

TAB 7: Developer Capacity and Qualifications

Owner

The Office for Community Development (OCD), a 501(3) non-profit entity, will form a single purpose Pennsylvania non-profit corporation to serve as the general partner for the development. As OCD is a qualified non-profit entity and the general partner for the development, it's wholly-controlled, non-profit subsidiary will serve as the sole General Partner. Accordingly, OCD will make 100% of the development, financing, construction and design scope, and operating decisions for this development. OCD has the necessary experience and capacity to see the development through to completion and stabilized occupancy. Catholic Health Care Services (CHCS) will serve as the guarantor.

OCD has the following officers:

President:	Joseph J. Sweeney, Jr., Secretary of Catholic Human Services
Vice President:	James Amato, Deputy Secretary of Catholic Social Services
Treasurer:	Michael Czekner, CFO of Catholic Human Services
Secretary:	Lorraine Knight, Executive Director of Nutritional Development Services

Key Staff include:

John M. Wagner, Deputy Secretary and CEO of Catholic Health Care Services and OCD
Suzanne O'Grady Laurito, Senior Project Manager, OCD

Team Structure and Profile of Principals and Staff

Developer: Office for Community Development

Guarantor: Catholic Health Care Services

Social Services Provider: Catholic Health Care Services

Catholic Health Care Services (CHCS) and Office for Community Development (OCD), under the auspices of the Archdiocese of Philadelphia's Secretariat for Catholic Human Services, are committed to the Church's preferential option to serve the poor through our health programs, services and the development of permanent housing for the most vulnerable in our city. CHCS and OCD believe that all people are created in the image and likeness of God and therefore possess an innate dignity. The services provided by our competent and compassionate staff afford our consumers an integrated and holistic care continuum of services that maximizes their health, stability, and well-being by meeting their

physical, psychosocial, and spiritual needs. As the sponsor for St. John Neumann Place development, the new housing for independent seniors will be consistent with our past, present and future work.

Our work dates back to 1913 when St. Francis Country House was established to care for the incurably ill. Today, we consist of three residential communities, a behavioral health system with an expertise in seniors, and community-based programs throughout Southeastern Pennsylvania including geriatric case management, senior centers, in-home support for homebound seniors, information and referral, and nursing services. The changing desires of those aging compel CHCS and OCD to develop community-based solutions to respond to emerging needs.

John Wagner, Deputy Secretary and CEO of Catholic Health Care Services and Office for Community Development, has worked for almost 40 years in the housing and homeless field. During his 22 years with the City, he assisted and represented the Executive Director of the Philadelphia Office of Services to the Homeless and Adults with primary responsibility for Philadelphia's Homeless Program and was responsible for the coordination and collaboration of city, state, and federal agencies in designing a local continuum of care for the homeless. Since joining Catholic Human Services, he has developed housing for medically fragile persons, seniors, homeless families, first time home buyers, and a community center in Kensington.

Suzanne O'Grady Laurito, Senior Project Developer, and project manager for SJNP II, has worked for Catholic Human Services for 18 years. Initially overseeing two facilities for homeless women and children and then managing child welfare programs, she moved to OCD ten years ago. There she has been involved in all developments and served as project manager for SJNP.

CHCS and OCD have a strong and lengthy track record of successful development projects, which primarily serve low-income seniors and include:

Nativity, B.V.M Place: The repurposing of a vacant Catholic elementary school in the Port Richmond neighborhood into 63 units of senior housing. After a lengthy NIMBY battle in the courts, fought and funded by the Catholic Human Services, construction is finally underway. Completion is expected in fall of 2015 for this eagerly awaited community asset. Funding for this \$11.9 million development came through the U.S. Department of Housing and Urban Development's 202 Program and the City of Philadelphia.

St. Francis Villa: This 40 unit new construction building came out of OCD's work with St. Francis Inn and Visitation Parish in Kensington. This working group envisioned permanent housing for seniors served by the dining room and church. The \$12.3 million development is possible due to Section 42 Low Income Housing Tax Credits and capital funding from the Philadelphia Housing Authority. Additionally, the Philadelphia Housing Authority is providing an Annual Contribution Contract for all 40 units so that those most in need can be served. Closing is anticipated in winter 2015 with completion in March 2016.

