

## 2021 Fellowship Hosts

**NAME OF ORGANIZATION:** *Preservation of Affordable Housing, Inc. (POAH)*

**WEBSITE:** [www.poah.org](http://www.poah.org)

Preservation of Affordable Housing, Inc. (POAH) is excited to host a Kuehn Fellow in 2021-2023. Based in Boston, POAH is a national non-profit with a mission to preserve and steward affordable housing across the country. POAH and POAH Communities, its property management arm, currently owns and operates over 10,000 units in eleven states and the District of Columbia.

The Kuehn Fellow will be a valuable addition to our real estate development team. As part of the team, s/he will have the opportunity to manage the process of acquiring, rehabilitating, and creating affordable housing in Massachusetts. POAH staff have become experts in addressing preservation-specific challenges and look forward to imparting best practices and skills to the Kuehn Fellow. In addition, the Kuehn Fellow will have a chance to learn about the many facets and nuances of affordable housing by working with highly experienced project managers on new construction projects in Boston and beyond. Many of these projects are large-scale and transformational, offering exciting opportunities for a Kuehn Fellow to experience hands-on and active engagement with a number of key project-management milestones and aspects of real estate development.

Working alongside POAH colleagues with deep expertise in a range of areas, the Kuehn Fellow will join a team committed to ensuring that POAH's approach to development is as sustainable, community-driven, effective, and forward-thinking as possible.

**NAME OF ORGANIZATION:** *The Community Builders*

**WEBSITE:** [www.tcbinc.org](http://www.tcbinc.org)

As a leading nonprofit real estate developer with over 50 years of experience, we at The Community Builders, Inc. (TCB) understand how the built environment can contribute to a vibrant and healthy neighborhood.

The Kuehn Fellow will work with other members of the New England Development Team to provide project management support to key projects in TCB's Massachusetts pipeline. Our goal is to give the Fellow exposure to a wide range of development activities, to provide critical, hands-on experience that will help advance the Fellow's career goals.

The Fellow's primary focus would be the Marriner Mill Redevelopment project. The Marriner Building is a 450,000 sf mill building in Lawrence, constructed circa 1896. TCB will partner with Lawrence Community Works (LCW), a well-established and respected local CDC to develop approximately 140-units of affordable housing and significant commercial space. LCW's role in the partnership will be focused on community engagement and the commercial space. TCB will lead all aspects of the development including, design, permitting, financing, construction, and property management. The Marriner Mill project is in the very early stages of development. The Fellow will have the opportunity to gain experience working on an exciting project from inception and have a hand in shaping the final product. Responsibilities will include defining the program, assessing market demand, structuring the partnership arrangement, developing the building design, securing zoning approvals, and preparing funding applications. This project will give the Fellow exposure to all the disciplines within TCB's development group, including design/construction, legal, lending, finance, and property management, and it will also provide professional experience with tangible outcomes that will support the Fellow's career goals.

## 2021 Fellowship Hosts

**NAME OF ORGANIZATION:** *Urban Edge Housing Corporation*

**WEBSITE:** [www.urbanedge.org](http://www.urbanedge.org)

The Urban Edge Kuehn Fellow will be part of an experienced team advancing affordable housing in Boston's Roxbury, Dorchester, and Jamaica Plain neighborhoods. Urban Edge has a robust pipeline with seven active projects, comprising 600 affordable homes. We are a trusted community partner with lines of business in community engagement, resident services, and financial and homeownership services.

The Fellow will be an integral team member for two projects, which will provide exposure to each phase of the development process. The Fellow will serve as a project associate for the 191-unit Theroch Apartments refinance and renovation project, working together with an experienced project manager. Theroch includes 11 historic buildings in Roxbury and Dorchester, which are co-owned with its residents. Currently in the early planning stage, the Kuehn Fellow will participate in assessment and deal structuring, community engagement, team selection, design development, funding applications, and the financial closing. The large scale of the project provides significant opportunities for increased responsibility during the Fellowship. This is an ideal opportunity to learn how complex projects are brought from concept to construction, and to participate in a project with a significant resident engagement component. Simultaneously, the Fellow will also be involved in a second project in the construction phase. Working with an experienced project manager, the Fellow will attend weekly construction team meetings and participate in managing the budget, schedule, funding compliance, and lease up. The Fellow will join a lively and committed team that works collaboratively to support learning and maximize impact.

