
PROFESSIONAL EXPERIENCE

VIVA CONSULTING / Private Consultant, Cambridge, MA

Principal, 2001 – present

Assisted clients in complex real estate development transactions, strategic and business planning, program development, strategic restructuring, fundraising and project management. Recent engagements:

- Project management, project feasibility analysis and financing technical assistance services to organizations/agencies including Associated Early Care and Education, Massachusetts Division of Capital Asset Management, North Shore CDC, YWCAs of Boston and Cambridge, MA.
- Lead consultant: Strategic Planning to Connecticut Housing Investment Fund; Business Planning to Massachusetts Housing Partnership; consultant team member, Strategic Plan and Business Plan for Gulf Coast Housing Partnership (Louisiana).
- Strategic restructuring: Consultant (feasibility, implementation) for the merger of Beverly Affordable Housing Coalition and Salem Harbor CDC; merger feasibility consultant to Windham Housing Trust (Vermont) and North Shore Community Action Program.

ABT ASSOCIATES, INC., Cambridge, MA

Associate, 1999-2001

Project Director on planning, development and housing policy projects. Significant projects included:

- Project Director for housing authority acting as developer on all phases of the \$70 million HOPE VI revitalization of Preston Taylor Homes.
- Project Director for 2000 and 2001 HOPE VI grant applications for redevelopment of Maverick Gardens, Boston, MA.
- Policy and research writing including HUD Mixed Finance Policy Alerts, physical assessments of public and subsidized housing, and best practices.

METROPOLITAN DEVELOPMENT AND HOUSING AGENCY, Nashville, TN

HOPE VI Project Coordinator, 1998-1999

Coordinated all aspects of a \$23 million public housing revitalization project. Responsible for all phases of real estate development from predevelopment to lease-up (fundraising, design, regulatory approvals, community participation, financial analysis and structuring, loan and syndication closings) producing multifamily housing, single-family housing and a 20,000 square foot community facility. Oversaw project staff, developed social service programming, created linkages with neighborhood groups and nonprofits, and prepared project for turnover to property management. Directed successful grant application process resulting in \$35 million 1999 HOPE VI grant.

THE COMMUNITY BUILDERS, INC., Boston, MA

Project Manager, 1996-1997

Assistant General Counsel, Law Clerk, 1994-1997

Performed legal and real estate project management tasks on a variety of complex housing developments.

OTHER EXPERIENCE

Member, Cambridge Silver Ribbon Commission on Elderly and Housing, 2011

Maverick Photography Project

Project Director, 2002 - 2004

- Produced a visual record (still and video) of the transformation of Maverick Gardens, a 60-year old public housing project in East Boston, MA, as the site was revitalized with a HOPE VI grant. The website project is now archived at MIT. Raised funding for, developed and co-taught a digital photography class for Maverick teenagers whose photographs are used as part of the documentary.

ZUMIX, Inc.

Member, Board of Directors, 2001 - 2005

- Board member for youth arts organization.

Teaching/Publications

- Taught "Driving a Closing," Mel King Institute, March, 2012
- Co-taught "Creative Project Financing Strategies," September, 2011, NeighborWorks Institute Online course
- Created and co-taught "Developing a Pipeline in Challenging Times" in May and September, 2009, two-day seminars sponsored by Massachusetts Housing Partnership and MA Association of CDCs
- Articles in Harvard Negotiation Law Journal, Journal of Affordable Housing & Community Development Law and The Urban Lawyer.
- Certified Yoga Teacher, 500 hours, 2010

EDUCATION

- **Massachusetts Institute of Technology, Cambridge, MA**
Master of City Planning, 1994. Department of Urban Studies and Planning.
Recipient, Lawrence Anderson Prize, 2001.
- **Northeastern University School of Law, Boston, MA**
JD, 1994. Skadden Fellowship for Public Interest Law, 1995-1996.
- **University of Pennsylvania, Philadelphia, PA**
BA, 1987. *Magna cum laude*.