St. John Neumann Place: SJNP was opened in the spring of 2008. By all accounts, the conversion of this former Archdiocesan high school into a 75 one-bedroom apartment building for independent, low-income seniors, 62 years of age and older, has been a tremendous success. The \$17.2 million project was funded by Section 42 Low Income Housing Tax Credits (LIHTC), with additional funding from the City of Philadelphia and the Federal Home Loan Bank of Pittsburgh. The building consistently has full occupancy and continues to provide much needed affordable housing in the community. The adaptive reuse of an iconic building is now part of a mixed-housing strategy in the neighborhood for years to come.

Additional developments include:

- Norris Square Senior Housing: 35 apartment units for seniors using U.S. Department of Housing and Urban Development's 202 program.
- Visitation Homes and the Cardinal Bevilacqua Community Center an 18-unit transitional housing facility for formerly homeless women and their children with funding from HUD's Supportive Housing Program and a Community Center is for recreational, educational and cultural enrichment developed through private foundations.
- St. Hugh/Fairhill Neighborhood Housing: the rehabilitation of 17 scattered-site, vacant houses in the Fairhill section of Philadelphia. funded by the City's Housing Rehabilitation Program and the Commonwealth of Pennsylvania's Department of Community and Economic Development tax credits.

Attorney: Regional Housing Legal Services

Regional Housing Legal Services (RHLS) is a nonprofit law firm with unique expertise in affordable, housing and its related components — community and economic development, utility matters and preservation of home ownership. RHLS provides innovative project and policy solutions that

create sustainable communities offering decent, safe and affordable housing for lower-income Pennsylvanians.

RHLS works to preserve and increase the availability of affordable shelter for Pennsylvania's low-income and/or vulnerable populations. In its nearly 40-year history, RHLS has helped leverage almost One Billion Dollars of federal, state, and private investment into disinvested Pennsylvania communities. This investment has generated, preserved, or renovated more than **5,900 units** of affordable housing for low and lower income Pennsylvania families. These include:

- New Courtland Elder Services-Cliveden
- New Courtland Elder Services-Apartments at Allegheny
- Welsh Mountain Home, Mountain View Terrace Apartments

Mark Levin, Esq. has spent his entire professional career of almost 40 years with RHLS. He specializes in development of low-income rental, owner and cooperative housing using Low-Income Housing Tax Credits, Community Development Block Grant funding, Home Investment Partnerships Program ("HOME") funding, PennHOMES funding, HEARTH Program funding and a variety of other federal, state and local housing programs. His responsibilities include serving as transactional legal counsel and technical assistance provider to non-profit community development corporations by drafting and negotiating legal documents, structuring housing developments to meet requirements of housing programs, preparation of development budgets and operating pro formas, negotiating with lenders and investors, and general client representation. He is currently serving as Chief Counsel and Executive Director of Commonwealth Housing Legal Services.

Contractor: Domus, Inc.

Domus is a Philadelphia-based general contractor established in 1976 on the foundation of impeccable business ethics and a problem-solving attitude that helped them grow to become a \$100 million construction firm. Its expertise ranges in building and rehabilitating housing to restaurants and retail/commercial space, as well as academic facilities. Domus takes ownership in all of its projects from inception, ensuring a smooth transition from preconstruction to construction and final project closeout. As with all of Domus' projects, teamwork is of utmost importance. Being part of the project team allows Domus to be an integral part in the success of the project while focusing on the client's needs, and constructing a project of which the entire team can be proud.

Domus has worked toward project diversity long before it became a mandate by various governmental agencies. As a Philadelphia business and employer for 36 years, we have remained committed to project diversity, working with the building trades and neighborhood community groups to hire from the local area, as well as subcontracting and vendor opportunities for Minority- and Women-Owned Businesses with a special focus on Philadelphia businesses whenever possible. The firm believes that project diversity is a moral and ethical mantra and thus works diligently toward its achievement.

James P. Wyatt is a principal at Domus and manages all the pre-construction services, including the oversight of the estimating department. Jim coordinates with the full project team to help attain development goals. His insight on construction costs, methodology, and scheduling enable developments to have realistic construction budgets and schedules. He has been with Domus for over 30 years and worked on the first phase of St. John Neumann Place.

