

Daffodil House Narrative

I. Background

To address the pressing and immediate need for affordable supportive housing, Daffodil House purchased 3237 Hiatt Place, N.W., a property with 32 efficiency units requiring minimal rehab to quickly provide homes for 30 individuals or small families. All will be living with HIV/AIDS, and we anticipate 60% will be in recovery from alcohol or substance abuse, and about one third with mental illness. Half of all residents will be homeless prior to moving into Daffodil House.

Acquisition financing for the property came from two SAFI lenders, City First Bank of DC and Cornerstone, Inc. Closing on the property on November 21, 2008 allows Daffodil House 18 months to complete rehab on individual units and make certain other building improvements prior to closing on permanent financing by May 21, 2010. The following building upgrades are planned:

- Replace and insulate roof
- Install solar photovoltaic system to produce electricity for common areas
- Replace elevator
- Redesign front entrance to include a ramp for wheelchair access and new storefront and awning

Improvements within units include the following:

- Install bamboo flooring
- Repair or replace ceramic tiles in bathrooms
- Install new through-the-wall HVAC units, water heaters, refrigerators, lighting, water-saving fixtures/faucets, exterior wall insulation, and window repair/replacement, as required, to conserve energy
- Replace kitchen sinks, faucets, and countertops (and cabinets only as required)
- Develop two wheelchair accessible units on the first floor
- Rehab office unit on the first floor for property management and case management staff
- Rehab one first-floor apartment as a function room with an accessible bathroom

Building Location

Daffodil House is located in Columbia Heights on the same block as the DC USA project, featuring Target, Best Buy, and other retailers. This excellent location is ideal for persons with disabilities because it is only a block and a half from the Columbia Heights Metro station on the green line, major bus routes in many directions, the Giant on Park Road, dozens of other retail stores, the Upper Cardozo Community Health Center, three pharmacies, and a variety of community-based nonprofit service providers. The area is a Neighborhood Investment Fund targeted geographic area.

Public Benefit

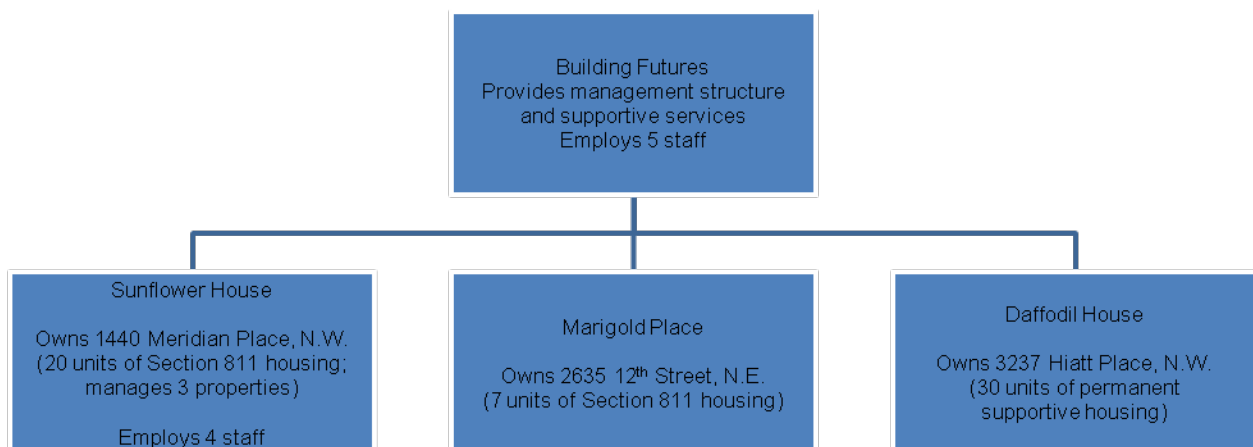
Due in part to the District’s successful focus on neighborhood revitalization in the Columbia Heights central corridor, 14th Street, the surrounding residential neighborhoods are also experiencing significant investment. The rise of real estate values has for at least a decade moved many lower income residents to other areas, so the preservation of this property as permanently affordable housing stock is a significant public benefit.

Significant residential construction currently surrounds Daffodil House, and none of the other projects will serve lower income residents upon completion. While public investment has preserved certain affordable properties in the neighborhood, the vast majority of properties are held privately, and they are increasingly not serving extremely low-income residents. With a modest public investment, Daffodil House can help preserve the economic integration of this highly ethnically diverse D.C. neighborhood by continuing to serve extremely low-income residents.

All will be living with HIV/AIDS, and we anticipate 60% will be in recovery from alcohol or substance abuse, and about one third with mental illness. Half of all residents will be homeless prior to moving into Daffodil House.

Daffodil House’s Organizational Affiliates

Daffodil House is an affiliate of Building Futures: Family AIDS Housing, Sunflower House, and Marigold Place. The following chart shows the relationships among the affiliates.



