

Rebecca Plaut Mautner
Affordable Housing Development Consultant

Rebecca Plaut Mautner is a skilled housing developer, project manager and trainer. She has developed a national reputation for her expertise as a project manager, praised for her ability to anticipate and develop solutions to concerns raised by lenders, funders and sponsors. For the past twelve years, her professional experience has focused on creating and sustaining affordable housing projects. Prior experience working in public housing operations, as a real estate attorney and as an investment banker complement her work in housing development. She brings particular expertise in service-enriched and supportive housing, as well as issues encountered by public housing authorities in affordable housing development .

Ms. Mautner is skilled at coordinating a development team that includes a wide variety of participants, ensuring that the final project will meet the divergent needs of all stakeholders. As a project manager, Ms. Mautner assists all development team members in focusing on critical tasks that will move the project toward meeting agreed-upon deadlines and goals. She recognizes that a successful project depends on all team members' dedication to the project, so manages a project in a way that fosters each individual's commitment to the shared project goals. A skilled listener who can integrate divergent points of view, Ms. Mautner has a reputation for crafting creative approaches that will address the sometimes competing priorities of project stakeholders.

Her strengths as a project manager and development consultant have been recognized by several national funders, who have engaged her to provide training to nonprofit developers, property managers and service providers. With a colleague from the Corporation for Supportive Housing, Ms. Mautner developed a year-long training program, the "One Step Beyond Institute" that utilizes highly participatory exercises to teach all aspects of the real estate development process. After training to over 30 groups in Connecticut and Rhode Island, Ms. Mautner and her colleague were invited to share the curriculum with CSH offices nationally. The Massachusetts Housing Partnership and CHAPA have also invited Ms. Mautner to provide training to housing authorities, local municipal officials and advocates.

Prior to becoming a housing developer, Ms. Mautner worked for the Boston Housing Authority in the Operations Division. This experience with day-to-day property management and asset management issues instilled a commitment to consideration of long-term operational issues in every aspect of the development process. Prior to working at the Boston Housing Authority, Ms. Mautner worked as a real estate attorney, developing familiarity with issues related to zoning, leasing and financing. She also worked at Greater Boston Legal Services and Lazard Freres, an international investment banking firm. This diverse background has provided Ms. Mautner with experience working collaboratively with a wide variety of individuals and organizations.

Rebecca Plaut Mautner Project List

Project Management

- *Soromundi Commons*: Project Manager for first-in-the-nation project, combining emergency shelter for women, transitional housing, permanent housing and supportive services, developed by a partnership of two community-based organizations. Coordinated entire project, including negotiating relationships between project partners. Developed and implemented plan to redevelop 8-story building into 61 units of housing. Responsible for all aspects of \$9.6 million development, including assembling complex financing from public, private and nonprofit sources and developing unique legal structure to meet needs of all project partners and funders. Project received first national *Enterprise Innovative Venture Award*. Completed 2006.
- *Sudbury Housing Authority*: Project Manager for creation of ten new units of modular housing. Responsibilities include financial modeling, coordinating public and private housing processes and financing, coordination of zoning and construction, as well as compliance. Construction expected in 2010-2011.
- *Acton Housing Authority*: Project Manager for creation of 12 new units of housing in a suburban community. Responsibilities include financial modeling, coordinating public and private housing processes and financing, coordination of zoning and construction, as well as compliance. Construction expected in 2011-2012.
- *Casa Esperanza – Dunmore Place*: Project Manager for project that created six units of family- permanent housing designed for graduates of substance abuse program and their families. Completed 2003.
- *Casa Esperanza – Familias Unidas*: Project Manager for project creating nine units of permanent housing and a graduate center that provides comprehensive services to graduates of residential substance abuse recovery program. Completed 2007.
- *Chelmsford Housing Authority*: Coordinated assembly of financing for 37-unit service-enriched elderly housing project, utilizing 4% LIHTC as well as a variety of state funds. 2008.
- *NOAH – Trinity House*: Project Manager for repositioning of historic SRO at year 15 of LIHTC compliance period. Brokered partnership between nonprofit owner and service provider to create 15 units of housing for homeless individuals. Construction start: 2010.
- *RESPOND*: Project Manager for renovation of single-family home into eight units of emergency shelter housing for survivors of domestic violence and their families. Responsibilities included assembling all financing, coordination of construction and post-occupancy compliance. Completed 2008.
- *Safe Passage*: Project Manager for renovation of single-family home into five units of transitional housing for survivors of domestic violence and their families. Responsibilities included assembling all financing, construction and compliance. Completed 2002.

