



HAND Consultant Member Directory December 2011

BFW Group, LLC

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BFW provides Construction Project Management, Capital Needs Assessments, Construction Monitoring, Owner's Representation, Green Building Conversions, Energy Audits, and Retrofit Consulting Services to non-profit and for-profit developers, quasi-government agencies, schools and institutions, commercial property managers and real estate financiers. They manage their Client's interest by anticipating and reducing real estate operating and development risks, managing the design development process, workflow and schedules, and successfully closing out projects on time and under budget.

BFW Group, LLC is dedicated to providing exemplary customer care by creating long-term, sustainable, mutually beneficial relationships with Clients, vendors and end-users of our services. BFW serves Client's in the Mid-Atlantic region. Small Business Enterprise. Minority Owned Business Enterprise.

Building Consultants, Inc.

Joseph Boyd

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BUILDING CONSULTANTS, INC. (BCI) is an organization of architects, engineers, environmental scientists, and construction specialists providing Preconstruction Review, Construction Management/Owner's Representative, Construction Monitoring, Physical/Capital Needs Assessments and Environmental Assessment services nationwide for non- and for-profit lenders and developers, investors, attorneys, owners, and local and state government housing agencies. Additional services BCI provides include HUD Multi-Family Accelerated Process (MAP)

Architectural Reviews and Cost Certifications, HUD 202/811 Cost Reviews, HUD REAC Inspections, MAP Lender Quality Peer Review, Mediation Assistance and Expert Testimony. Projects have included educational, commercial, industrial, land development, religious, and residential ranging from historic renovations to new construction, urban high-rise to rural low density, and single-family to mixed-use multifamily with retail and office uses included. Development costs have ranged in scale from \$500,000 church additions to \$120 million mixed-use new construction and rehabilitation. BCI inspects and recommends for payment \$30 million to \$80 million of new construction and rehabilitation projects each month. Our report formats meet or exceed standards set by American Society for Testing and Materials (ASTM), Fannie Mae, Freddie Mac, HUD, Small Business Administration (SBA), USDA Rural Development Program, or any required combination thereof. BCI's corporate headquarters is currently located in Ellicott City, Maryland, minutes from the Baltimore-Washington Thurgood Marshall International Airport.

Chesapeake Community Advisors (CCA)

Ben Etheridge

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CCA offers a range of services that support the development activities of their clients. A diverse team of financial, development, syndication, and disposition specialists allows CCA to customize services to fit the needs of each customer and project. CCA will provide these services individually or can act as a turnkey developer for the project.

Development and Preservation of Affordable Housing

Successful affordable housing development and preservation projects require coordination and careful planning. CCA provides support from the early stages of identifying project team members through construction and permanent financing. Services include:

Identification and assembly of development team members

Finding the optimal mix of credits, bonds and grants

Oversight of a project to maximize profits and minimize risk

Matching developers with investors

Real Estate Consulting, Syndication and Underwriting

CCA offers support services to assist with real estate and underwriting projects. Services include:

LIHTC Fund Management and Syndication Services

Underwriting services

Project assessments

Consulting work for equity funds, CDC's and institutional investors

Assistance in fulfilling state and federal requirements

Negotiation of partnership and development agreements

Exit Strategies, Workouts and Dispositions

CCA is an established leader in exit strategies for tax credit properties. CCA provides support to development teams when they are winding up partnership agreements and helps develop the best possible exit strategy. Services include:

Support to developers and investors after the 10 year LIHTC and/or 15 year credit expiration.

Restructure and refinance of failed investments

Assistance to developers and investors when exiting from Limited Partnership agreements

CCA clients include non-profit community development corporations, for-profit housing developers, historic commercial developers, and national and regional syndication firms. In addition, CCA principals have acted as developers and HUD portfolio acquisition specialists on numerous affordable multifamily developments.

Communi-k, Inc.

Laura Nickle

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Most HAND members know Communi-k, Inc. as the company that manages the HAND Annual Meeting and Awards Lunch each year. The firm, headed by company President Laura Kregel Nickle, is currently in its 25th year of creating and implementing innovative and successful marketing and communications programs and events for its clients. Prior to founding Communi-k, Laura worked in public affairs for the National Association of Home Builders and for two public relations firms that specialized in real estate and economic development clients.