Developments similar in size, scope and mission to serve seniors include:

- St. John Neumann Place: a 75-unit, Low Income Housing Tax Credit-financed development for seniors, completed in 2008.
- John C. Anderson Apartments: a 56-unit Low Income Housing Tax Credit-financed development for seniors, expected to open in Winter 2013
- Mission Green: a 61-unit Low Income Housing Tax Credit-financed development for seniors, expected completion in August 2014.

Architect: Blackney Hayes Architects

Blackney Hayes Architects (BHA) was founded in 1988 with a commitment to interactive design and exceptional service. The principals of the firm, Kevin R. Blackney AIA, John Fox Hayes FAIA, Jennifer Crawford AIA, and Mark Hershman PE, believe that every project should be approached from the client's point of view. Ultimately, the success of BHA's designs is defined by three key elements: Functional Elegance, Budgetary Responsiveness and Client Satisfaction. With endless drive, BHA creates architecture that endures the test of time and becomes a source of pride for the clients and the firm. BHA's team of 30 architects, engineers and interior designers practices a firm-wide dedication to excellence with an aspiration to dream, create, and experience.

Mr. Hayes, who is leading the design process of SJNP II, is the original founder of Blackney Hayes Architects and has over 30 years of experience as an architect. John's role in the firm covers all aspects



of the company, from day-to-day operations to long-range planning. John has become a leader in the architectural community, serving on many professional boards. He has served as President of the Philadelphia AIA, and is a founder and President of the Charter High School for Architecture and Design. As a Principal-in-Charge of projects, Mr. Hayes' role is to set the creative direction for the project and develop a balanced and thoughtful solution that represents the core values of the client. His projects have received numerous awards over the years. Mr. Hayes designed St. John Neumann Place. His housing projects include:

- Sage Seniors Living
- Rowan Boulevard New Mixed Use/Residential Building
- Chestnut Street Conversion to Mixed Use/Residential Facilities
- Market Street Conversion to Mixed Use/Residential Facilities
- Berlin, NJ Rental Housing Units

Development Consultant: Diamond and Associates

Diamond & Associates (D&A) is a skilled provider of development advisory services focused upon the planning, packaging, financing, structuring, closing, construction, leasing and sale of affordable, multifamily housing development projects. Since 1990, it has supported the development of over 5,300 completed affordable apartments, including many new construction, senior communities like the proposed St. John Neumann Place II. D&A has collaborated with developers to win over 70 LIHTC awards in the support of affordable multifamily developments, many of which are located in Pennsylvania.

In its advisory capacity, Diamond & Associates assists non-profit, for-profit, and public entities in Pennsylvania, New Jersey, Maryland, and Washington D.C. The firm provides one-on-one, technically accomplished support, which enables development clients to achieve their development goals.

Roy Diamond founded D&A in 1990. For almost 25 years, he has shared his expertise as a developer and consultant in residential and commercial projects, with a focus on the conception, financing, construction, implementation, management, and policy of affordable housing. He has served as legal counsel and advisor to developers, community based nonprofits, local governments and their agencies, and financing sources including private foundations. Developments and projects in progress or recently completed include:

- Mission Green

- Jessup Redevelopment Project: The Housing Authority of Lackawanna County is developing a two phased development in place of a distressed 76-unit family public housing community located on 13 acres in Jessup.
- Mount Vernon Manor: A \$16.5 million substantial renovation consisting of 75 family apartments in six buildings located in the Mantua neighborhood of Philadelphia using 9% LIHTC's, construction and permanent debt and NSP2 funding from the Philadelphia Redevelopment Authority.
- Opportunities Towers: The substantial renovation of 276 senior apartments located in the Hunting Park community of Philadelphia. Formerly an HUD 202 property developed in the 1970s, this \$46.5 million revitalization was accomplished with 4% LIHTC's and additional sources.
- Fairthorne Senior Housing Project: D&A assisted Intercommunity Action, Inc. in applying for financing, including Low-Income Housing Tax Credits and HUD 202, and closing on a 40-unit affordable senior housing facility in the Roxborough neighborhood of Philadelphia.
- Wynnefield Place: D&A assisted Philadelphia Presbytery Homes and Services for the Aging, Inc. in applying for financing, including Low-Income Housing Tax Credits and HUD 202, and closing on a 48-unit affordable senior housing development in West Philadelphia.

