

Just-A-Start Corporation

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.

Madison Park Development Corporation

www.madison-park.org

The housing crisis in Boston is seen in the lack of the availability of decent and affordable housing for low and moderate wealth households. While housing development and finance can be studied in school, the ever-changing complexity and nuances of affordable housing development and finance in Massachusetts and particularly in Boston require hands-on experience and exposure to actual development projects in order to secure the skills needed to be a successful affordable housing developer. Further understanding comes from analysis of projects in stabilized life cycle phase in which a comparison of underwriting versus actual property performance can inform future real estate development goals. A Kuehn Fellow placed at MPDC will have the opportunity to gain experience in affordable housing development and financing, including both prospecting and project management activities, as well as asset management, including capital improvement project planning and oversight, portfolio analysis, Year-15 tax credit investor exits and refinancing coordination and closing.

A MPDC Kuehn Fellow will also receive mentoring from field experts, including MPDC leadership and Fellow Mentor Kristen Harol, President of the Life Initiative. Finally, the Fellow will also gain access to a wealth of benefits offered to all MPDC employees, including robust training opportunities offered internally as well as by partners like NeighborWorks America.

Planning Office for Urban Affairs

www.poua.org

The Fellow/Project Manager will have an opportunity to work on a range of affordable and workforce mixed-income rental, mixed-use, and homeownership development projects. S/he will be expected to assist in the management of site assessment/acquisition, permitting, financing and development for one or more housing developments in our development pipeline and engage in other types of similar projects in the future. The Fellow/Project Manager will: assist in the hiring and managing the work of project architects, engineers, development consultants, attorneys, and other professional staff; assist in coordinating design work, including community planning, permitting, zoning, bidding, and contractor selection; develop and manage project budgets and prepare funding applications for predevelopment, construction and permanent financing; assist in overseeing, negotiating and coordinating project finance closings; provide project management services during construction, including managing project schedule, preparing requisitions, and managing lender relationships; and overseeing marketing and occupancy. The Fellow/Project Manager will also assist in identifying and researching potential sites for acquisition, and assist with securing site control. The Fellow/Project Manager will collaborate with and be supported by other project managers, as required. Through this experience, the Fellow will understand the different elements that go into a successful development and how to make them come together to achieve a mission-oriented outcome. POUA is an organization of talented, motivated, respectful individuals who often collaborate and always support each other as a team.

Preservation of Affordable Housing, Inc. (POAH)

www.poah.org

Preservation of Affordable Housing, Inc. (POAH) is excited to host a Kuehn Fellow in 2023-2025. 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 close to 13,000 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, push the envelope on environmental sustainability, and include deep community organizing, 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.

The Community Builders

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/Project Associate 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 an existing 450,000 sf mill building in Lawrence, constructed circa 1896. TCB is partnering with Lawrence Community Works (LCW), a well-established and respected local CDC, to develop approximately 148-units of affordable housing and significant commercial space. LCW's role in the partnership is focused on community engagement and the commercial space. TCB is leading all aspects of the development: including, design, permitting, financing, construction, and property management.

The Marriner Mill project is in the middle stage of the predevelopment process. The project is expected to reach its construction loan closing in 2024. Participation in a loan closing is a great opportunity for a Fellow to learn how many aspects of a project come together. The Fellow will also work on other projects in TCB active pipeline, giving the fellow exposure to all of the disciplines within TCB's development group and other departments at TCB, and will also provide professional experience with tangible outcomes that will support the Fellow's career goals.

Urban Edge Housing Corporation

www.urbanedge.org

The Urban Edge Kuehn Fellow will be part of an experienced organization advancing affordable housing in Boston's Roxbury, Dorchester, and Jamaica Plain neighborhoods. Urban Edge has a robust pipeline of eight projects comprising 746 units. We are a trusted community partner with lines of business in community engagement, resident services, and family wealth-building services.

The Fellow will be an integral team member for one or two projects. It is anticipated the Fellow will serve as a project associate for the new construction of 50 units of affordable rental housing



Kuehn Charitable Foundation
Host Organizations 2023-2025

in an Urban Edge-developed building that is part of the larger Mildred C. Hailey Phase I public housing redevelopment. The Fellow will participate in funding applications, design development, community engagement, financial closing, and start of construction.

This is an ideal opportunity to learn how complex projects are brought from concept to construction, and to participate in a project that includes new infrastructure and community amenities. The Fellow may also work as an associate supporting the renovation of 78 scattered site affordable rental units. This rehabilitation project, Bancroft Dixwell, is currently under construction through 2023. Activities would include supporting renovation and relocation activities and supporting financing requirements, including historic tax credits and the conversion to permanent financing in 2024. Proposed projects may be substituted with others in Urban Edge's pipeline to meet the needs of the organization. The Fellow will join a lively and committed team that works collaboratively to support learning and maximize impact.