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## **PROFESSIONAL EXPERIENCE**

### **VIVA CONSULTING / Private consultant, Cambridge, MA**

*Principal, June 2001 – present*

Consultant on housing and community development, policy research and nonprofit organizational planning, both individually and as part of VIVA Consulting (since 2002). Services include all phases of real estate development of multi-use projects (residential, commercial, hotel), program design, community planning, organizational assessment and strategic planning. Representative clients include the Massachusetts Housing Partnership, Gulf Coast Housing Partnership, YWCA of Boston, Boston Housing Authority and City of New York Housing Preservation Department.

### **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, a 550-unit, 60-acre public housing project in Nashville, TN.
- 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 multi-family 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. Worked with a range of funding programs including HOME, Low Income Housing Tax Credits, LIHPRHA, Housing Innovation Fund, McKinney, Federal Home Loan Bank's Affordable Housing Program and HOPE VI. Spearheaded organization's efforts to build knowledge base in public housing mixed finance and revitalization.

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## **OTHER EXPERIENCE**

### **Maverick Photography Project**

*Project Director, 2002 - 2004*

- Produced a visual record 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 project utilized still photography and digital video to document Maverick, socially and physically and is now archived at MIT. 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.

### **Publications**

- Articles in *Harvard Negotiation Law Journal*, *Journal of Affordable Housing & Community Development Law* and *The Urban Lawyer*.
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## **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*.