Property Manager: Presby's Inspired Life

Presby's Inspired Life is a nonprofit organization that provides services to seniors well beyond safe and secure housing. The philosophy of care is to nourish the body, mind and spirit so residents may live life in all its fullness while receiving the necessary support. Presby's Inspired Life has served the elderly in the Philadelphia area for over fifty five (55) years and has a long standing reputation for excellence in affordable housing and services for economically disadvantaged seniors.

In 1982, Riverside Presbyterian Apartments opened, marking the beginning of the Presby's Inspired Life Affordable Housing Ministry and the beginning of our partnership with the Department of Housing and Urban Development (HUD) and Pennsylvania Housing Finance Agency (PHFA). Today, Presby's provides affordable housing to over 2,300 residents at 27 communities located throughout the Greater Philadelphia area. Presby's Inspired Life has evolved into a regional leader in developing, sponsoring, and managing apartment communities for seniors of limited financial means. Presby's

reputation for excellence in affordable housing for seniors remains the catalyst for other housing developers to seek out our expertise in managing their communities.

Judee M. Bavaria is President and CEO of Presby's Inspired Life (Presby), a not-for-profit, faith-based ministry that provides continuing care and affordable housing to seniors throughout the Greater Philadelphia area. With net operating revenue (2012) of \$74,828,799.00 Presby serves 3,000 seniors within 31 communities. Judee joined the multi-site ministry as Chief Operating Officer in July 1999 and, in January 2005, was appointed President and CEO.

Bill Canteen is Executive Director of Affordable Housing at Presby's Inspired Life (Presby). In this capacity, Bill leads the development, leadership and management of Presby's Affordable Housing Program, which currently consists of 25 sponsored and managed housing sites throughout Philadelphia and in Wilmington, Delaware, with several more in the development stage. Having joined Presby's Inspired Life in June 2009, Bill was previously Assistant Director of Affordable Housing.

Team Structure

Our team has been meeting regularly and working collaboratively to plan this development since June 2013. We will continue to work collaboratively with OCD managing the work and making the final decisions through construction completion. The full team has worked on the design to insure cost effectiveness in development and operations and to support solid functionality once it is operating. The team has established a realistic time frame for construction that Domus can confidently meet. Once funding is secured, Domus will schedule the specific trades to meet the overall schedule. The owner will be present at every construction meeting to ensure timeliness. OCD will oversee Presby's Inspired Life lease-up process and prepare Catholic Health Care Services to oversee Presby's Inspired Life management of the development once it approaches construction completion. This collaborative model for development and operations is the same method OCD employed in the successful creation of St. John Neumann Place, the first phase of this housing.



Judee M. Bavaria
President & CEO

Judee M. Bavaria is President and CEO of Presby's Inspired Life (Presby), a not-for-profit, faith-based ministry that provides continuing care and affordable housing to seniors throughout the Greater Philadelphia area. With a net operating revenue (2012) of \$74,828,799.00 Presby serves 3,000 seniors within 31 communities. Judee joined the multi-site ministry as Chief Operating Officer in July 1999 and, in January 2005, was appointed President and CEO.

Prior to joining Presby, Judee was Corporate Compliance Officer and Vice President of Operations for Lutheran Services Northeast, a multi-site social ministry in Northeastern Pennsylvania. She also served in a variety of leadership capacities for the Commonwealth of Pennsylvania's Department of Public Welfare.

Judee's leadership at Presby is marked by significant strides in meeting the critical need for affordable housing for economically-disadvantaged seniors. During her tenure, the affordable housing ministry has grown from 12 communities in 1999 to 27 today, in both sponsored and managed sites.

Judee's achievements also include the execution of several strategic plans to expand and improve Presby's continuing care communities so that they may better meet residents' evolving needs. Her progressive oversight of capital improvement initiatives for existing communities, as well as the development of new communities, has enabled increased viability for the organization, setting the stage for its continued growth and securing its place in the senior living market.

Judee's example as an accomplished leader has led other organizations to seek her expertise. She currently serves as Board Chair of Catholic Senior Housing and Healthcare Services in Allentown, PA; Co-chair of the Leadership Circle of the American Association of Homes and Services for the Aging (AAHSA); member of AAHSA's Nominating Committee; previous member of the Pennsylvania Association of Non-Profit Senior Services (PANPHA) Board of Directors; and frequent presenter at various state and national senior living conferences. She also holds the honor of being selected from among her state-wide peers as the 2007 PANPHA Leader of the Year.