Daffodil House's Parent Organization: Building Futures: Family AIDS Housing

Founded in 1991, Building Futures' mission is to increase access to safe, affordable housing for families, children and individuals living with HIV/AIDS in Washington, D.C. as a foundation for building dignified, stable, and healthy lives. Building Futures accomplishes its mission by providing housing and support services. These include developing and managing two HUD Section 811 multifamily housing developments, Sunflower House (20 units) and Marigold Place (7 units), providing rental assistance to 40 households under the HOPWA Tenant-Based Rental Assistance program; individual and family-centered case management services; and onsite development programs for children, youth, adults and families, and an alcohol/substance abuse recovery support group.

Supportive Services at Daffodil House

Once residents are housed at Daffodil House, Building Futures will provide comprehensive case management and supportive services to help residents rebuild their lives. Current funding from the HIV/AIDS Administration (HAA) will allow us to provide initial services, and we will seek additional funding from HAA and other agencies to expand these services.

For the families and individuals living in this property, our goals are the following:

- At least 90 percent of residents will maintain permanent housing and not become homeless.
- At least 80 percent of residents will maintain their recovery from alcohol or substance abuse, or if they relapse, they will promptly enter detox/treatment programs that enable them to maintain recovery.
- At least 90 percent of residents will maintain contact with primary medical providers.
- At least 50 percent of resident households will maintain or increase their monthly incomes.
- At least 70 percent of households will maintain or increase access to needed supportive services.
- At least 50 percent of young adult and adult residents will have demonstrated enhanced job skills.
- At least 70 percent of heads of households will indicate they are satisfied or very satisfied with Building Futures' housing and case management and supportive services.

The Need for Housing and Client Demographics

A 2009 report from the Centers for Disease Control & Prevention shows Washington has the highest HIV death rate in the country, though the city's infection rate improved slightly from 2006. The report also says 871 new cases of HIV were reported in D.C. in 2007, the most recently completed calendar year the report considered.

For some groups, including African American women between the ages of 25 and 44, AIDS has almost unbelievably become the leading cause of death in the District.

Living in stable housing is the foundation on which individuals and families can rebuild their lives. But the supply is far outpaced by the demand, as demonstrated in the following ways:

- In an average week, 25 people request housing from Building Futures (1,300 households per year). In the past year, only 3 of Building Futures' 27 units became vacant and were filled from our waiting list, not from new applicants.
- The waiting list for Sunflower House and Marigold Place includes applicants from as early as 1998, served on a first-come, first-served basis. The lengthy wait discourages most new potential applicants from even applying.
- The citywide Housing Opportunities for Persons with AIDS (HOPWA) Tenant-Based Rental Assistance Program, which Building Futures help to administer, places about 150-175 new households living with HIV/AIDS in permanent housing annually. Other housing options are also available from various sources. However, it is clear from the volume of calls Building Futures receives that the sum of these efforts does not meet the need of the population of those living with HIV/AIDS.

Most (85%) of Building Futures' residents are African American, 10% are Hispanic and 5% are Caucasian or other ethnicities. Most heads of household are women. Families represent 92% of all households in Building Futures' existing permanent housing, and almost all households are extremely low-income. Also, 90% of heads of household in our properties have histories of housing instability, substance abuse, mental illness and/or unemployment.

The Development Team

Building Futures is the developer of Daffodil House, having developed or co-developed three other properties in the past:

- A 6-unit property at 3068 30th Street, S.E. developed in 1996 serving persons living with HIV/AIDS. Development included moderate rehab of units, installation of a wheelchair ramp for one unit. Due to crime and other neighborhood concerns, the property was sold in 2004, and the proceeds are being reinvested into the new property in this proposal.
- Sunflower House, the gut rehab of a 20-unit property at 1440 Meridian Place, N.W. in Columbia Heights developed in 1998 serving persons living with HIV/AIDS and other disabilities funded by HUD Section 811. Building Futures served as co-developer for this project with one of the principals of our development consultant, McCornack.org. Development costs were \$2.2 million.
- Marigold Place, new construction of a 7-unit property at 2635 12th Street, N.E. in Brookland developed in 2001 serving persons living with HIV/AIDS and other disabilities funded by HUD Section 811. Building Futures served as developer for this project. Development costs totaled \$920,000.

Steve Seuser is Executive Director of Building Futures and its affiliates and has over 25 years of housing and community development experience working with public, private and nonprofit sectors in the areas of affordable housing, special needs housing, supportive services, economic

development, and nonprofit capacity building. In his previous position, he managed a \$5 million annual contract with HUD to provide training, technical assistance, regional and national conferences, publications, web-based services, evaluation, strategic planning, and other activities. His resume is included at the end of this section.

Sunflower House has served as the property management arm for Building Futures affiliates. Property management functions were brought in-house in 2002, after several unsuccessful years of third-party property management. Sunflower House current manages its own 20-unit property, 7-unit Marigold Place, and the 30-unit Daffodil House. Sunflower House staff manage unit turnover, including installation of bamboo flooring (70% complete), ceramic tile installation, electrical and plumbing repairs, and other tasks, contracting out additional work as required for maintenance or more significant repairs. Maritza Falero is the Certified Property Manager on staff, with over 20 years of property management, maintenance, and rehab experience. Her resume is attached.

