# 25 Years of Helping Communities Grow and Thrive



Community Preservation and Development Corporation  $25^{\text{TH}}$  Anniversary Fundraising Gala

November 13, 2014 | Knight Conference Center at the Newseum | 555 Pennsylvania Avenue, NW, Washington, DC 20001





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Dear Friends,

On behalf of our Board of Directors, our gala committee, and the entire staff at CPDC, I would like to thank you for joining us as we commemorate "25 Years of Helping Communities Grow and Thrive."

This gala is a true celebration of our past, present, and future. It is an opportunity to honor those who helped establish the organization in 1989. It is a chance to acknowledge those who built and now operate (and continue to grow) our real estate portfolio which consists of over 25 communities and more than 4,500 units. It is a time to recognize those who developed, implemented, and currently deliver rich programs and services in support of our 9,000+ residents. It is also a time to take a glimpse into our future and deliver a charge to those who will help us impact whole neighborhoods through our role as a community developer.



In the spirit of celebration, we would like to acknowledge each of you for making this a memorable event for years to come. We extend a special thanks to all of our gala sponsors. Your contributions are invaluable to the organization and will be used to expand our new community building model across each of our properties.

We are proud of the accomplishments of the organization over the past 25 years and recognize that we could not have delivered on our mission without the support of our donors, investors, contractors, government allies, residents, partner providers, staff and board, and industry peers. We look forward to your continued partnership in helping CPDC and communities together, *grow and thrive*.

J. Michael Pitchford President and CEO



#### COMMUNITY PRESERVATION AND DEVELOPMENT CORPORATION

## Our Leadership

#### Leadership Team

J. Michael Pitchford, President & CEO Luann Tia Blount, Director, Marketing & Communications Lorraine Gordon, Vice President, People & Culture Christopher LoPiano, Senior Vice President, Real Estate Pamela M. Lyons, Senior Vice President, Resident Services Harry W. Thompson, Chief Financial Officer

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Phyllis Caldwell, Vice Chair
John D. Reilly, Vice Chair, in memoriam
Linda G. Davenport
John Dillon
Eugene F. Ford, Chairman Emeritus – Founder
Barbara Goldberg Goldman
Lecester Johnson
Fernando Lemos
Brian McLaughlin
Shekar Narasimhan
Lee Reno
Shelley Rubin

#### **CPDC Staff**

Executive Office
J. Michael Pitchford
Sharea Colmes

Real Estate Development & Asset Management

Stacie Birenbach Maura Brophy Shelynda Burney Brown Christopher Everett Denise Haffenden Sonya Hochevar Jessica Jones Christopher LoPiano Riane McWain

Suzanne Welch

Suzanne Williamson

**Resident Services** 

TeAnna Abraham Russell Yerodin Avent

Ryan Barton Tiffani Berry Cora Clark

Tawanda Clemons Khyati Desai-Seltzer

Daynna Dixon
Joanna Giddens
Amanda House
Robert Johns
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Pamela Lyons
Ihkeem Ma'at
Jeffery McCauley
William McIntyre
Lynette Melvin-Barmer

Karrima Muhammad Karon Phillips

Katrina Polk Seble Seyoum Catherine Sirko Operations\*

Marilyn Aklin
Nicole Antonelli
Lillian Barwick
Luann Tia Blount
Liston Dickerson
Jennifer Fauss
Shatice Gaines
Lorraine Gordon
Jerry Lane
Leo Mira
Neil Teehan
Harry Thompson
Alex Wonasue
Ben Zuckerman

\*Operations consists of the teams
that provide support for the entire
organization: Finance and Accounting,
Human Resources, Information
Technology, Marketing and
Communications, Volunteer
Engagement, and Resource
Development









# Community Preservation and Development Corporation Our Founding

# MID-CITY FINANCIAL CORPORATION



## TOGETHER,

Mid-City Financial Corporation
and Edgewood Management Corporation
are proud to recognize and celebrate CPDC
on their 25th anniversary. CPDC's tireless
dedication to developing high-quality
housing is what makes them a fantastic
partner and leader in every
community they touch!