The firm's client base has included non-profit and for-profit commercial and residential developers; affordable housing groups; transportation clients; environmental firms; health and fitness professionals & clubs; mortgage bankers & financial service firms, public/private partnerships; local and federal government agencies and others. Firm believes in the need for and value of quality affordable housing, Communi-k has also managed three National Inclusionary Housing Conferences around the country, as well as the 75th Anniversary Housing Policy Summit of the National Housing Conference in Chicago in 2006 and many successful events and publicity programs marking milestones for regional nonprofit and for-profit developers.

Communi-k won a national "Golden Shoestring Award" for its transportation management communications program for Reston Land Corporation and a MAME award from the Northern Virginia Building Industry Association for its marketing communications program for Leisure World of Virginia. Laura recently managed a very successful national communications program for the MacArthur Foundation around its housing preservation grants, as well as a variety of successful media outreach efforts for the National Housing Conference. Laura is a regular contributor to the Washington Post on topics related to interior design and real estate, and has a column in the Jobs section called "Q&A with Laura K."

Cramer Crystal

David Cramer

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410 323 5666

David Cramer is a nationally recognized expert on lease-purchase programs. In 2010 he led a team of experts in designing the lease purchase portion of the NSP Toolkit and is currently working with NSP grantees on combining lease-purchase with HUD's new Neighborhood Stabilization Program. Previously, as director of a community development corporation in Baltimore, he created and implemented a lease-purchase program and while at The Enterprise Foundation he assisted other non-profit housing developers in the design and implementation of lease-purchase programs. Cramer has worked with a variety of national and local organizations in delivering training courses, including: TDA, NeighborWorks® Training Institute, OhioCap, Tufts University Management & Community Development Institute, Neighborhood Progress, Inc., and others.

In addition to Lease Purchase, Cramer is the author of several courses and currently delivers the following: REO Solution: Property Assessment, Acquisition and Financing, REO Solutions: Strategies for Selling, Lease Purchasing or Renting REO Rehabbed Properties, Business Planning, HOMEBase, HOME Basics, CDBG Basics, Civic Engagement: Commitment and Accountability, Community Building, Introduction to Nonprofit Housing Development, and Acquisition/Rehab for First Time Homebuyers. Cramer also provides individualized technical assistance in a number of areas: strategic planning, mergers, executive-transition-management, non-profit capacity building, affordable housing program design and implementation, housing development and finance.

Prior to forming his own consulting firm, Cramer•Crystal in 1995, Dave was a program director with Enterprise Foundation, the Director of COIL Community Economic Development Corporation, and the Executive Director of the Northeast Community Organization.

IBF Development

Rob Richardson

President

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IBF helps clients with affordable housing and community development projects to finance, evaluate, plan, develop, manage and implement their projects and programs. They focus on efforts that combine private-sector capital with public funding sources in order to improve communities.

The preservation of affordable multifamily housing is their specialty. With exceptional expertise in the financing, redevelopment and preservation of affordable multifamily rental housing, IBF can assemble the resources needed to transform old, tired or poorly-maintained apartments into safe, renovated affordable housing.

Jaydot LLC

Chapman Todd

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Chapman Todd has 20+ years of experience working for non-profit social service agencies in the Washington DC area. Most recently, he has been consulting on the development of supportive and affordable housing projects, and is particularly focused on projects that will achieve the goal of ending homelessness in the District of Columbia. Previous to beginning work as a consultant in 2010, Chapman was at Catholic Charities of Washington for nine years, where he served as the Director of Housing Development and the Division Director for Housing Programs. He is an appointed member of the District of Columbia's Interagency Council on Homelessness (ICH). He is also a Board member for the Coalition for Non-Profit Housing and Economic Development (CNHED), an Executive Board member of the Coalition of Housing and Homeless Organizations (COHHO), and a member of the Board of Associates of Iona Senior Services.