McCornack.org is a team of affordable and special needs housing development consultants. Reuben McCornack, Principal, worked with Building Futures on the acquisition, financing, and construction of Sunflower House. Andrew McCornack, Project Manager, has worked on financing and construction management for numerous projects, including Woodley House, a DMH-funded rehabilitation of three community-based residential facilities in Northwest Washington, DC.

The firm Synergy Design headed by Dennis Connors serves as architect for the project. Since 2004, Synergy Design has provided architectural services to a range of clients, including affordable housing developments. His firm qualifications statement is attached.

Financial Information

The project has reached out to multiple agencies, foundations, and nonprofit lenders to assist in meeting the financial needs of the project. In light of the current economic climate, and the scarcity of Community Development Block Grant (CDBG) funds, the development team has sought out a unique approach and collaboration of funders. For its predevelopment work, Daffodil House applied for funding under the Enterprise Green Communities Predevelopment Grant program and is currently putting together a grant request as part of the Neighborhood Investment Fund, run by the Deputy Mayor's Office for Economic Development.

For construction services, Daffodil has directly engaged community nonprofits that provide volunteer work and donated professional skills. Yachad, the Jewish volunteer organization, and Greater DC Cares have committed their resources and help. Fannie Mae has also provided regular crews of volunteers to help do demolition, painting, and other tasks and is committed to continue sending volunteers until the project is completed.

Furthermore, Daffodil House has conducted a site visit with the DC Department of Environment and the latter has agreed to pay for new Energy Star appliances in all units and other energy efficiency upgrades.

The development team has also reached out to the William S Abell Foundation, which funds permanent supportive housing initiatives in the District. Though they were unable to provide a letter of support within the required timeframe, the team is confident that the Foundation will offer funds for the project.

Finally, Daffodil House is applying in this application for \$450,000 in DMH funds to be used for the most significant building improvements, as described above. With this incredibly important infusion of equity into the project, the building will be able to support a permanent acquisition loan, a HUD-insured 221(d)(3) or 223(f) product. This will allow for 35-40 year amortization at a reasonable interest rate.

Project Timeline

DATE FINANCING APPLICATIONS FILED WITH OTHER LENDERS	06/2009
DATE OF FINANCING RESERVATION FROM THE DEPARTMENT	08/2009
DATE FIRM COMMITMENTS RECEIVED FROM OTHER LENDERS	09/2009
DATE FINAL PLANS AND SPECIFICATIONS COMPLETED	08/2009
DATE 10% OF PROJECT COSTS INCURRED	10/2009
DATE OF CONSTRUCTION LOAN CLOSING	09/2009
DATE CONSTRUCTION OR REHABILITATION BEGINS	10/2009
DATE 50% OF CONSTRUCTION REHABILITATION COMPLETED	07/2010
DATE OF SUBSTANTIAL COMPLETION OF REHABILITATION	04/2011
DATE FIRST CERTIFICATE OF OCCUPANCY RECEIVED	01/2009
DATE FINAL CERTIFICATE OF OCCUPANCY RECEIVED	NO CHANGE
DATE SUSTAINING OCCUPANCY ACHIEVED	04/2011
DATE OF PERMANENT LOAN CLOSING	09/2009

Steve Seuser
Executive Director

EMPLOYMENT HISTORY

2004 - Present Executive Director, Building Futures
2001 - 2003 Private Consultant
1999 - 2001 Project Manager, ICF Consulting
1997 - 1998 Senior Associate, ICF Inc.
1995 - 1997 Task Order Manager, Circle Solutions, Inc.
1988 - 1995 Program Director, Community Information Exchange
1985 - 1988 Director of Computer and Technical Services, Eastwest Research Corp.
1984 - 1985 Research Assistant, Bread for the World
1982 - 1984 Teaching Assistant, Ohio State University

EDUCATION

1989 M. S., Community Economic Development, University of Southern New Hampshire
1984 M. A., German, Ohio State University
1981 B. A., German, University of Kansas

EXPERIENCE

Mr. Seuser has over 20 years experience in organizational and project management, project financing, financial systems and reporting, information systems and Web site management, and organizational development working with the public, private, and nonprofit sectors. His expertise includes economic development, affordable housing, fair housing/fair lending, special needs housing, and supportive services.

Technical Assistance

- Conceptualized and provided overall management for a project to provide technical assistance to Neighborhood Networks centers via phone, the Web, and onsite. Technical assistance services were made available to over 700 centers in the areas of fundraising, partnership development, organizational development, computer technology, business planning, resident involvement, and related issues.
- Conceptualized and provided overall management for a project to provide technical assistance to consortia of Neighborhood Networks centers initially in seven locations, including Seattle, San Francisco, Denver, Washington, DC, Baltimore, Philadelphia, and Boston. Technical assistance teams focused on organizing centers to build local leadership and communications channels, undertake strategic planning, establish nonprofit organizations, begin fundraising, and build partnerships.
- Provided technical assistance to 29 sites and their respective HUD Field Offices to implement Section 3, a requirement that HUD funds for construction/rehabilitation to be linked to jobs for low-income community residents. Coordinating research and data collection efforts to determine impact of Section 3 on communities, on- and offsite technical assistance, monthly newsletter, and related services.