- *Womansbelter/Companeras*: Project Manage for renovation of 7-unit domestic violence shelter to increase building's energy efficiency and services provided. Completed 2005.

Trainings

- *One Step Beyond Institute*: Co-creator of highly participatory nine-month training program for organizations creating supportive housing. Curriculum focused on key issues in the development and operation of supportive housing, including integration of property management with services, budgeting and building partnerships. Training sessions included participatory exercises, hands-on technical training, case studies, creation of project documents and project-specific technical assistance. State funders credited the One Step Beyond Institute with improving the quality of funding applications and increasing the efficiency with which non-profit developers produced supportive housing.
- *Asset Management Training*: Designed training for members of limited-equity cooperative on asset management issues.
- *Housing Development Process Training*: Designed and delivered training on the development process to a variety of audiences, including local municipal officials, housing authorities, board of directors of non-profit organizations, and housing advocates, in events sponsored by Massachusetts Housing Partnership, Citizens Housing and Planning Association and various nonprofit organizations.

Technical Assistance / Project Oversight

- *Cambridge YWCA*: Renovation of 103 SRO units serving homeless women. Complex financing structure including federal and state historic tax credits as well as state and local funding. Construction start: 2010. TDC: \$12.6 million
- *Cambridge Housing Authority*: Assisted housing authority to define its role in preparation for joining regional homelessness prevention initiative.
- *Community Cares Services*: Renovation of 17 units to provide housing for homeless families in Fall River, MA. Construction start: 2010. TDC: \$3.5 million.
- *Heading Home*: Assisted nonprofit organization that provides services to homeless families and individuals to review a variety of real estate opportunities, including acquisition and new construction.
- *Ingraham Place*: Historic renovation of school into 19 apartments and 9,000 s.f. of program space. Construction start: 2010. TDC: \$7.5 million
- *Soldier On*: Provide real estate consulting and policy development advice to nonprofit dedicated to serving homeless veterans. 2009.
- *YouthBuild, Lowell MA*: Assisted local YouthBuild program to develop strategy to access capital to support creation of affordable housing and workforce development.

Asset Management

- *Allston Brighton Community Development Corporation:* Responsible for asset management of 360-unit portfolio, including properties ranging from 11-unit SRO to 235-unit project. Coordinated detailed evaluation of performance of property manager for 235-unit project owned in 50-50 partnership between Tenants Council and Allston Brighton CDC. 1997 - 2000
- *Cambridge YWCA:* Assisted Cambridge YWCA to identify key property management performance and compliance issues with 104-unit SRO project that resulted in generating increased revenue for residence. Coordinated process to select private property manager and coordinated process to identify and plan for addressing capital needs. 2005 - 2007
- *Casa Esperanza:* Assisted Casa Esperanza to transition from residential recovery program to owner of seven properties including over 30 units of housing. Assisted in creation of system to track revenue and expenses of each property, as well as development of capital planning program. Results included significant increases in occupancy, improvements to work order system and higher reimbursement rate on federal contracts.

Feasibility Assessments

- *Campion Hall, North Andover, MA:* Acquisition and renovation of historic mansion, accompanied by new construction townhouses, to create 23 mixed-income condominium units. 2008.
- *Harborview Apartments, New Bedford, MA:* Assessment of acquisition of 144-unit expiring use project. 2009.
- *Olympia Drive, Amherst MA:* Feasibility assessment and site planning for creation of 42 units of rental housing.

Ahmed Idris is a Principal at BAKER / WOHL ARCHITECTS, Inc. He has over 15 years experience in architecture. Ahmed has been involved with public housing projects, transportation, institutional and commercial projects. For project involving public agencies, Ahmed has been responsible for schedules, budgets, quality control, architectural and consultant coordination. His conscientious and disciplined approach to projects and cooperative team-building effort has garnered him the respect of both staff and clients. His ability to collaborate with others has resulted in the successful completion of many projects. Moreover, his architectural design skills assure that clients' expectations for high quality buildings are realized.