Joseph Development

Gerry Joseph

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Gerry Joseph has over 30 years of pragmatic experience as a developer and manager in the field of affordable housing and community development working in the not-for profit sector. In 2010 he started Joseph Development, a firm that provides real estate development and consulting services through the Mid-Atlantic and Northeast. Joseph's has particular expertise in areas of affordable housing production and preservation, historic rehabilitation, and complex financing including utilizing Low Income Housing Tax Credits, Historic Tax Credits, tax-exempt bond financing, and mixed finance of public housing.

From 2004-2010 he served as the Vice President for Real Estate Development at Community Preservation and Development Corporation (CPDC) in Washington DC. In that capacity he managed CPDC's real estate department and was responsible for all aspects of the company's real estate development activity from project conception through construction completion and rent-up. During his tenure at CPDC, Joseph was responsible for the acquisition and redevelopment of nearly 1500 units of housing involving total investments of over \$280 million. Prior to that, Mr. Joseph served as Vice President for Housing Preservation for The Community Builders, Inc. (TCB). He worked at TCB for 13 years in a number of capacities starting as a real

estate project manager. His development projects at TCB included new construction as well as rehabilitation, single-family homeownership, senior housing and public housing revitalization (HOPE VI). Mr. Joseph also served as Executive Director of the Franklin County Community Development Corporation of Greenfield, Massachusetts and was a founder and the first President of the Western Massachusetts Enterprise Fund, a regional micro business investment fund. Mr. Joseph has served as a member of the Federal Home Loan Bank of Boston Advisory Council including a term as chairperson of that body and is currently a member of the Board of Directors of HAND (Housing Association of Non-Profit Developers). Mr. Joseph holds a bachelor's degree in Urban Studies from the University of Massachusetts in Amherst.

KB Concepts P.R.

Karen Bate

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With more than 20 years experience in nonprofit and corporate communications, Karen Bate rebrands companies and nonprofits; positions organizations to achieve their public policy and fundraising objectives; manages the design and use of websites, publications and videos; garners key media placements; and harnesses new social marketing tools to tell her clients' stories and inspire others to support them.

Clients include Red Top Cab, The Foundation for Women's Cancer, The No VA Fuller Center for Housing, CPRO (Columbia Pike Revitalization Organization), Capitol Concierge, Women's Transportation Seminar, Arlington County Department of Environmental Services, AHC Inc, HAND (Housing Association of Nonprofit Developers), Washington Workplace, La Prima Catering and BBG Fitness.

Kimberly Fry Consulting Services, Inc.

Kimberly A. Fry, President

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Kimberly A. Fry has over twenty-eight years of professional experience in all aspects of housing and community development related activities. Having held leadership positions in public, private and non-profit organizations, Ms. Fry's experience includes: real estate finance and development, property management operations, marketing and lease-up strategies, supportive service provision, and corporate training and organizational development. Specializing in affordable housing, Ms. Fry has underwritten multi-family real estate deals across the country utilizing a myriad of financing programs, has managed substantial loan funds, delivered numerous presentations on real estate finance and the development process, property

management and supportive services delivery. Currently, Ms. Fry provides contracted services to various property management organizations, assists both for-profit and non-profit companies with training and organizational strategies to improve overall operations. She also teaches a Masters-level course for Rutgers University, School of Social Work - a curriculum designed by Ms. Fry in collaboration with Rutgers and the New Jersey Housing & Mortgage Finance Agency. Ms. Fry also provides lobbying services for the Maryland Affordable Housing Coalition, a non-profit membership organization established to enhance affordable housing development opportunities throughout the state. Prior to creating her own consulting firm, Ms. Fry ran the property management operations for Pennrose Management Company, a large, nationally-recognized property management firm with 450 employees consisting of 140 properties located in 10 states.

Ms. Fry's previous experience includes: Vice President of Supportive Services with Pennrose Management Company; Manager of Housing Services for Homes for America, a nonprofit housing development corporation with properties throughout the mid-Atlantic region; Program Director, The Enterprise Foundation, providing capital and technical expertise to assist nonprofit housing organizations with the development strategies to build wealth and create economic opportunity; Enterprise Mortgage Investments, Inc., underwriting affordable rental housing developments nationwide; Senior Development Officer for multi-family housing programs and Senior Loan Closing Officer for single-family programs, Pennsylvania Housing Finance Agency (PHFA).