- Provided offsite and onsite technical assistance and information to community-based organizations, State and local government agencies, religious organizations, and other private sector supporters of community-based development.

Training and Conference Coordination

- Neighborhood Networks Regional Technical Assistance Project – managed a project to provide training and technical assistance to start-up and operational community learning centers in HUD-assisted or –insured multifamily housing. Training includes organizational development, program design, implementation, and evaluation, partnership development and fundraising, and other topics
- Neighborhood Networks conferences -- planning, development, and logistical support for two conferences held in Phoenix and Atlanta in September 1998;
- Planning, development and logistical support for Neighborhood Networks component of HUD Best Practices Technical Assistance Symposium held July 1999 in Kansas City
- Developed a one-day training curriculum for subscribers the Community Information Exchange’s database subscription service. Conducted training in multiple sites, including Neighborhood Reinvestment Corporation Training Institutes, the Martin Luther King Center’s Center for Community Development, the Carnegie Library of Pittsburgh, NationsBank, technical assistance providers, and other public libraries.

Communications and Web Site Services

Project Director for the Neighborhood Networks initiative project with the U.S. Department of Housing and Urban Development’s Office of Housing—Multifamily. Provide project management for a three-year \$15 million contract to assist privately owned HUD-assisted or -insured multifamily developments planning and operating resource and computer learning centers serving lower income residents. Primary focus areas of centers include workforce development (welfare to work), education, coordinated social service delivery, health care, and transportation. Major ICF project components include the following:

- Strategic planning process to develop a three-year framework, with annual updates, for the project.
- Web site and electronic communications.
- Communication activities, technical publications, newsletters, and promotional materials.
- Partnership development activities to support the formation of public, private, and nonprofit partnerships that benefit Neighborhood Networks centers.
- National conferences with up to 1,000 attendees.
- Training and technical assistance to build the capacity of Neighborhood Networks center staff to operate successful programs and increase the sustainability of centers.
- Managed a component of American Communities, a HUD-sponsored information service to provide information to nonprofit organizations on funding sources, technical assistance providers, and best practices for affordable housing, economic development, and related areas. American Communities, now called Community Connections, is a service of HUD’s Office of Community Planning and Development. Supervised two staff, two consultants, and one intern developing databases about strategies and resources and responding to callers; monitored budget; wrote progress reports.
- Designed technical solutions and managed systems to disseminate computerized information to 35 sites, including Neighborhood Reinvestment Corporation, NationsBank, technical assistance

providers, and public libraries. Provided assistance to subscribers for installing, accessing, and disseminating this data.

Research and Analysis

- Managed project to conduct a written survey assessing the progress of the 29 sites in the Section 3 Technical Assistance Initiative toward meeting their goals to implement Section 3. The research team surveyed HUD Field staff responsible for each site, analyzed the data, and prepared a report to HUD's Office of Fair Housing and Equal Opportunity on the results.
- Managed the development of the draft 1995 Annual Report to Congress on the State of Fair Housing in America for HUD's Office of Fair Housing and Equal Opportunity. The report briefly documents the development of housing segregation and discrimination and describes major activities of HUD, the Department of Justice, State and local government agencies, the housing and lending industries, private fair housing organizations to promote fair housing and eliminate discrimination. The report also presents and analyzes data on housing discrimination complaints and related topics.
- Coordinated project to develop the *Study of Signatories to HUD's Fair Lending- "Best Practices" Agreement*, an analysis of the performance of lenders voluntarily participating in "Best Practices" agreements with HUD to improve their lending performance to minority, low-income, and other underserved borrowers.
- Coordinated ongoing data collection project to identify and describe the sources of funding and technical assistance available to nonprofit community organizations and their partners for affordable housing, economic development, neighborhood commercial revitalization, and related supportive services. Developed written survey instrument, managed data collection and data entry activities, cleaned data, and made information available in print and electronic formats through various mechanisms, including HUD's American Communities.

Fair Housing/Fair Lending

- Managed the development of the draft 1995 Annual Report to Congress on the State of Fair Housing in America for HUD's Office of Fair Housing and Equal Opportunity. The report briefly documents the development of housing segregation and discrimination and describes major activities of HUD, the Department of Justice, State and local government agencies, the housing and lending industries, private fair housing organizations to promote fair housing and eliminate discrimination. The report also presents and analyzes data on housing discrimination complaints and related topics.
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- Provided support services to HUD's Office of Fair Housing and Equal Opportunity for a series of state-wide and regional Fair Housing Planning Symposiums. Developed presentation on Section 3 for sessions in several locations.

