
PROFESSIONAL EXPERIENCE

VIVA CONSULTING / Private Consultant, Newton, MA

Principal, 2002 - present

Individually and as part of the joint venture VIVA Consulting (since 2002), provide affordable property management, organizational design and capacity building services to nonprofit, public and for profit organizations. Services also include property and asset management training, strategic and business planning/facilitation, technical assistance and field research in affordable housing operating costs and practices as well as court-appointed public housing receivership. Representative clients include Cambridge Housing Authority, Common Ground, Corporation for Supportive Housing, Department of Housing and Urban Development (public housing), Chinatown Ford Foundation, Harvard University and Preservation of Affordable Housing. Instructor with NeighborWorks® America and the Consortium for Housing and Asset Management (CHAM®) program co-sponsored by NeighborWorks, LISC and Enterprise Housing Partners.

THE COMMUNITY BUILDERS, INC., Boston, MA

Senior Vice President: 1999-2000

Deputy Director: 1996 – 1999

Director of Property Management: 1988-1996

Led the property management division of this nationally recognized non-profit real estate corporation that has raised over \$1 billion in project financing and completed over 14,000 units of affordable, mixed-income housing in cities throughout the Northeast and Middle Atlantic states.

- Directed growth of TCB's managed properties from 26 sites and 1,629 units to 63 sites and nearly 6,000 units and 150,000 sq. ft. of commercial space with an administrative and site staff of 250 in Massachusetts, Connecticut, Pennsylvania, New Jersey and Kentucky.
- Reorganized division's staffing and practices to align with corporate strategic growth plan.
- Led the initiation of innovative process and programmatic changes including computerizing site operating and monitoring tools, establishing a cost effective master property insurance program, standardizing procedures through staff training and written manuals.

THE SHORELINE CORPORATION, Cambridge, MA

Chief Operating Officer, 1980-1988

Directed the property management subsidiary of Bruner, Cott & Associates, an architectural and development firm specializing in rehabilitating industrial properties into residential and other uses.

- Directed growth of Bruner/Cott's managed properties from 174 rental units to 1,100 units and 40,000 commercial square feet in Massachusetts, Rhode Island, Connecticut, Vermont and Michigan. Properties had both subsidized and conventionally financed market rate units.

MASSACHUSETTS HOUSING FINANCE AGENCY, Boston, MA

Management Officer: 1978-1980

Management Analyst, then Senior Management Analyst: 1977-1978

Monitored the operating performance of 75 MHFA financed developments representing more than 15,000 units of mixed income housing with mortgages exceeding \$290 million.

- Supervised staff of Management Analysts; negotiating with owners and management agents to resolve problems of physically and/or financially distressed properties.
- Wrote manual and conducted training seminar for Management Department on rent increase procedure. Planned management-related computer programs with MIS Director.

CBI CORPORATION, Boston, MA

Assistant Marketing Manager: 1971-1974

Administrative Assistant: 1970-1971

- Planned and implemented total marketing strategy for conventional apartment and condominium communities.
- Supervised on-site marketing and management staff.

UNITED STATES PEACE CORPS, Sierra Leone, West Africa

Elementary School Teacher, 1969-1970

- Taught English and Math to grades 3 through 7 in a village school. Started school library.

OFFICE OF STATE SENATOR JOHN JOSEPH MOAKLEY, Boston, MA

Research and Administrative Assistant, 1968-1969

OTHER EXPERIENCE

Community Service

- Community Work Services, Inc.: Director and Past President (1978 – 1995), Board Advisor (Since 1995)
- Newton Community Development Foundation: Director and Vice President (Since 1996)
- YWCA Boston: Director, various offices (1996 – 2007)
- Various advisory committees on asset and property management, and operating costs

Teaching, Training and Lectures

- Guest lecturer on affordable property management at Harvard, MIT, Tufts.
- Instructor, trainer or seminar/workshop leader at multi-day professional asset and property management courses/conferences sponsored by Boston University, UPenn Fellows, Tufts Management and Community Development Institute, MIT Center for Real Estate Management, LISC, NeighborWorks® America, Institute of Real Estate Management (IREM), Consortium for Housing and Asset Management (CHAM) and Department of Housing and Urban Development (HUD).

Publications and Awards

- Seven Strategies for Successfully Marketing and Stabilizing the Occupancy of Mixed-Income/ Mixed Race Properties, June 2006
- Against All Odds: The Business Of Managing Affordable Housing, 2006
- Supportive Housing Property Management: Business Practices and Resident Employment, 2009
- The Kenneth Jones/Tony Austin Excellence in Training Award – NeighborWorks America - 2011

EDUCATION

- **Boston College, Chestnut Hill, MA**
MBA, 1976. Concentration: Marketing
- **New York University, University College, Bronx, NY**
BA, 1968. Dean's List

PROFESSIONAL DESIGNATION

CERTIFIED PROPERTY MANAGER from the Institute of Real Estate Management (IREM), 1984