housing authority transitions to project-based management.
Resources Community Development Berkeley, CA 2005	Weber	Facilitated day-long retreat of Board and staff to assess capacity to self-manage its 902-unit portfolio.
Chattanooga Neighborhood Enterprise, Inc. Chattanooga, TN 2004	Weber	Conducted property and asset management operational planning for this not-for-profit that manages 867 units of affordable and market-rate housing.
Pelham Corporation Framingham, MA Since 2004	Gould & Weber	Provide asset management consulting services to the Board of Directors of this 540-unit mixed-income housing community.
Abt Associates, Inc. Bethesda, MD 2004 - 2005\	Weber	Investigate and analyze successful strategies in marketing and stabilizing mixed-income/mixed-race properties controlled by non-profit members of the NeighborWorks® network of Neighborhood Reinvestment Corporation. Study funded by Ford Foundation.
Archdiocesan Community Housing, Inc. (ACHI) Denver, CO 2003 - 2005	Weber	Analyzed and made specific recommendations to improve property portfolio performance and organizational design of the property management division (Housing Management Services) of this 1,000-unit not-for-profit property management firm. Provide ongoing mentoring to Director of Property Operations.
Central Community Housing Trust (CCHT) Minneapolis, MN 2002 – 2003	Weber	Structure and facilitate day-long planning sessions for CCHT’s asset management division which oversees four third-party property managers of its 1,000-unit portfolio. Activities include establishing and prioritizing property performance standards, revising asset management dept’s organizational design and assessing pros and cons of self-management.
Madison Park Development Corporation (MPDC) Boston, MA 2002 – 2003	Weber	Provide one-on-one coaching to MPDC’s asset manager, including specific asset management plans for each property in MPDC’s portfolio.

Beacon Residential Management Boston, MA 2002 – 2003	Weber	Conducted portfolio analysis as organizational review of staffing, revenue projections, profitability goals and income/expense trending. Also conducted detailed analysis of manpower and utility trends in portfolio. Provide coaching to senior staff addressing operational issues at large urban family property.
Graduate School of Design Harvard University Cambridge, MA 2000 - 2003	Weber	Conducted research and direct field testing activities related to the \$3,000,000 congressionally funded Public Housing Operating Cost Study created to determine what it should cost to operate good public housing.
Cruz Management Company, Inc. Roxbury, MA 2000 - 2001	Weber	Analyzed property portfolio performance and organizational design of this 1,400 unit private property management firm. Identified strong day-to-day consultant to assist in capacity building, budgeting and organizational redesign.
Franciscan Housing Development Cincinnati, OH 2002	Weber	Analyzed and made specific recommendations to improve property portfolio performance and organizational design of this 200-unit not-for-profit property management firm.
Neighborhood Development Services Management Ravenna, OH Since 2001	Weber	Work with this CDC to plan and implement an organizational design to successfully integrate the operations of a purchased for-profit property management company into this CDC's current organizational structure. Created business plan.
Abt Associates Bethesda, MD 2001 - 2002	Weber	Provide asset management capacity-building training to asset management staff of the Chicago Housing Authority. Create asset management tools to review performance of third-party managers.
Mercy Housing, Inc. Mercy Services Corporation Denver, CO 2001 - 2004	Weber	Facilitate and coordinate several organizational re-organization and process redesign initiatives in various departments including property management, community and resident initiatives, investment and underwriting procedures, business model redesign, regional planning and indirect cost allocations. Also work with consulting division on evaluating outside property management organizations. Mercy is a large national non-profit developer (11,000 units) and manager (nearly 8,000 units) of affordable housing.
Urban Edge Housing Corporation Roxbury, MA 1994 – 1997 Since 2003	Weber	Directed a capacity building and organizational re-design effort that enabled this CDC to successfully improve and subsequently expand its property management division from 450 units to over 1,000 units. Provide property management organizational design consultation.