Ms. Fry has held Board positions for: the Pennsylvania Delaware Affordable Housing Management Association (PennDel AHMA); and Advisory Committee to the Pittsburgh Affordable Housing Management Association (PAHMA). She created and is an active member of the Maryland Affordable Housing Coalition's (MAHC) Property Management & Services Committee. She belongs to the PHFA Housing Services Program Advisory Council, the Maryland Affordable Housing Coalition, HAND and the Urban Land Institute. In addition to these activities, Ms. Fry is a Family Partner with Arundel Habitat for Humanity.

Murphy Consulting - HUD 2530 & APPS Advisors

Denise Murphy

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Started in 2008, Murphy Consulting has earned its reputation for success, by helping affordable multi-family housing professionals resolve problems. The Baltimore-based firm provides clients nationwide with training and guidance in:

- HUD Secure System Access
- Previous Participation Reporting
- HUD 2530's & APPS
- Coordinator and User Policy Development
- HUD Flags and Appeals
- Application Process Management

Denise Murphy is a nationally renowned speaker, publisher, HUD Secure System specialist and APPSexpert. With a reputation as a lively and informative presenter, she has trained thousands of multifamily housing professionals, including developers, owners, managers, syndicators, lenders and attorneys. Her clients include large and small businesses, public companies, independent operators and for-profit and non-profit organizations across the country.

Ms. Murphy's transactional background affords her the unique perspective necessary to bring added clarity and value to the 2530 process for lenders, owners, and managers alike. Prior to starting her own company, she worked ten years for a mid-Atlantic based affordable housing developer and manager on LIHTC and HUD application submissions and their associated multi-lender loan closings. She participated in over 50 tax credit applications in six states and assisted in the closing of over 60 real estate development transactions. She is a graduate of Towson University, holding degrees in Business Management and Human Resources Administration. An engaging educator, Ms. Murphy has developed national training programs on HUD 2530 Previous Participation Reporting, HUD Secure System Access and The LIHTC Application Process, among others. All trainings incorporate the company's focus on *Making the Complex Comprehensible™*, by identifying potential problems, troubleshooting solutions and setting timeline expectations. A published author, Ms. Murphy has written a column for a local weekly newspaper, published an educational manual and written a video script. Currently, she writes and publishes an acclaimed monthly industry newsletter with a national subscription base,

Malachite LLC

Martha L. Paschal

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Martha has 15 years experience in mortgage banking, primarily in debt asset management, and 10 years in working with local nonprofits putting together models, negotiating documentation, and closing transactions. While working with APAH she saw a tripling of its portfolio, including some of the first truly mixed-. Martha is a proactive, pragmatic, persistent, and practical practitioner of nonprofit housing finance. She understands the debt side of transactions very well, and underwrites both economic and tax sides of the transaction. She provides a blunt assessment of where a project stands, and tries to give clients multiple avenues and funding plans in the event that "Plan A" falls through. Martha is presently focused on energy efficiency for affordable housing deals (she is one of the team members working to implement DC's PACE program), since she saw very unhealthy results with the run-up of energy costs in 2008. Martha has put financing together for fixed-income, mixed use, seniors, economic development and community development deals. Martha likes to work with nonprofits as she likes both the mission and the intellectual challenge of multiple source projects, and she tries to bring a healthy dose of capitalism and appreciation for bottom-line results to projects she works on.

Geographical areas – mid-Atlantic preferred, but have worked around the country on projects both affordable and conventional.

Rainmakers

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Rainmakers LLC provides strategic resource development services to help organizations raise funds so that they can better focus on delivering their mission. With over 20 years experience in affordable housing and land development, Rainmakers understands your business. We leverage that knowledge to provide strategy, research, and writing for a variety of fundraising needs. We have worked with nonprofit, private, and public sector clients throughout the Washington, DC region, as well as national and international clients.

Real Property Research Group, Inc.

Bob Lefenfeld

Managing Principal

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Real Property Research Group, Inc. (RPRG) is a multi-disciplinary real estate and economic development consulting firm. Through its offices in Columbia, Maryland, and Atlanta, Georgia, the firm works with lenders, building companies, developers, public agencies, special purpose agencies and other real estate professionals to offer timely and insightful analyses of real estate trends, economic development issues, marketing strategies and market feasibility throughout the United States. Over the last eleven years, the firm has completed over 2,500 assignments, many of which have resulted in successful real estate, revitalization and economic development projects.