A Registered Nurse and licensed Nursing Home Administrator, Judee also holds a B.S. in Secondary Education from East Stroudsburg State University and an M.S. in Rehabilitation Counseling from the University of Scranton. She is a graduate of Misericordia Hospital School of Nursing.

RESUME

NAME: Mark Elliott Levin

ADDRESS: 312 Harrison Avenue
Glenside, PA 19038
(215) 886-6357

DATE OF BIRTH: February 24, 1950

EDUCATION: Boston University School of Law, J.D. 1976
Dickinson College, BA, cum laude, 1972
Major - Political Science

EMPLOYMENT: Regional Housing Legal Services
2 South Easton Road, Glenside, PA 19038
June 1976 - Present, Summers 1974-75
Managing Attorney 1981 - September 2001
Chief Counsel October 2001-present
Executive Director of Commonwealth Housing Development
Corporation 1998 – Present
Executive Director of Commonwealth Housing Legal Services
2007 - Present

Specialization in development of low-income rental, owner and cooperative housing using Low-Income Housing Tax Credits, Community Development Block Grant funding, Home Investment Partnerships Program (“HOME”) funding, PennHOMES funding, HEARTH Program funding and a variety of other federal, state and local housing programs. My responsibilities include serving as transactional legal counsel and technical assistance provider to non-profit community development corporations by drafting and negotiating legal documents, structuring housing developments to meet requirements of housing programs, preparation of development budgets and operating pro formas, negotiating with lenders and investors, and general client representation.

As Chief Counsel of RHLS my responsibilities include supervision and oversight of work of legal, participation on Management Committee and a variety of administrative and managerial tasks as assigned by Executive Director.

As Executive Director of Commonwealth Housing Development

Corporation I am responsible for administration of that corporation, execution of special projects (e.g. Low Income Housing Tax Credit Bridge Loan Program) and oversight and maintenance of corporation's real estate holdings.

As Executive Director of Commonwealth Housing Legal Services I am responsible for administration of that corporation and directing the fee based work of CHLS in support of the missions of both RHLS and CHDC.

BAR MEMBERSHIP: Pennsylvania Supreme Court (October 1976) Eastern District of Pennsylvania (October 1976)

TRAINING SESSIONS: I have extensive experience in developing and conducting training for lawyers and non-lawyers on the Low Income Housing Tax Credit Program, housing cooperatives, the Community Development Block Grant Program and housing development.

ARTICLES: An Advocacy Guide to the Community Development Block Grant Program, 12 Clearinghouse Review 601 (Jan. 1979); Limited Equity Cooperatives, The New Rules for Pennsylvania Condominiums and Real Estate Cooperatives, PBI No. 1993 - 813; Sample Organizational and Financing Documents for Limited Equity Housing Cooperatives, RHLS publication.

AWARDS: Certificate of National Merit from the U.S. Department of Housing and Urban Development National Recognition Program for Community Development Partnerships; Striving Towards Excellence Award from Pennsylvania Legal Services.

ORGANIZATION
AFFILIATIONS:

President of the Board of Directors of Law Coordination Center (December 1981 to 1991), a statewide support center for Pennsylvania legal Services programs receiving LSC funds. Co-Founder of Pennsylvania Housing Alliance and member of the Board of Directors (1988 - 2013).
President Congregation Kol Ami (July 2000-June 2003). Member of the Board of Directors of Samuel Tabas GP, Inc., Member of the Board of Directors of Fair Housing Council of Suburban Philadelphia.

PERSONAL
INFORMATION:

I am married with two adult children.

