



Ruthanne Fuller
Mayor

City of Newton, Massachusetts
Office of the Mayor

#129-22

Telephone
(617) 796-1100

Fax
(617) 796-1113

TDD/TTY
(617) 796-1089

Email
rfuller@newtonma.gov

January 26, 2022

Honorable City Council
Newton City Hall
1000 Commonwealth Avenue
Newton, MA 02459

To the Honorable City Councilors:

I am pleased to appoint Judy Weber of 21 Belmont Street, Newton 02458 as a member of the Newton Affordable Housing Trust Fund. Her term of office shall expire on March 21, 2024, and her appointment is subject to your confirmation.

Thank you for your attention to this matter.

Warmly,

Ruthanne Fuller
Mayor

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Judy Weber is a principal of VIVA Consulting, a woman-owned business she co-founded in 2002. She has been involved with multifamily housing since 1972. She has overseen an asset management portfolio for a state housing finance agency and directed two property management firms, the last with a regional portfolio of 60 properties and 6,000 units. Most recently she has served as a consultant in affordable housing research, organizational design and capacity building services for nonprofit, public housing and for-profit organizations as well as providing property and asset management curriculum development and teaching for these constituencies.

Summary of Representative Relevant Work Experience

2000 – Present, Principal at VIVA Consulting/Private Consultant – Newton, MA

Ms. Weber's practice spans a wide array of property and asset management initiatives, from conducting operational assessments and technical assistance to conducting nationwide research and teaching best practices. Her clients include a broad mix of public, for profit and nonprofit affordable housing organizations. Over the past several years Ms. Weber has developed a particular expertise in HUD's asset management model for public housing. Her experience includes the following:

- **Public Housing Operating Cost Study (“the Harvard Cost Study”)**. The goal of this \$3 million research project conducted between 2000 and 2003 was to answer the question “What should it cost to operate good public housing?” Ms. Weber worked extensively on this study, directing and coordinating various aspects of the field work at public housing authorities. In particular, she directed and coordinated several private management companies in creating project-based budgets for 100 public housing authority properties across the country. This study was the foundation of HUD's decision to implement asset management in housing authorities with more than 400 units.
- **HUD – Stop Loss Reviews**. As a subcontractor to Nan McKay and Associates, Ms. Weber performed 40 +/- onsite reviews to determine a PHA's compliance with the new asset management model. In these reviews, Ms. Weber examined the PHA's project budgets, how well it implemented the key aspects of project-based management, the alignment of its staff in conformance with the asset management requirements for front-line versus centralized services, how well the PHA monitored project performance and the adequacy of its capital planning.
- **HUD – Asset Management Training**. As a subcontractor to Nan McKay and Associates and Econometrica, Inc., Ms. Weber has helped develop curriculum and train extensively on several topics including: overview of asset management and the role of the site manager, project-based budgeting, arranging services in the best interest of the property - including allocating and prorating staff, fee-for-service, understanding balance sheets, the central office cost center, site-based waiting lists, troubleshooting property performance, strategic asset planning.
- **Technical Assistance to PHAs on asset management or other operational matters**. As a subcontractor to Econometrica, Inc., Ms. Weber has provided hands-on technical assistance to numerous PHAs seeking assistance in one or more aspects of converting to asset management. Ms. Weber has also been engaged directly by several PHAs for technical assistance in specific operational matters from operational assessments with detailed recommendations to staffing plans, including several in MA.
- **Temporary Court-Appointed Receiver for Chelsea, MA Housing Authority**. Ms. Weber was in full charge of day-to-day operations (including staffing, finances, operating subsidies, regulatory compliance, stakeholder relationships) after abrupt, Governor-demanded resignation of Executive Director and Board of Commissioners. Three-and-a-half month assignment ended upon appointment of new Board of Commissioners in 2012.
- **Massachusetts Commission for Public Housing Sustainability and Reform**. Ms. Weber assisted this state-wide commission appointed by Governor Patrick in 2012 to recommend ways to sustain and

reform the state's 45,000 state-funded public housing units, including possible regionalization.

1988 – 2000, Senior Vice President at The Community Builders, Inc. – Boston, MA

Ms. Weber led the property management division of this nationally recognized nonprofit real estate corporation that, during her time there, 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. She directed the growth of TCB's managed properties from 26 sites and 1,629 units to 63 sites and nearly 6,000 units. She was responsible for the central office and property staff that totaled close to 200 individuals. She reorganized the division's staffing and practices to align with the corporate strategic growth plan. She 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 training and written materials.

1980 – 1988, Chief Operating Officer, The Shoreline Corporation – Cambridge, MA

Ms. Weber directed the property management subsidiary of Bruner/Cott & Associates, an architectural and development firm specializing in rehabilitating industrial properties into residential and other uses. She directed the growth of Bruner/Cott's managed properties from 174 to 1,100 units and 40,000 commercial square feet in Massachusetts, Rhode Island, Connecticut, Vermont and Michigan.

1977 – 1980, Management Officer, Massachusetts Housing Finance Agency – Boston, MA

Ms. Weber was a Management Officer for the Massachusetts Housing Finance Agency (now MassHousing). Her responsibilities included monitoring the operating performance of 75 MHFA-financed developments representing more than 15,000 units of mixed-income housing with mortgages exceeding \$290 million. She supervised a staff of Management Analysts; negotiated with owners and management agents to resolve problems of physically and/or financially distressed properties. She also wrote and conducted training seminars on rent increase procedures.

1970 – 1974, Assistant Marketing Manager, CBI Corporation – Boston, MA

1969 – 1970, Teacher, United States Peace Corps – Sierra Leone, West Africa

1968 – 1979, Research and Administrative Assistant, State Senator John Joseph Moakley – Boston, MA

Education, Professional Certifications, Awards and Publications

- Masters of Business Administration; Carroll School of Management, Boston College; 1976
- Bachelor of Arts; New York University; 1968
- Certified Property Manager®; Institute of Real Estate Management (IREM); 1984
- *Kenneth Jones/Tony Austin Excellence in Teaching Award*; NeighborWorks® America, 2011
- Instructor Emeritus, Institute of Real Estate Management (IREM); 2019
- *Supportive Housing Property Management. Business Practices and Resident Employment.* Corporation for Supportive Housing, Enterprise Community Partners, REDF, 2009
- *Seven Successful Strategies for Successfully Marketing the Occupancy of Mixed-Income/Mixed-Race Properties*; The Ford Foundation, 2006
- *Against All Odds, The Business of Managing Affordable Housing*; LISC, 2006