**NAME OF ORGANIZATION:** *Just-A-Start Corporation*

**WEBSITE:** [www.justastart.org](http://www.justastart.org)

Just-A-Start is excited to bring a Kuehn fellow to join our Real Estate team. Just-A-Start's (JAS's) mission to develop and preserve affordable housing in Cambridge closely aligns with the Kuehn Fellowship's focus on training the next generation of affordable housing leaders. JAS has been both rehabbing and developing affordable housing for over 50 years.

Cambridge's thriving economy offers tremendous economic opportunities for low and moderate-income residents, but the correspondingly high housing prices makes it increasingly challenging for those individuals and families to afford to live in the city. JAS's work, and contributions to it by a Kuehn Fellow, will enable us to create affordable housing opportunities for many of these families in the coming few years.

Over the past five years, JAS has completed \$150 million in affordable housing development projects. JAS's projects meet the needs of our community with a focus on family housing and green building. JAS has an ambitious pipeline consisting of six projects, which include affordable rental housing, affordable homeownership, mixed-use and commercial developments.

JAS's work plan for the Kuehn Fellow will provide the Fellow with the opportunity to gain experience across multiple phases of the real estate development process; from assisting with initial site concepts and financial development; through closing and construction. The goal is to create a foundation for progressively more responsibility in project management across the fellowship period and beyond.

## 2021 Fellowship Hosts

**NAME OF ORGANIZATION: *Madison Park Development Corporation***

**WEBSITE: [www.madison-park.org](http://www.madison-park.org)**

MPDC has 55 years of community development experience in Lower Roxbury and has developed over 1,500 affordable residential units and over 100,000 SF of commercial space. The Kuehn Fellow will be a welcome and integral part of our experienced and renowned organization.

The housing crisis in Boston is seen in the lack of available decent and affordable housing for low and moderate wealth households. The complexity and nuances of affordable housing development and finance require hands-on experience and exposure to secure the skills needed for a successful career in this industry. Further understanding comes from analysis of stabilized project performance, which can inform future real estate developments. MPDC will provide the Kuehn Fellow a crucial foundation of experience and instill excitement to fuel a lifelong career dedicated to a solution to the housing crisis.

MPDC currently has 2 projects totaling 134 units in predevelopment and expects to secure at least 2 additional projects by June 2021. The Kuehn Fellow will provide assistance to the project managers on the 2 pre-development projects. The Kuehn Fellow will also assume project management of 1 of the new projects. Prospective projects may include: affordable rental or homeownership; commercial properties; adaptive reuse; etc. The Kuehn Fellow may also be involved in MPDC's asset management serving a role in activities that may include: capital improvement projects; portfolio analysis; and property refinancing or restructuring. MPDC's work plan will no doubt provide the Kuehn Fellow the foundation and experience necessary to launch a successful affordable housing career.

**Name of Organization: *Homeowner's Rehab, Inc. (HRI)***

**Website: [www.homeownersrehab.org](http://www.homeownersrehab.org)**

HRI is excited to apply for its fourth Kuehn Fellow in the 2021-2023 round. Since the 1980s, HRI has developed over 1,500 units in the City of Cambridge and supports the community through comprehensive resident services. HRI is also expanding beyond Cambridge, developing a pipeline of preservation and new construction projects that provide an opportunity for a Fellow to participate in a broad range of developments. Examples include: preservation of a 300-unit mixed-income, mixed-use development; preservation of a scattered-site 250-unit supportive housing portfolio; refinancing/preservation of an existing tax credit project, and potential acquisition of a multi-phase new construction site.

We are committed to providing our Kuehn Fellow with a hands-on learning experience as a development Project Manager. Senior staff have 30+ years of experience, and the Fellow will have access to their deep knowledge of the housing field. They will work closely with staff on initial feasibility and design, financing, construction management, and project closeout, as well as engaging in broader strategies for expanding HRI's mission and better supporting our residents.

HRI is a national leader in sustainable and resilient multifamily housing, pursuing solar energy and LEED and/or Passive House building standards throughout our portfolio; with help from a Fellow, HRI will continue to pursue sustainability goals. This Kuehn Fellow would bring new talent, energy, and innovation to HRI. We are committed to supporting them with a varied set of experiences that will contribute to their professional development, our mission, and the affordable housing field. We are deeply grateful for the opportunity to host previous Kuehn Fellows and believe HRI is an ideal place to grow as an affordable housing professional.