

PROFESSIONAL EXPERIENCE

VIVA CONSULTING / Private Consultant, Cambridge, MA

Principal, 2001 – present

Consultant on housing, neighborhood development, public policy and organizational planning, both individually and as part of VIVA Consulting. Services include all aspects of real estate development for rental, homeownership projects, and community facilities. Also conduct organizational assessments and business planning for nonprofit, for-profit and public organizations. Participate in designing public policies and programs for affordable housing and community development, as well as participating in both Massachusetts-based and national research on housing issues. Develop curriculum and teach professional courses on housing development for NeighborWorks®America and others.

Representative clients include Ability Housing of Northeast Florida, Chelsea Neighborhood Developers, Citizens Housing and Planning Association, HAP Housing, Massachusetts Housing Partnership, Preservation of Affordable Housing, Springfield Housing Authority, U.S. Department of Housing & Urban Development, and Volunteers of America.

THE COMMUNITY BUILDERS, INC., Boston, MA

Vice President of Housing Development, 1980 – 2001

Directed neighborhood revitalization and housing development projects for one of the nation's largest nonprofit real estate organizations, active throughout the Northeast and Middle Atlantic states.

- Managed comprehensive community rebuilding programs that leverage large-scale residential redevelopment to improve social services, schools, recreation and public facilities in urban areas. Directed two HOPE VI projects: a \$34 million, 260-unit program in Coatesville, PA with mixed-income rental and homeownership opportunities, plus historic rehab of mixed-use commercial buildings; and program advisor to Boston Housing Authority on Orchard Gardens, a \$96 million program to redevelop both public housing and sites in the adjacent community.
- Supervised 40 development projects, creating new homes for 3,700 households, serving families with children, the elderly, people with special needs and homeless individuals. Projects ranged in size from a 12-person group home to over 500 residential units. Created rental, homeownership and cooperative housing involving new construction, renovation and adaptive re-use of non-residential facilities such as schools, hospitals, mills and other commercial buildings.
- Designed and implemented financing programs that link public and private lenders with equity investors in community redevelopment programs. For example, structured the participation of 12 public agencies and private banks in a \$35 million debt and equity financing pool that 10 nonprofits in Boston used to restore 700 deteriorated apartments.
- Provided real estate development advice to public agencies and nonprofit organizations.
- Participated in the corporate management of TCB, supervising development staff in Boston and Philadelphia.

OFFICE OF THE COURT-APPOINTED MASTER, Boston, MA

Senior Planner and Project Manager, 1975 – 80

In the legal case of *Perez et al. versus Boston Housing Authority (BHA)*, a class action lawsuit successfully filed against BHA on behalf of all public housing residents, served as staff to then Massachusetts Superior Court Judge Paul Garrity. Defined how the Court could intervene to upgrade

20,000 units of public housing. Worked with public housing residents and staff to plan redevelopment programs for specific housing sites. Participated in writing and negotiating Court decrees with explicit plans to improve living conditions in public housing.

EXPERIENCE PRIOR TO 1975

In Boston, Chicago and Jerusalem, Israel: Conducted research on affordable housing finance, did financial planning for nonprofit organizations, designed job training programs, participated in community master planning projects, and helped plan the curriculum for a “high school without walls”, Chicago Metro High School.

OTHER EXPERIENCE

International Work

- Consultant to HUD on the design and implementation of the US/China Housing Demonstration Program in Beijing and Shanghai, 2000 to 2001. In each city, this program created an innovative residential project of 1,200 to 1,500 dwellings plus related open space, commercial and community facilities.
- Consultant to the World Bank on affordable and mixed-income housing programs in Botswana, Africa.

Community Service (current)

- Member of the Board of Directors of Citizens Housing and Planning Association, Boston, MA; 1988 – present.
- Board member and Vice President of Homeowners’ Rehab, Inc., Cambridge, MA; 1978 – present.

Teaching, Training and Lectures

- Guest lecturer on real estate development, housing and community planning at Boston College, Cornell University, Harvard University, MIT, Tufts University and University of Massachusetts.
- Workshop leader at multi-day professional conferences on many topics including Affordable Housing Development, Creative Financing Strategies, Design and Construction of Housing, Creating and Managing A Development Team, Low Income Housing Tax Credits, and Using Federal Public Housing Funds to Create and Operate Mixed Income Housing.

EDUCATION

Massachusetts Institute of Technology, Cambridge, MA

Master of City Planning, 1973. Department of Urban Studies and Planning

University of Chicago, Chicago, IL

MA, 1968. Committee on General Studies in the Humanities

Cornell University, Ithaca, NY

BA, 1969. Degree with Distinction in English, *cum laude*, Phi Beta Kappa