Community Leadership Experience

- Board Member and immediate past President, Building Futures: Family AIDS Housing, Washington, DC; Board member 1994 - 2003. Provided board leadership for a Washington, DC community-based nonprofit organization with housing development and rental/housing emergency assistance programs serving families and individuals living with HIV/AIDS. Also served on subsidiary corporation boards, including:
 - President, Marigold Corporation, Washington, DC, 1997-2003
 - Vice President, Daffodil Corporation, Washington, DC, 1996-2003
- Treasurer, Adams Morgan/Mt. Pleasant Community Development Corporation, 1988-1990

Maritza V. Falero, Ph.D.
Property Manager/Case Management Supervisor

EMPLOYMENT:

Building Futures/Sunflower House
Washington, DC
2001 to Present

Property Manager and Case Management Supervisor

- Supervise three full-time case managers, assistant property manager, and two maintenance staff.
- Conduct weekly supervision of case managers to review files and ensure effective case management services are delivered
- Provide counseling on purchasing homes for independent living.
- Manage two properties, Sunflower House and Marigold Place
- Maintain the accounts payable and receivables in good standing
- Manage properties in compliance with DC housing standards.
- Maintenance calls have been cut by 75% due to scheduled preventive maintenance.
- Rent collections have been brought to an average of 99% in collected rents each month for the past 6 months.
- Re-certifications have been brought to a current status with a tickler system.
- Process and maintain all resident files.
- Issue all 30-day notices to residents for delinquent rent or for committed infractions.
- Prepare all billing to HUD and complete all phases of close out at month end and forward to all necessary parties.

Sawyer Property Management
Bethesda, MD
1996 to 2000

Regional Property Manager and Asset Manager

- Supervised the management of a portfolio of over six apartment communities, which had a total of over 1,138 units in all. These communities had a receivable of **\$9 million/year** or \$750,000/month, which were met at a range of 98% to 100% each month. At the start of my employment delinquency was at a 10% high and when I left it was at a low 1-1/2% to 2%.
- Reached a target of 100% occupancy in ten out of twelve months each year.
- Prepared the yearly budgets for these properties for both Montgomery and Prince Georges Counties.
- Provided quarterly variance reports.
- Produced an excellent NOI each month.
- Implemented procedures for managers to follow and reach goals.
- Responsible for seven Community Managers, three Assistant Managers, one Collector, two Maintenance Supervisors, eleven Maintenance Technicians, fourteen Porters and two cleaning companies.
- Passed county inspections yearly in both counties.

**La Candelaria Houses, TierII/DHS
New York City, NY
1987 to 1996**

Director Social Services/ Financial Officer

- Supervised the overall function of the Tier II Shelter, providing housing for the homeless women and children. Implementation of assessment plans.
- Supervised Caseworkers that provided intensive counseling services for women and children.
- Delivered all babies at the shelters that did not need special attention.
- Daily contact with Human Resource Agencies such as: Department of Homeless Services, Child Welfare Administration, Earp-Section 8 (Emergency Assistant Relief Program) and Section 8.
- Responsible for the budgeting of funds from DHS, Donations from private entities and all the billing, payroll and scheduling of staff. Recruited and hired all the Social Services employees as well as security and custodial.
- Took part in the preparation of the proposal that got this private owner a twenty-year contract under the Mayor Dinkins Administration, which had never been accomplished before in the history of Housing for the Homeless for Women/Children and Seniors.

EDUCATION:

Howard University, Washington, DC Ph.D., Health Services in Social Work, Summa Cum Laude	2008
Rutgers University, New Brunswick, NJ MSW Social Work/Accounting	1985
SUNYBuffalo, Buffalo, NY BS Degree Nursing/Ob-Gyn/Nutrition BSW Psychology	1974 to 1976
Hudson Valley Community College, Albany, NY AA Degree Early Childhood Education	1972 to 1974
Stevenson HS and St. Athanasius HS, Bronx, New York, NY	1969 to 1972

SPECIAL SKILLS:

- LICSW – Lic#50077685
- Bilingual, Fluent (Spanish/English)
- Institute for Real Estate Management Certifications
- Principal and Practices of Real Estate Course in Maryland
- JENARK
- RentRoll
- HUDManager
- Nutrition Certification, Cornell University
- Certified Nurse Midwife
- Fair Housing Certification

McCORNACK.ORG

HOUSING DEVELOPMENT CONSULTANTS

1301 Belmont Street NW, Washington, DC 20009

Tel. 202-518-2426 ♦ Fax. 202-518-6903

info@mccornack.org

The McCornack.org team has over 20 years experience in providing design, development, and construction services to cooperatives and nonprofit organizations in the Washington, DC area. We specialize in developing affordable and special needs housing, as well as emergency shelters, hospices, and community businesses.

