

## RECENT PROJECTS IN PROGRAM ANALYSIS AND DESIGN & STRATEGIC PLANNING



Client Name Location Dates	VIVA Principal(s)	Description
<b>MA Department of Housing &amp; Community Development</b> Boston, MA 2012	Elving & Weber	Prepare materials and help facilitate the work of the Massachusetts Commission for Public Housing Sustainability and Reform, including writing its report.
<b>U.S. Department of Housing &amp; Urban Development</b> Washington, D.C. 2009-2012	Elving & Gould	Conducted nationwide assessment of what has happened to LIHTC properties when they reach Year 15 and the potential end of their affordability restrictions. Project in association with Abt Associates.
<b>Neighborhood Housing Services of Chicago</b> Chicago, IL 2011-2012	Gould	Created financial models to support organizational planning and restructuring for long-term financial stability as part of strategic planning process.
<b>Jewish Community Housing for the Elderly</b> Brighton, MA 2011	Weber	Assisted nonprofit housing developer and manager in its organizational redesign.
<b>NHS of the South Shore</b> Quincy, MA 2011	Gilbert	Assessed expansion into new geographic territory including SWOT analysis, stakeholder interviews and identification of resources needed.

<b>Cambridge Housing Authority</b> Cambridge, MA 2011	Gould	Worked with this Moving-to-Work housing authority to explore refinancing strategies for state and federal housing portfolios.
<b>North Shore Community Action Program</b> Peabody, MA 2011	Gilbert	Assisted in evaluating options for restructuring partnership with local homeless shelter.
<b>2011 Strategic &amp; Business Planning</b>	<ul style="list-style-type: none"> <li>• Ability Housing of Northeast Florida, Jacksonville, FL (All)</li> <li>• NOAH, Boston, MA (Gould and Weber)</li> </ul>	
<b>Windham Housing Trust (now Windham &amp; Windsor Housing Trust)</b> Brattleboro, VT 2010	Gilbert	Provided portfolio analysis and other assistance in evaluating options for strategic partnership with another housing nonprofit; resulted in WHT expanding regionally by acquiring multiple properties and housing programs.
<b>2010 Strategic Planning &amp; Business Planning</b>	<ul style="list-style-type: none"> <li>• <b>Consortium for Housing and Asset Management (CHAM)</b>, Washington, DC (Gould &amp; Weber)</li> <li>• <b>Gulf Coast Housing Partnership</b>, New Orleans, LA (Gilbert &amp; Gould)</li> <li>• <b>Connecticut Housing Investment Fund</b>, Hartford, CT (Gilbert &amp; Weber)</li> </ul>	
<b>Preservation of Affordable Housing</b> Boston, MA 2010	Gould	Developed financial model to help organization explore strategic issues including organizational growth and expansion into new business lines in a changing environment.

**Cleveland Housing Networks and Famicos Foundation**

Cleveland, OH  
2010

Weber

Conducted, in collaboration with Organizational Options, an organizational assessment of potential strategic alliances between two Cleveland nonprofits.

**North Shore Community Development Coalition, Inc.**

(Merger of Salem Harbor CDC and Beverly Affordable Housing Coalition)  
Massachusetts  
2009-2010

Gilbert & Weber

Merger consultant to combine two housing nonprofits into one regional entity; facilitated merger committee, negotiated merger agreement, advised on operational, organizational and strategic issues; strategic planning for new organization.

**Housing Development Center**

Portland, OR  
2009-2010

Weber

Advised HDC in various aspects of its City of Portland Affordable Housing Portfolio Analysis, including methodology and report. Included participating in stakeholder review.

**Dudley Area Foreclosure Prevention Roundtable**

Boston, MA  
2010

Elving

Assessed diverse activities undertaken by multiple community and public organizations in the Dudley Square area of Boston to prevent or remedy foreclosures, to identify whether they might be expanded, adapted or made more accessible.

**Corporation for Supportive Housing**

New Haven, CT  
2007-2010

All

As part of a larger study with Abt Associates of the full costs of Connecticut's permanent supportive housing program, performed a multi-year analysis of the development and operating costs of 20 supportive housing projects as well as scattered-site programs; research on project siting and housing placements.

