

## **PROFESSIONAL EXPERIENCE**

### **VIVA CONSULTING, Newton, MA**

*Principal, 2000 – present*

Consultant on housing, community development and business planning. Services include real estate finance, policy and best practices research, program design and business and strategic planning. Structured nearly \$1 billion in financing to develop or preserve thousands of affordable housing units and multiple commercial facilities. Representative clients include Boston Housing Authority, Portland (ME) Housing Authority, MassHousing, Massachusetts Housing Partnership, Gulf Coast Housing Partnership, the Housing Partnership Network, and Lawrence CommunityWorks. Curriculum developer and instructor with NeighborWorks® America and the Consortium for Housing and Asset Management (CHAM).

### **TUFTS UNIVERSITY, Medford, MA**

*Lecturer, 2000 – 2002*

Created and taught course in Real Estate Finance and Development for Masters program in Urban and Environmental Policy.

### **THE COMMUNITY BUILDERS, INC., Boston, MA**

*Director of Project GEORGE (Getting Each Operation Ready for Growth and Efficiency), 1998 – 2000*

Designed and directed operations reengineering effort for 400-person company to accommodate rapid geographic expansion and increasingly complex community development projects.

- Developed comprehensive MIS strategy.
- Led design and implementation of knowledge management system to facilitate rapid exchange of information and ideas.
- Initiated and coordinated work of 15 cross-functional teams to redesign key work processes.
- Designed and implemented integrated budgeting and strategic planning process. Managed development of software to handle enterprise's changing financial reporting needs.

*Finance Project Manager, 1996 – 1998*

- Structured financing of affordable housing projects for CT, RI and Western MA offices.
- Placed and closed financing for six housing projects (approximately 475 units), including more than \$22 million in equity and \$45 million in total financing.
- Developed protocols for developing human service programming at affordable developments.
- Designed cash flow and income forecasting model for use in strategic business development.

### **OCEAN PARK COMMUNITY CENTER, Santa Monica, CA**

*Project Director, 1991 – 1993, Project Manager, 1990 – 1991*

- Ran two shelters for homeless women suffering from chronic mental illness.
- Raised and administered \$600,000 annual budget from public and private sources.
- Supervised staff of 14 plus 60 volunteers.
- Doubled size and fundraising capacity of volunteer Resource Board.
- Restructured residential program, dramatically improving program safety and client outcomes.
- Implemented system of collaboration with medical and mental health agencies.

**COALITION FOR CHILDREN WITH SPECIAL NEEDS, Pasadena, CA**

*Project Director, 1989 – 1990*

- Developed services for children with disabilities and their families.
- Established agency as a non-profit, tax-exempt organization and recruited board of directors.
- Raised funds to grow agency's operating budget by 35%.

**TRI-CITY COMMUNITY ACTION PROGRAM, Medford, MA**

*Housing Search Supervisor, 1988 – 1989*

- Launched and ran program to place homeless families in permanent housing.
- Hired, trained and supervised three caseworkers; placed 100 families in permanent housing.
- Conducted extensive community outreach to expand pool of available rental units.
- Founded statewide Coalition of Housing Search Contractors.

**OTHER EXPERIENCE**

**Community Service**

- Board memberships include Haley House, Newton Community Development Foundation, House of Hope and Friends of Hiscock Park.
- Volunteer experience includes community meal preparation and other homeless services, paralegal immigration counseling and community gardening.

**Publications and Languages**

- Publications include research projects prepared for HUD, the MacArthur and Hilton Foundations, Massachusetts Housing Partnership and CEDAC
- Conversant in French and Spanish; working knowledge of Swahili.

**EDUCATION**

**Harvard Business School, Boston, MA**

MBA, 1996. Baker Scholar. Henry Ford II Scholar Award for the student with the best first-year record, Wolfe Award for scholastic excellence.

**University of California, Santa Cruz, CA**

National Science Foundation Graduate Fellowship in Linguistics, 1987 – 1988.

**University of Nairobi, Nairobi, Kenya**

Fulbright Scholar and Research Associate, 1985 – 1986. Conducted original linguistic research in rural area near the Tanzanian border.

**Yale University, New Haven, CT**

BA, 1985. Exceptional Distinction in Linguistics, *summa cum laude*, *Phi Beta Kappa*.