Development Consulting Services: Our organization can provide the following:

- work with a client organization to write a "**facility program**"
- conduct a **search for suitable properties**
- **evaluate each property** -- present conceptual plans showing how the property accommodates the facility program; coordinate testing and inspections (environmental, soils, structural, etc.)
- analyze **financial feasibility** -- develop a project budget and operating *pro forma*
- assist with **property acquisition** -- negotiate a purchase contract and coordinate the closing
- **apply for loans and grants** for equity, soft costs, acquisition, construction, and permanent financing
- **plan implementation** -- develop a project schedule, a work plan, and cash flow projections
- **assemble the design team** -- locate an architect, engineers, and other consultants as needed
- **manage the design process** -- coordinate architectural and engineering work
- help the Owner obtain **the building permit**
- **organize the construction effort** -- pre-qualify contractors, write bid packages, assemble the construction team, and negotiate a construction contract or subcontracts
- **manage or monitor the construction work** and administer the construction contract so the facility is built as designed and is approved for its intended use and occupancy, and
- work with the contractor to **train client staff** in the operation of all building systems.

RELEVANT EXPERIENCE OF REUBEN McCORNACK, PRESIDENT

MULTI-FAMILY PROJECTS

District Alliance for Safe Housing (DASH). Consultant to DASH to develop a facility to house victims of domestic abuse and their children. Worked with private lender for interim financing and permanent financing as provided by the D.C. Government.

Wesley Housing Development Corporation. Currently developing a house for six adults with developmental disabilities. House to be leased to Fairfax County VA Community Services Board for forty years. Assisting with acquisition, design, financing and construction.

54th Street Corporation. Project Manager for construction of eight new subsidized apartments to serve persons who are mobility impaired. Assisted with program definition, property search, acquisition, design, financing by the HUD Sec 811 program and the D.C. Government, and construction.

Sankofa Cooperative (formerly Cresthill Apartments). Consultant to Sankofa Cooperative which represents residents in a 48-unit apartment building in a gentrifying neighborhood. Coordinated purchase of the building which was owned by a limited partnership; Jubilee Housing served as the general managing partner. Coordinating the efforts of the tenants to rehab the building as an affordable cooperative. Financing by the tenants, D.C. Government, Jubilee Housing, AHP (FHLB), a private developer, Enterprise Foundation, and City First Bank. *Pro bono* legal support provided by Arnold and Porter.

Plymouth Apartments at North Capitol A 69 unit, subsidized senior housing facility financed by the HUD Section 202 program and a grant from the D.C. Housing Production Trust Fund. Obtained financing from the D.C. Government.

Lynhaven Apartments A 28 unit, affordable garden apartment complex in Alexandria, Virginia. Coordinated a physical needs assessment, arranged for a market study and environmental survey, negotiated construction contracts for the work, and served as construction manager.

Colonial Village Apartments A 162 unit, affordable, garden apartment complex in Arlington, Virginia. Coordinated reviews by Arlington County Historic Office, defined scope of work, prepared a project budget, coordinated new gas service and telephone service, negotiated a construction contract with a general contractor, and served as owner's representative during tenant-in-place rehabilitation.

Knightsbridge Apartments Tenant-in-place rehabilitation of a 37 unit, affordable apartment complex in Arlington, Virginia. Directed work by the owner and coordinated work performed by a general contractor. Negotiated contracts for work and served as construction manager.

William Watters Apartments Tenant-in-place rehabilitation of a 21 unit, affordable apartment complex in Arlington, Virginia. Services included: coordinating design work by a structural engineer, obtaining a building permit from Arlington County, procuring

materials from suppliers, negotiating contracts for work and serving as the construction manager.

Family Services Foundation. Project manager for renovation of seven group homes for consumers with developmental disabilities and mental illness. Obtained HUD Section 811 financing for the projects. Assembled the development team and coordinated closings. Developed scope of work, hired architects, negotiated construction contracts, and served as owner's representative during construction. Coordinated additional work by the Owner. Provided information for cost certification audit and coordinated the closings.

Familihope Learning Center. Directed financing, design, development, and construction of an apartment building that served as transitional housing for 26 homeless families. Gutted and reconfigured an existing four-story building with basement. Support facilities include meeting rooms, offices, and a health clinic. Financing from NationsBank, HUD, LISC, ICE, D.C. Government (PATH Program), and various foundations.

Miriam's House. A new housing model for homeless women living with HIV/AIDS, some of whom have children. Work included program definition, property search and acquisition, financing, design, development, and construction administration. Gut rehabilitation of a two-story building with a basement to create 20 units with shared baths, three staff apartments, shared kitchen and dining room, quiet room, security system, and children's playroom.

Door of Hope Shelter. First low demand, safe haven shelter in Washington for homeless, mentally-ill men. New Hope Ministry owns the facility and has operated various emergency shelters in Washington for many years. Services included design and construction management. Gut rehabilitation of a store front to create 9 sleeping rooms and 2 shared baths for 18 men, two lounges with cable TV, security office with half bath, laundry facilities, recreation room, CCTV, and security control system. A second phase involved financing, design, and construction management of the facade. Financing of the second phase was obtained from the National Trust for Historic Preservation and the D.C. Convention Center.

