

# Courtney Koslow

**SKILLED AFFORDABLE HOUSING DEVELOPMENT PROJECT MANAGER WITH A PASSION FOR APPLYING REGENERATIVE DESIGN PRINCIPLES TO AFFORDABLE HOUSING DEVELOPMENT. SEEKING TO POSITIVELY TRANSFORM NEIGHBORHOODS AND PROVIDE FINANCIAL STABILITY WHILE CONTRIBUTING TO THE REVERSAL OF CLIMATE CHANGE, ADDRESSING SOCIAL INEQUITIES, AND INCREASING LOCAL RESILIENCY.**

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## WORK EXPERIENCE

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### BEACON COMMUNITIES

June 2012- Present

Senior Development Director. Boston, MA

- Work as part of the experienced and highly regarded Beacon real estate development team on all aspects of the development process of the new construction, renovation and adaptive reuse of large-scale, affordable and mixed-income rental properties. Oversee and coordinate financing, design, community engagement, zoning and permitting, due diligence, construction loan closing, construction, and permanent loan closing. Coordinate with Beacon Residential Management on operations, marketing, compliance and lease-up.
- Created and preserved over 2000 units of family, senior, and homeless housing with total development costs ranging from \$25 million to \$300 million. Utilize a wide mix of financing types including 9% and 4% Low Income Housing Tax Credits, Risk Share, Fannie Mae, HOME, FHLB and many other state and local sources. A sample of projects managed include:
  - *Leefort Terrace*: A rescue mission to replace 50 obsolete apartments with 124 apartments in a newly imagined intergenerational, 100% affordable, PassiveHouse certified, solar PV powered, and climate resilient rental housing community with a 1.25 acre public park in Salem, MA. Budget of \$93 million.
  - *The Carina Residences & The Negley Rotunda*: Adaptive reuse of historic synagogue with attached school building into 45 units of mixed-income rental housing in Pittsburgh, PA. PassiveHouse designed and low carbon materials. Sanctuary to be repurposed into The Rotunda Collaborative, a nonprofit, multi-purpose community and performing arts center. Future plans to create a small regenerative farm onsite. Winner of the PA Housing Finance Agency's Innovation in Design Award 2019. Budget of \$30 million.
  - *Island Creek Village North*: New construction of 214 units of affordable age restricted and mixed-income family housing and a waste water treatment plant with a budget of \$65 million in Duxbury, MA
  - *Georgetowne Homes*, Renovation of 967 units of expiring use affordable rental housing in the Hyde Park neighborhood of Boston, representing 10% of the City of Boston's dedicated affordable housing stock. Total development costs for the project are \$310 million and involves a complex financing structure.

### SOMERVILLE COMMUNITY CORPORATION

July 2006-May 2012

Senior Project Manager. Somerville, MA

**Project Management:** Independently managed the financing, design, community engagement, zoning and permitting, due diligence, construction loan closing, construction, lease-up and permanent loan closing on multiple developments for this nonprofit, community development corporation in the city in which I live. Projects and highlights include:

- *Saint Polycarp Village Phases I, II & III*
  - Redevelopment of a 3.5 acre closed Catholic parish into the new construction of 84 units of all affordable, 9% Low Income Housing Tax Credit rental housing in a mixed-use, green, urban village with a combined \$30 million budget. Full build-out included housing, retail leased to local businesses, open space, a green roof designed and installed in partnership with a local charter school, solar PV and thermal panels, a natural playground and a community room. Overall site plan included the preservation and sale of the church building to a Haitian congregations and rectory building to a shelter for young mothers and their children.
  - Designed the community through an integrated systems thinking process, and strived to improve the sustainability on each subsequent phase, targeting zero net energy on phase III. Achieved LEED-NC Silver certification on phase I, and LEED-H Platinum on phase III. Won sustainability awards from HUD, the US Green Building Council, the Boston Society of Architects and EcoHome Design Magazine.
- Other projects worked on included *Saint Polycarp Village Condominiums*, *109 Gilman Street Apartments* and *Temple Street Condominiums*.

**Asset management:** Oversaw financial and capital needs of 44 affordable rental units and 15 affordable condominiums across 4 properties. Worked with professional, third party property management company to review budgets, monitor financials, respond to resident concerns, plan for capital improvements and comply with funder requirements.