PROFESSIONAL BACKGROUND

Registered Architect:

MA #30006, NC #9046, DC #101127,
LEED® AP, NCARB certified

Baker / Wohl Architects, Inc.

Principal, 2008 - present

Associate, 2002 -2008

Architect, 1999 - 2002

Gantt Huberman Architects

Intern Architect/ Information Systems Manager

1994 – 1999

EDUCATION

Massachusetts Institute of Technology

Master of Architecture

Bachelor of Science in Art and Design

SELECTED PROJECTS

Cambridge Housing Authority

Revitalization of 8-10 Lancaster Street Housing

Cambridge MA

Project Architect for the building assessment of 8-10 Lancaster Street and follow-on design and construction administration services. The development was partially occupied during the entire construction period and included: baths and kitchen improvements; replacement of heating systems; upgrade or replacement of plumbing systems; upgrade of electrical service and distribution; and exterior improvements. Accessibility was achieved by innovative solutions.

Cambridge Housing Authority

Modernization of Willow Street Homes

Cambridge MA

Project Manager for a comprehensive bath and kitchen modernization project which includes: heating and electrical system upgrades; replacement of existing windows; new fire sprinklers; modifications to existing units to maximize energy efficiency, minimize operating cost, and improve habitability. Project also entailed a study for conceptual design options; mechanical and electrical options and preliminary cost estimates for construction. Mr. Idris plays a key role in public presentation to tenants and the community whose involvement is critical to the success of this project.

Boston Housing Authority

504 Compliance at Region One Developments

Roxbury, MA

Project Architect for accessibility compliance of three public housing developments in Roxbury; Lenox Street, Alice Taylor and Whittier Street Housing Development. Projects involved extensive investigations, designs and construction administration services for common area renovations and reconfiguration of existing units into accessible units.

Boston Housing Authority

Building Security at Archdale Village

Roslindale, MA

Project Architect to provide design services for common area and life-safety improvements which included fire alarm system, stairs, entry elements and finishes at this 288-unit family housing development.

Lincoln School Apartments, LLC

Hingham Apartments

Hingham, MA

Principal-In-Charge in providing services to identify architectural and building system deficiencies for the preparation of a Capital Needs Assessment. An estimated \$3M in capital improvements and design recommendations were identified in the 60 unit senior housing development.

Benjamin Ber comes to Baker / Wohl Architects with 16 years of varied and broad experiences in professional architectural practice including project design, team management, and construction administration on various multi-family residential, institutional, and commercial projects. Mr. Ber has been instrumental in delivering design and construction projects on time and below budget.

PROFESSIONAL BACKGROUND

Registered Architect:

MA #30023; NY #026311 NCARB certified LEED® AP

Member of American Institute of Architects
Member of Boston Society of Architects

Baker / Wohl Architects, Inc.

Architect, 2008 - present

Fine Associates

Senior Project Manager, 2005-2008

Childs Bertman Tseckares, Inc.

Senior Project Manager, 1998-2005

Domenech Hicks and Krockmalnic, Inc

Staff Architect and IS Manager, 1995-1998

Amsle Woodhouse Maclean, Inc

Architect, 1995

Architexas

Architect, 1994-1995

EDUCATION

Yale University School of Architecture

Master of Architecture

The University of Texas at Arlington

Bachelor of Science in Architecture

SELECTED PROJECTS

Cambridge Housing Authority

Revitalization of Jackson Gardens

Cambridge, MA

Project Architect for design and construction administration services to a 45-unit state-assisted public housing site. New designs feature contemporary additions to the existing 60-year old Georgian style brick buildings, to accommodate new stair towers and added living space. The old apartments are being enlarged and reconfigured to meet modern standards. New accessible apartments will accommodate families with mobility challenges, and new building systems will enhance comfort and sustainability. The work will be phased, to allow about half the residents to remain in their homes throughout construction.

New Bedford Housing Authority

Crestview Senior Housing

New Bedford, MA

Project Architect for a new modular 24-one bedroom units and a community room for elderly residents. Developing contract documents based on approved method of construction.

Economic Development Finance Corp

The Hadley Apartments*

Worcester, MA

Senior Project Manager for architectural design of a mixed-use development including 45 housing units, management offices and community meeting space. Project involved roofing, window replacement and construction for accessibility.

Whaler's Cove Limited Partnership

Whaler's Cove Assisted Living*

New Bedford, MA

Senior Project Manager to design a \$23M, 120 unit complex. The 134,000 SF building entailed urban redevelopment and historic restoration components.