JOHN M. WAGNER
4 Pleasant Valley Drive
Sewell, NJ 08080
856-302-5388

EDUCATION :

1975 Temple University, Philadelphia, PA
Bachelor of Business Administration

EXPERIENCE:

1995 – Present Catholic Human Services, Philadelphia, PA

2008 – Present *Director of Project Development, Catholic Health Care Services*

- Serve as a member of Catholic Health Care Service's senior management team, responsible for the implementation of the strategic plan to address the needs of senior citizens in the Philadelphia region
- Manage the major renovation and expansion of the St. Monica Manor into a state-of-the-art skilled nursing and rehabilitation facility.
- Direct the pre-development activities for an Adult Day Care Facility as part of Catholic Health Care Service's overall strategy for the provision of care for seniors in South Philadelphia
- Direct the development of a planning study of the adaptable re-use of Archdiocesan properties for senior housing development
- Oversee the finance, development, and community outreach around the conversion of a former parish school into a 63-unit senior housing development in Port Richmond

2002 – Present *Director, Office for Community Development*

- Responsible for all community development initiatives of the Archdiocese of Philadelphia and the development of a strategic plan for the office
- Responsible for the development of Visitation Homes, transitional housing for women and children, and the Cardinal Bevilacqua Community Center, which serves the Kensington community
- Directed the St. Hugh's project – a neighborhood preservation project, including the rehabilitation of 17 houses for homeownership – in partnership with a local Community Development Corporation

- Project leader for the development of Catholic Health Care Service's St. John Neumann Place, the conversion of a former Archdiocesan High School into 75 units of senior housing

1998 – 2008

Director, Housing and Homeless Services

- As a member of Director's Staff assisted in overall agency policy, program and resource development and mission implementation
- Oversaw eight residential programs which provide housing and services to hundreds of men, women and children who are homeless and have special needs: two day services programs assisting 300 persons a day with concrete and brief services
- Developed and monitored new initiatives in housing/homeless services that augment the continuum of care for homeless and special needs populations
- Worked in conjunction with the Chief Financial Officer in exercising fiduciary responsibility for organizations, programs and services, development and monitoring of operating budgets for existing and proposed programs
- Oversaw all major capital projects in Catholic Social Services, Housing and Homeless Services
- Served as a staff representative to the Housing and Homeless Services Committee of the Board and as needed to the Catholic Social Services Boards of Directors

1995 – 1998

Administrator, Housing and Homeless Services

- Increased government funding support for homeless services programs
- Developed two residences for homeless persons with HIV/AIDS
- Professionalized Division's services through certification by the Council on Accreditation and addition of 6 staff members with a Masters of Social Work
- Assumed oversight of St. Mary's Convent, housing for older women

1977 – 1995

City of Philadelphia, Philadelphia, PA

Served in various capacities

- Assisted and represented the Executive Director of the Philadelphia Office of Services to the Homeless and Adults with primary responsibility for Philadelphia's Homeless Program
- Responsible for the coordination and collaboration of city, state, and federal agencies in designing a local continuum of care for the homeless
- Facilitated the improvement of homeless services and policies

- Lead person for the City's Shelter Plus Care applications
- Administered and implemented a federal program with non-profit transitional housing programs
- Evaluated the quality, efficiency and effectiveness of state funded transitional housing programs; monitored program and contract compliance
- Monitored the City's Shelter System
- Provided protective intervention services to adults at risk of abuse and neglect

MAJOR ACHIEVEMENTS

- Developed and directed the City of Philadelphia's Shelter Plus care application to the U.S. Department of Housing and Urban Development. The City was awarded full funding for 1992 and 1993 for permanent housing for homeless persons with disabilities and in 1994 for permanent housing for persons with AIDS.
- Advisor for Philadelphia's Empowerment Zone Application.
- Enhanced Catholic Social Services' Housing and Homeless Services partnership with the City of Philadelphia.
- Secured neighborhood support and funding from the US Department of Housing and Urban Development, Federal Home Loan Bank, and the Philadelphia Redevelopment Authority for the development of Visitation Transitional Housing, Catholic Social Service's first Supportive Housing Program development.
- Developed Casa Carmen Aponte, 35 units senior housing through the U.S. Department of Housing and Urban Development Section 202 program and in collaboration with Norris Square Civic Association in North Philadelphia.
- Developed St. John Neumann Place, Catholic Health Care Service's first tax credit development.
- Development of nearly 200 units of housing for the homeless and elderly for the Secretariat of Catholic Human Services.



JOHN FOX HAYES, FAIA

PRINCIPAL IN CHARGE



Mr. Hayes is the original founder of Blackney Hayes Architects with over 30 years of experience as an architect. John's role in the firm covers all aspects of the company, including the day-to-day operations to long range planning. John has become a leader in the architectural community, serving on many professional boards. He has served as President of the Philadelphia AIA, and is a founder and former President of the Charter High School for Architecture and Design.