Haven of Hope Shelter. A safe haven shelter for 9 homeless, mentally-ill women owned by New Hope Ministry. Duties included writing a scope of work for moderate rehabilitation of the building, hiring contractors, and managing construction.

Open Door Shelter. An emergency shelter for 125 women housed within the CCNV Shelter and operated by New Hope Ministry. Services included overseeing the relocation of shelter trailers from Mt. Vernon Square to a city-owned site at 4th and L Streets, N.W., to make room for the new D.C. Convention Center. During the move, responsibilities included: site design, coordination with city agencies, and representation of New Hope Ministry.

Buckmon House. On behalf of Safe Haven Outreach Ministry (SHOM), acquired, financed, developed, designed, and coordinated construction of a completely accessible residential treatment facility for 25 homeless adults with multiple diagnoses. The scope of work included gut rehabilitation of a four-story apartment building with basement,

providing five client suites (30 beds), staff and support services offices, commercial kitchen, dining room, living room, recreation room, quiet room/library, laundry, and elevator. Financing was provided by UUAHC, DC Housing Finance Agency, D.C. Government (HoFEDD), HUD (McKinney Act Supportive Housing Program), HOPWA, and the Trust for Affordable Housing.

Haven House. Permanent rental housing for graduates of substance abuse treatment programs desiring clean and sober accommodation to support their sobriety. Duties included organizing the cooperative, acquiring the property, obtaining financing, designing the building, administering construction, and coordinating marketing. The construction period required gut rehabilitation of the four-story apartment building with basement to create a 29-unit apartment building (fully accessible). New features included a multi-purpose room with small kitchen, meeting room, trash compactor, laundry, work room, storage room, and management office. Financing provided by D.C. Homestead Housing Preservation Program, D.C. Housing Finance Agency bonds, a D.C. Government loan, tax credit equity from limited partners through the National Equity Fund, and grants from the Affordable Housing Program (through Riggs Bank), the Community Partnership, and the Philip L. Graham Fund. *Pro bono* legal services provided by Latham and Watkins.

Efforts from Ex-Convicts (EFEC). Transitional housing facility for 6 homeless female ex-offenders who were to receive computer training, gain employment and be self-reliant in permanent housing. Work included design, financing, development, and construction administration. The design included two 3-room suites, one apartment for a resident manager, common kitchen and dining room, computer classroom, library/study rooms, laundry, and staff office. Financing was provided by D.C. Government, D.C. Housing Finance Agency, and HUD (McKinney Act Supportive Housing Program Grant).

Sunflower House. A HUD Section 811 supportive housing project serving 20 families living with HIV/AIDS. Services included acquisition, development, design, and construction consulting. The latter required gut rehabilitation of a severely damaged four-story building with basement. New facilities are 100 percent accessible. The design included a new elevator and 20 apartments, one staff apartment, staff office, multi-function room, children's play and study rooms, kitchenette, laundry room, storage room, and trash compactor.

Riley-Cheeks House. A HUD Section 811 project for 13 families living with HIV/AIDS. Responsibilities included acquisition, financing, design coordination, and construction monitoring for a three-story building with basement. Building was gutted and reconfigured to create 13 units, lounge, meeting room, recreation room and laundry. All units are accessible with an elevator. Gap grants were obtained from the D.C. Government (HPTF), Fannie Mae Foundation, and Philip L. Graham Fund. *Pro bono* legal services provided by Kass and Skalet.

Ruffin House. A seven-unit apartment building used a permanent rental housing for formerly homeless substance abusers living with HIV/AIDS. As consultant to the owner, Safe Haven Outreach Ministry, services included acquisition, financing, physical needs assessment and construction management.

Clifton Cooperative. Designed tenant-in-place rehabilitation of a 15-unit apartment building. Served as owner's representative during construction.

Voices of Madison. Designed this 15-unit gut rehabilitation project. Served as owner's representative during construction.

Hope Community Cooperative. A 10-unit apartment building for formerly homeless families organized into a cooperative to own and operate the building. Gut rehabilitation to reconfigure units to serve large families. Responsible for organizing the coop, acquisition, financing, design and construction coordination. Financing by D.C. Government Homestead Housing Preservation Program, local foundations, and HUD.

EXPERIENCE CHRONOLOGY OF REUBEN McCORNACK, PRESIDENT

Housing Development Consultant

1998 to Present

Consultant to Washington, D.C. area non-profit organizations. Work with these organizations to acquire and develop property for their programs. Services include programming, acquisition, financing, design, and construction management. Projects include shelters for homeless mentally ill men and women, transitional housing, residential drug treatment programs, housing for persons living with HIV/AIDS, cooperative apartments for formerly homeless families and persons in recovery; low income cooperatives, a hospice for homeless women living with HIV/AIDS, and housing for developmentally disabled persons.

Founder and President, Hope Housing

1989 - 1998

Directed work of a non-profit organization that assisted low income cooperatives and non-profit social service providers in their efforts to develop affordable housing. Established a neighborhood owned and operated Laundromat.