195 Commonwealth Avenue

Historic Renovations*

Boston, MA

Senior Project Manager

St. Mark's School

Center for the Arts Performance Building*

Southborough MA

Senior Project Manager for new construction and renovations to an existing 20,000 SF building. Project includes studios, rehearsal rooms and performance spaces.

* Denotes work at other firms

BAKER / WOHL ARCHITECTS

BWA

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BAKER / WOHL ARCHITECTS, INC (BWA) is an award-winning, full service design firm located in downtown Boston. BWA has a solid record of providing an exceptional level of professional competence to all of our public and private clients. BWA's work includes early project stage conceptual design and urban planning through development of detailed interiors and conscientious construction administration.

CERTIFICATIONS:

Woman Owned Business Enterprise (WBE)
Disadvantaged Business Enterprise (DBE)

MEMBERSHIPS:

US Green Building Council (USGBC)
LEED®

REGISTRATIONS:

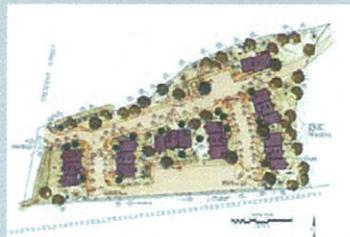
- Massachusetts
- Maine
- New Hampshire
- Rhode Island
- Connecticut
- New York
- District of Columbia
- North Carolina
- Louisiana
- NCARB Certified

BAKER / WOHL ARCHITECTS provides the full range of professional architectural services, including:

- Feasibility studies and concept design
- Programming
- Existing conditions assessments
- Planning
- Architectural design
- Construction document preparation
- Project management services

BAKER / WOHL ARCHITECTS' primary expertise is in four project types:

- Multi-Family Housing
- Commercial Buildings
- Institutional Facilities
- Transportation-related Facilities



Tim Williams has an extensive background in planning, design and permitting of numerous public, municipal and private sector large scale projects. He has been responsible for preliminary design through construction administration on an extensive list of public, private, commercial, retail, residential and institutional projects. Tim's diverse background also includes specification writing, quantity cost estimation, field studies, investigations and analysis as well as construction administration of final designs.

PROFESSIONAL BACKGROUND

Registered Professional Engineer:
MA #43119; CT #21386

Allen & Major Associates, Inc.
Senior Project Manager, 2004 - present

Sasaki Associates
Project Manager, 2000 – 2004

John G. Crowe Associates, Inc.
1993-1999

PROFESSIONAL AFFILIATIONS

National Council of Examiners for Engineering and Surveying
American Society of Civil Engineers
Boston Society of Civil Engineers

EDUCATION

Central Connecticut State University
Bachelor of Science, Civil Engineering

SELECTED PROJECTS

Cambridge Housing Authority
Revitalization of Lincoln Way Development
Cambridge, MA
Principal-In-Charge for civil engineering and land surveying service, site survey and schematic design of site utilities, drainage, walkways and parking areas.

The Hanover Company
Villas at Old Concord
Billerica, MA
Principal-In-Charge for design and permitting services including a Utility Impact Assessment to determine if the water and sewer capacity were ample for the site.

North Reading Housing Authority
Peabody Court
North Reading, MA
Design engineering for the replacement/rehabilitation of the existing sewer system under a master "on call" contract with the Department of Housing and Community Development.

Plymouth Housing Authority
Southfield Senior Housing Development
Plymouth, MA
Site, roadway, walkways and parking lot design, grading, drainage and lighting. Project goal was to improve safety and accessibility at the Southfield Senior Housing Development.

Cambridge Housing Authority
Jefferson Park
Cambridge, MA
Principal in charge of civil engineering services for the reconstruction of Jefferson Park, an occupied, 109-unit state assisted family public housing development located on Ridge Avenue in the City of Cambridge, Massachusetts. The project included the preparation of design plans and development impact reports related to site, stormwater management system and utility improvements.

North Andover Housing Authority
McCabe Court / Morkeski Meadows
North Andover, MA
Principal in charge of civil engineering services for improvements to increase the number of parking spaces, reconstruction of on-site sidewalks, selective parking lot pavement replacement and reconstruction, seal coating, parking lot striping and the replacement/repair of on-site catch basins.