RPRG offers a wide array of real estate market research services including Rental Housing Market Research, Conventional For-Sale Housing Market Analysis, Neighborhood, Corridor and Downtown Revitalization, Age Qualified and Active Adult Housing Research, Commercial Retail , Office Space, and Specialty Use Analyses and Economic and Fiscal Impact Analysis. For more information, please go to www.rprg.net.

Rodgers, Angie

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Angie Rodgers is a consultant with over eight years of experience doing research, policy, advocacy, and coalition-building on issues affecting low- and moderate income households. She produces research reports and organizes budget and policy campaigns for nonprofit advocacy organizations that focus on housing, homelessness and support services. Ms. Rodgers has published research that she and other advocates have used to lobby for a range of poverty reduction policies and new resources to help low-income households. Ms. Rodgers provides support to organizations, coalitions and issue campaigns that includes coalition-building, research and policy, advocacy, technical assistance, strategic and business planning, media support, and public education. She also provides real estate development, project management, and financial advisory services to housing and mixed-used development projects. Ms. Rodgers' services to this portfolio include structuring and securing public and private resources, managing development teams and securing partner and community support. Ms. Rodgers currently serves as Vice Chair of the Board of Commissioners for the DC Housing Authority, and on the board of Cornerstone, Inc. She also serves on the advisory committee for the Northern Virginia Affordable Housing Alliance. In the past, Ms. Rodgers has served on the Independent Review Panel for DC's Housing Production Trust Fund. Ms. Rodgers has a Masters Degree in Public Policy from the Goldman School of Public Policy at the University of California, Berkeley, a Bachelor's Degree in Government and African American Studies from Wesleyan University and a certification in Housing Development Finance from the National Development Council.

Sheridan Ventures

Katie Groen

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Sheridan Ventures (SV) is a woman-owned real estate and community development firm providing high impact, comprehensive consulting services. Katie Groen, SV founder and principal, is a proven leader and manager with over 12 years experience in real estate development and neighborhood revitalization, technical financial structuring, project management and leadership. SV provides real estate development and project management services, financial advisory and financial structuring services, technical assistance, capacity building and training services for traditional and nontraditional real estate developers, community and social service organizations that are creating housing, charter schools and/or community facilities. Ms. Groen has particular technical expertise with public and private sector financial tools including: Low Income Housing Tax Credits (LIHTC), Tax-Exempt Bond Financing, HUD Mortgage and operating subsidy programs, CDBG and HOME programs, Historic Tax Credits, and local operating subsidy programs. SV leverages its technical knowledge, direct project experience, "big picture" sensitivity and client expertise to development and implement successful projects, programs and initiatives.

SKWelch Consulting

Suzanne Welch

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SKWelch Consulting is a woman-owned business operated by Suzanne K. Welch, who has over 25 years of real estate and affordable housing development experience in the areas of:

- Commercial and affordable housing real estate development
- Project design and construction oversight
- Development of complex affordable housing transactions involving public and private partnerships
- Consensus building for decision making
- Completion of loan and grant applications and administration

Formerly the Director of Affordable Housing for THC Affordable Housing, Inc. in Washington, DC, she analyzed development potential of dozens of locations in the metropolitan area, negotiated letters of intent, sales contracts, submitted loan packages and DC funding proposals. THCAH completed 114 units of affordable housing in the District of Columbia financed with low income housing tax credits, historic tax credits and public gap financing at the award winning Fort View Apartments and Webster Garden Apartments. The buildings were designated an historic landmark and underwent gut rehabilitation and extensive environmental remediation during which the tenants at one project were relocated. The combined total development cost was over \$32 million. Her background also includes fifteen years of commercial real estate development experience at The Rouse Company where she served as in-house legal counsel working on projects valued between \$30 million and \$100 million from the initial letters of intent through construction, lease-up or sale and permanent loan closing.

SKWelch Consulting services are available in the Washington Metropolitan Area and serve as a unique solution to staffing for projects in the predevelopment, construction or financing stages.