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## MASSACHUSETTS HOUSING PARTNERSHIP

September 2003-June 2006

Special Assistant for Policy. Boston, MA

Analyzed quantitative and qualitative statewide policy questions for the Executive Director of this quasi-public organization that provides permanent lending and technical assistance for Massachusetts affordable housing developments.

- Coordinated three consultant-based original research studies and used them in advocating for statewide land use that would lead to sustainable development patterns and more affordable housing. Staffed the Housing Appeals Advisory Committee and wrote portions of the committee's report to the Governor. Staffed the MHP-convened Local 40B Review Advisory Group to address ambiguity in the 40B process at the local level, resulting in the highly praised *Local 40B Decision Guidelines* document.
- Conducted statistical analysis to assess the impact of rising operating expenses on the organization's lending portfolio, and to help predict underwriting costs based on characteristics of a project.

## MASSACHUSETTS GENERAL HOSPITAL, BIPOLAR CLINIC AND RESEARCH PROGRAM

June 1999-June 2001

Research Coordinator. Promoted from Research Assistant April 2000. Boston, MA

Primary project coordinator at head site of the Systematic Treatment Enhancement Program for Bipolar Disorder (STEP-BD), a large-scale, longitudinal study of bipolar disorder funded by \$21million NIMH grant, that enrolled 5000 participants at 18 sites nationwide. Designed and implemented system to facilitate doctor, psychologist, research assistant and participant flow through complex protocol procedures. Monitored STEP-BD sites nationwide for regulatory and study participant compliance. Identified areas of weakness in protocol and worked with physicians to determine how to address them. Assessed and tracked patients, and administered diagnostic assessments.

## SELECT INTERNSHIPS

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### COMMONWEALTH OF MASSACHUSETTS,

June 2003- September 2003

OFFICE FOR COMMONWEALTH DEVELOPMENT – Intern. Boston, MA

Served as liaison between local institutions conducting research on sustainable development and this new statewide department - a now defunct cabinet-level department that coordinated the work of the departments of environment, housing, transportation and energy towards sustainable development practices.

### HARVARD UNIVERSITY, JOINT CENTER FOR HOUSING STUDIES – Intern. Cambridge, MA

June-2003-September 2003

Conducted secondary research and literature reviews, and participated in interviews focusing on community organizations' responses to predatory lending practices targeted at low-income and minority neighborhoods.

### ZIPCAR – Cambridge, MA

September 2000-August 2001

Contributed to public relations, marketing, and customer service initiatives during the start-up phase of the country's first car-sharing company.

## COMMUNITY INVOLVEMENT

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WINTER HILL COMMUNITY INNOVATION SCHOOL LOW-CARBON BUILDING  
RENOVATION ADVOCACY

2022- Present

WINTER HILL COMMUNITY INNOVATION SCHOOL GOVERNING BOARD

2018- Present

CITY OF SOMERVILLE COMMUNITY PRESERVATION COMMITTEE

2014- 2017

CITY OF SOMERVILLE ZONING ADVISORY COMMITTEE

2013-2014

SOMERVILLE CLIMATE ACTION

2010- 2014

CITY OF SOMERVILLE TRANSPORTATION RESEARCH INNOVATION AND  
POLICY (TRIP) TASK FORCE

2012-2013

MASSDOT GREEN LINE EXTENSION DESIGN WORKING GROUP

2010- 2013

CITY OF SOMERVILLE PARKING SOLUTIONS TASK FORCE

2009

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## EDUCATION

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**HARVARD UNIVERSITY, KENNEDY SCHOOL OF GOVERNMENT**, Cambridge, MA. Master in Public Policy **June 2003**

*Concentration:* Housing, Urban Development and Transportation, focusing on land use and sustainable development

*Statistics Course Assistant:* Conducted office hours and private tutoring. Evaluated assignments.

**UNIVERSITY OF PENNSYLVANIA**; Philadelphia, PA; Bachelor of Arts in Psychology, minor in Urban Studies. **May 1999**

## AWARDS & ACCREDITATION

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- Rising Star Award, Massachusetts Association of Community Development Corporations, October 2010
- LEED Accredited Professional