

## **PROFESSIONAL EXPERIENCE**

### **VIVA CONSULTING / Private consultant, Cambridge, MA** **Principal, June 2001 – present**

Consultant on housing, community development, and organizational planning, both individually and as part of VIVA Consulting (since 2002). Services include all aspects of real estate development for rental and homeownership projects, program design, development of community facilities, and organizational assessment, plus business and strategic planning for nonprofit, for profit and public organizations. Representative clients include Abt Associates, Cape Ann Housing Opportunity, The Community Builders, Inc., Massachusetts Department of Housing and Community Development, Metropolitan Boston Housing Partnership, Pine Street Inn, Preservation of Affordable Housing, Project Hope, U.S. Department of Housing and Urban Development, and Way Finders.

### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA** *Senior Lecturer, 2016 – 2022*

Taught multiple seminars and advised in the Special Program for Urban and Regional Studies, Department of Urban Studies and Planning, which brings mid-career professionals from the developing world to MIT in the fields of planning, community development, architecture, engineering, and public policy.

### **THE COMMUNITY BUILDERS, INC., Boston, MA** **Vice President of Housing Development, 1980 – June 2001**

Directed neighborhood revitalization and housing development projects for one of the nations' 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 and served as program advisor to Boston Housing Authority on Orchard Gardens, a \$96 million program to redevelop both public housing and sites throughout the adjacent community, involving renovation and new construction.
- Supervised 40 development projects, creating new homes for 4,000 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, and mills.
- Designed and implemented financing programs that link public and private lenders and 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 and helping administer the organization's own corporate budgets.

### **OFFICE OF THE COURT-APPOINTED MASTER, Boston, MA** **Senior Planner and Project Manager, 1975-80**

In the legal case of *Perez et als 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.

## **ADDITIONAL 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**

- Board member and President of Homeowners' Rehab, Inc., Cambridge, MA; 1978 to present.
- Member of the Board of Directors of Citizens Housing and Planning Association, Boston, MA; 1988 – 2018

### **Teaching, Training and Lectures**

- Guest lecturer on real estate development, housing and community planning at Boston College, Cornell University, Harvard University, Tufts University and University of Massachusetts.
- Workshop leader at multi-day professional conferences on many topics including Affordable Housing Development, Financing Rental and Homeownership Opportunities, Design and Construction of Housing, Low Income Housing Tax Credits, and Using Federal Public Housing Funds to Create and Operate Mixed Income Housing. Course sponsors include LISC, Massachusetts Housing Partnership, Mel King Institute for Community Building, NeighborWorks® America, and U.S. Department of Housing and Urban Development HUD).

## **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 Kapa*