Architectural Designer, MANNA

1987 - 1988

Designed rehabilitation work for affordable housing projects in Washington, D.C., including single family houses, flats, and apartment buildings. Coordinated design work with in-house construction teams and general contractors. Developed data base system to manage a revolving loan fund. Previously worked as a carpenter's helper.

Director of Marketing, King & Associates, Consulting Engineers

1984 - 1986

Generated prime contracts for mechanical, electrical and plumbing consulting engineering services. Developed a data base system to support marketing to governmental, institutional, health care, educational, and private clients.

Dennis E. Connors, AIA

708 5th Street, SE
Washington, DC 20003
202.546.7328
synergydesign@verizon.net

education

The Catholic University of America / School of Architecture and Planning

1996 received Bachelor of Science in Architecture
1996 awarded Teaching Assistant Scholarship for Graphics and Publications
1997 received Bachelor of Architecture Professional Degree
2003 Registration in the District of Columbia

employment

synergy design / Washington, DC

Principal Architect

-current projects: The Venetian Condominium a 23 unit residential building near the Potomac Avenue METRO, 1308 Belmont Street Condominium, and renovations of 2216 N. Capitol St., 1331 Kenyon St., NW, 129 P Street, NW and 2317 32nd Street, SE

SORG and Associates, LLC / Washington, DC

Project Architect employed August 2003 through January 2004

-responsibilities include project analysis, coordination, management, and design

SK & I Architectural Design Group, LLC / Bethesda, MD

Project Design Manager employed February 2001 through August 2003

-responsibilities include zoning analysis, pre-design, project coordination through design development, construction detailing, presentations to neighborhood and historic associations

selected projects:

Square 235 a PUD / Washington, DC (passed HPRB conceptual review)

-two 9-story mixed use towers along 14th street, joined by a proposed public space that links two rows of historic warehouses

The Metro and Desoto / Washington, DC (under construction)

-two residential buildings, one integrating massing and design into the character of an historic street, and the other a mixed-use tower on a commercial street

David M. Schwarz Architectural Services, Inc. / Washington, DC

Staff Designer employed October 1997 through February 2001

selected projects:

American Airlines Center / Dallas, TX

-urban renewal masterplan and new construction of arena complex and plaza

Severence Hall / Cleveland, OH

-restoration and addition of concert hall required new shell, lobby and gallery spaces

Montoro Architectural Group / Saddle River, NJ

Architect Intern employed July through October 1997

The Summer Institute for Architecture / The Catholic University of America

Teaching Assistant employed May through August 1996

skills

excellent drafting and modeling, CAD proficient, experience with Graphic programs, various hand-rendered techniques, and detailed sketching

see reverse side for references / portfolio available upon request

r e f e r e n c e s

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Sean Stadler, RA (former project architect at David M. Schwarz)
Associate
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Founded in 2004, synergy design is a full service architecture firm. The word synergy means “combined action” which represents a philosophy of architecture practiced today. An architect must work closely with clients, consultants, and contractors using the technologies available to achieve a common goal. An architect is not the sole designer, but a choreographer of events. The firm strives to work with those dedicated to sensible urban solutions and to design with great sensitivity towards surrounding communities.

Dennis Connors graduated from The Catholic University School of Architecture in 1997 with a professional degree in architecture. Upon graduation, Dennis worked at David M. Schwarz Architectural Services, Inc. from 1997 until 2001 on large scale civic projects, such as the American Airlines Center in Dallas, Texas. From 2001 until 2003, Dennis worked at SK&I on urban multi-family and mixed use developments such as the Metro Condominium and Union Row Flats both of which have won awards for excellence in Urban Design. In 2003, Dennis acquired registration in the District of Columbia and was accepted into the American Institute of Architects. In 2005 Dennis acquired registration for the state of Maryland.

Recent achievements include:

-A sustainable renovation of a house in historic Capitol Hill which includes solar hydronic panels, radiant heat and radiant cool flooring, and pre-fabricated structurally insulated panels for the addition of the house.

-The completion of an 8 unit fully accessible apartment building in Southeast Washington DC for tenants who qualify for subsidized housing through HUD and DHCD (care of Independent Living for the Handicapped)

-The completion of 5 house renovations throughout the state of Maryland for developmentally disabled and mentally ill residents who qualify for subsidized housing through a placement assistance program through HUD (care of Family Services Foundation)

-The completion of a major historic house renovation in Capitol Hill which the owners were able to seek construction rebates through the Department of the Interior’s Historic Preservation rebate program. The owners were still able to add a full bathroom, new energy efficient HVAC systems, a subterranean parking garage, and independent basement two bedroom rental apartment while still preserving and restoring the historic integrity of a house more than 100 years old.

-A multilevel condominium at 1308 Belmont Street, NW in which all dwelling units have either double height spaces, terraces, or rooftop views of Washington DC

-3 new multifamily condominiums at 15th and C Street, SE a combined total of 33 dwelling units all within walking distance of the Potomac Ave Metro in Washington DC