<p><b>Massachusetts Housing Partnership</b> Boston, MA 2009-2010</p>	<p>Gilbert &amp; Gould</p>	<ul style="list-style-type: none"> <li>• Created business plan exploring the viability of a single entity to consolidate real estate development and asset management functions for Boston area housing nonprofits.</li> <li>• Project managed three research teams for MHP's Foundation for Growth Project, examining the need for housing growth to create economic growth (Gilbert).</li> </ul>
<p><b>Metro West Community Developers</b> Multiple communities, MA 2008-2010</p>	<p>Elving</p>	<p>Worked with nonprofit housing organizations in Belmont, Lexington, Waltham and Watertown, MA to assess whether to create a new regional housing collaboration, its potential program, activities and feasibility.</p>
<p><b>U.S. Department of Housing &amp; Urban Development</b> Washington, D.C. 2009-2010</p>	<p>Gould &amp; Weber</p>	<p>As part of a study with Abt Associates, evaluated the effectiveness of HUD's Section 202 Demonstration Planning Grant (DPG) Program in reducing delays in developing low-income elderly housing.</p>
<p><b>Hudson Housing Capital</b> New York, NY 2000-2011</p>	<p>All</p>	<p>Periodic consultation on business matters involving new ventures, communications/PR and property underwriting.</p>
<p><b>REDF</b> San Francisco, CA 2008-2009</p>	<p>Gould &amp; Weber</p>	<p>Conducted national study of best practices in property management of supportive housing, with special focus on employment of residents.</p>
<p><b>Coalition for a Better Acre</b> Lowell, MA 2008-2009</p>	<p>Elving</p>	<p>Authored report, "Strategies for Preserving Affordable Single Room Occupancy Housing." Worked with CBA staff to assess real estate development opportunities and best practices for implementing them, including foreclosed properties.</p>

<p><b>Resources for Community Development</b> Berkeley, CA 2008-2009</p>	<p>Gilbert</p>	<p>Audited development department project management procedures, resulting in establishment of standardized project performance monitoring and development of project tracking tools for 2,000-unit CDC; evaluated real estate project management software.</p>
<p><b>Somerville Community Corporation/Somerville Homeless Coalition</b> Somerville, MA 2009</p>	<p>Gilbert &amp; Gould</p>	<p>Examined feasibility of a local CDC and homeless service provider collaborating to expand housing for the homeless.</p>
<p><b>2009 Strategic Planning &amp; Business Planning</b></p>	<p><b>Codman Square CDC</b>, Boston, MA (Elving, Gilbert, Gould) <b>HAP Housing</b>, Springfield, MA (All) <b>Neighborhood Housing Services of Waterbury</b>, Waterbury, CT (Gould) <b>Police Athletic League</b>, New York, NY (Gilbert &amp; Gould)</p>	
<p><b>The Housing Partnership Network</b> Boston, MA 2008</p>	<p>Gould &amp; Weber</p>	<p>Developed integrated data strategy for trade association to manage information about its member organizations and their productions.</p>
<p><b>Massachusetts Housing Partnership and Citizens Housing &amp; Planning Association</b> Boston, MA 2008</p>	<p>Elving &amp; Gould</p>	<p>Researched and analyzed various policy and program issues related to foreclosures in Massachusetts to help shape new state funding and implementation programs.</p>
<p><b>Department of Housing Preservation &amp; Development</b> New York, NY 2007-2008</p>	<p>All</p>	<p>Assessed the capacity of multiple New York organizations in order to create an organizational strategy for the City to preserve affordable housing with expiring use restrictions.</p>

**National Affordable Housing Trust**  
Columbus, OH  
2008

Gould

Developed financial model for national nonprofit syndicator to model range of possible business outcomes, as well as possible strategies for distributing profits to nonprofit owner organizations.

**Boston Housing Authority**  
Boston, MA  
2007-2008

Gilbert & Gould

Performed a feasibility analysis concerning an assisted living facility or other interventions to support frail elderly in BHA housing. The analysis included a best practices study of Boston-area ALFs, resident needs assessment and financial modeling.

**University of Massachusetts:  
Boston**  
Boston, MA  
2007-08

Elving, Gilbert & Gould

Conducted research on university/private collaborations to create student housing; assessed development options such as public/private equity financing for use in potential university development projects.

**Windham Housing Trust**  
Brattleboro, VT  
2008

Gilbert

Technical assistance to ED and development staff of 500-CDC to establish project management protocols and systems.

**2008 Strategic Planning &  
Business Planning**  
Boston, MA  
2008

- **Beverly Affordable Housing Coalition**, Beverly, MA (Gilbert)
- **Casa Myrna Vazquez**, Boston, MA (Elving & Gould)
- **Center City Housing**, Duluth, MN (Weber)
- **Chelsea Neighborhood Developers**, Chelsea, MA (Elving & Gould)
- **Laconia Area Community Land Trust**, Laconia, NH (Elving & Weber)
- **Volunteers of America**, Washington, DC (All)