As a Principal-in-Charge of projects, Mr. Hayes' role is to set the creative direction for the project and develop a balanced and thoughtful solution that represents the core values of the client. His projects have received numerous awards over the years.

EDUCATION

University of Pennsylvania | Master of Architecture
University of the Arts | Bachelor of Science in Industrial Design

REGISTRATION

Pennsylvania, Delaware, Maryland, New York, New Jersey, Ohio, Virginia, NCARB

AFFILIATIONS

American Institute of Architects	Current
President, Philadelphia Chapter	1998
Board of Directors, Philadelphia Chapter	1995-01
Architecture & Design Charter High School of Philadelphia	
President	2000-02
Founder & Board of Directors	1999-12
Chairman, Finance Committee	1999-03
Chairman, Fundraising Committee	1999-03
Building Officials & Code Administrators	1988-08
Historic American Buildings Survey	
Advisory Board	1994-95

RESIDENTIAL EXPERIENCE

Mr. Hayes is Principal-in-Charge of residential projects at the firm, including affordable and market rate housing, new and modular construction, adaptive reuse of abandoned facilities and renovations required to revitalize deteriorating neighborhoods. Some of his projects include:

- Iroquious Apartments
- School House Lane Apartments
- Norris Apartments
- NewCourtland
- Nativity BVM Seniors Housing
- Paschall Village Revitalization
- St. John Neumann Place I & II
- The Viridian
- Greater Grays Ferry Estates
- Schuylkill Falls
- Federal Street Homes
- Chatham Court
- Chinatown North
- Lehigh Park
- Orianna Homes
- Rowan House
- Sarah Allen Townhomes
- West Poplar Homes
- St. Anthony's
- Lucien E. Blackwell Homes
- Medford Village
- Germantown House



DIAMOND AND ASSOCIATES

Roy Steven Diamond

Mr. Diamond has 30 years of experience as a developer of and consultant in support of the development of residential and commercial projects, with a focus upon the conception, financing, construction, implementation, management, and policy of affordable housing. Mr. Diamond has served as legal counsel and advisor to for-profit developers, community based non-profits, local governments and their delegate agencies, and financing sources including private foundations, and he has worked as the principal and manager of a large for-profit development company.

Mr. Diamond has advised, planned or built suburban as well as urban housing developments, including permanent housing for homeless families, historic renovations for market occupancy, modular construction of homes for first time home buyers, and projects for residents with physical and developmental disabilities. Within these various capacities of advisor, manager and developer, Mr. Diamond has been responsible for the creation, financing and implementation of over \$900 million dollars in market and subsidized residential and commercial development work.

Mr. Diamond served as a Staff Attorney for Regional Housing Legal Services, Glenside, Pennsylvania, from March 1979 through March 1984. During this time, he provided legal and development advisory services to community based non-profit organizations with a focus in North Philadelphia and Montgomery County. In March 1984, Mr. Diamond joined Rouse & Associates as the President of its Rouse Urban Housing affiliate.

In May 1990, Mr. Diamond founded Diamond & Associates, a real estate advisory firm specializing in affordable housing. Diamond & Associates has been responsible for the financing and development of over \$ billion in community revitalization and affordable housing development efforts. In 2006, Mr. Diamond joined with two additional partners to form Multifamily Management of Philadelphia, which provides property management services in the affordable housing industry for currently 1,400 apartments throughout Pennsylvania.

Mr. Diamond was born in Ardmore, Pennsylvania. He was graduated with a B.A. in Philosophy from Dickinson College, Carlisle, Pennsylvania, with honors including Summa Cum Laude, a Dana Scholarship, and Phi Beta Kappa. He was graduated from the University of Pennsylvania School of Law with a Juris Doctor, and from the University of Pennsylvania Graduate School of Fine Arts with a Masters in City Planning in the 1979.

Mr. Diamond serves on the Boards of Directors of Regional Housing Legal Services, Autism Living and Working, Inc., and The Inglis Foundation.

Mr. Diamond and his family live in Philadelphia.

Real Estate Development Advisors in Affordable Housing, Community Revitalization

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