Edgewood and Mid-City would also like to acknowledge and thank Mr. Eugene F. Ford Sr. It is his vision, goals and dreams that have shaped our companies. Mr. Ford, your high standards for excellence continue to guide us in every aspect of our business!



#### A Tribute To Eugene F. Ford

#### Our Beginning: The Founding of CPDC

Real estate developer, property owner, financier, community servant, and champion are all words used to describe Eugene F. Ford, the visionary and founder of Community Preservation and Development Corporation (CPDC). Ford has a long, rich history of commitment to housing after successfully launching and operating multiple business ventures that have helped transform the industry.

In 1965, Ford founded Mid-City Financial Corporation, a development company that acquired, rehabilitated, and currently manages over 100 market-rate and affordable housing communities in 12 states.



In 1973, Ford founded Edgewood Management Corporation (EMC) to provide quality property management services for properties he developed under Mid-City. Building on the solid reputation and success of managing those properties, EMC began offering their services to outside owners in the late 1980s.

It was also in the late '80s that Ford had an epiphany. He witnessed a stark contrast in how quickly property conditions were deteriorating in low-income vs. market-rate communities. Ford realized that his approach to affordable housing had to be different.

In 1989, Ford founded CPDC, a not-for-profit real estate development corporation dedicated to providing safe, high-quality, affordable housing to low- and moderate-income individuals and families in the Mid-Atlantic region. He immediately set CPDC apart from other developers in the region by adopting a model that included comprehensive services for residents living in CPDC communities.

That same year, Ford appointed Leslie Steen as CPDC's first President. Steen helped Ford form a team to build the real estate pipeline as well as CPDC's community development programs.









# COMMUNITY PRESERVATION AND DEVELOPMENT CORPORATION

## Our Founding



## DEAR DAD,

Thank you for all the opportunities and experiences, in life and work, which you have either shared or guided me through. Your attention, patience, and wisdom have often helped me find my way.

I also want to thank you for embedding in me a desire to give back and help others. I have seen you do this in so many ways, including the grand way that is your founding of CPDC. It is indeed a shining success.

Your ambition and genius toward 'doing the right thing' for so many people is a treasure

I will always keep close.

Thank you, Gene





### THANK YOU GENE,

for your belief in communities and your vision and contribution to them. Congratulations CPDC for bringing his vision to life.

Thank you CPDC Board and the entire staff for your commitment to community as well as development. May the next 25 years bring much more of both and may you continue to grow and thrive as you contribute.

Helen Dunlap





# Community Preservation and Development Corporation Honoring Our Past

CPDC's Formative Years (1989 - 2004)

## Our Portfolio: Building the Real Estate Development Pipeline



After CPDC was founded, the organization acquired 18 properties between 1989 and 2004. Among our earliest properties were Central Gardens II, Admiral Oaks, Arbor View, Essex House, and Edgewood Terrace. Spearheading development efforts during this period were Lessie Powell Evans, Kimmel Cameron, and Debbie Linn.

#### Central Gardens II

Central Gardens II, located in Capital Heights, MD, is a 106-unit garden apartment complex with one-, two-, and three-bedroom units. Prior to its redevelopment, the property was a deteriorated, drug-infested slum with substantially deferred maintenance. The property was purchased in 1990 and redeveloped in a joint venture between CPDC (managing general partner) and Mid-City.

#### Admiral Oaks

Acquired in 1991, Admiral Oaks holds an important place in CPDC's history as the first affordable housing community the organization preserved and committed as 100% affordable for 99 years following redevelopment. The 159-unit community in Annapolis, MD is composed of two-bedroom townhouses and flats, as well as two-, three-, and four-bedroom garden apartments. CPDC completed a substantial renovation that successfully transformed a property that was once considered "housing of last resort" into a thriving community today.

#### **Arbor View**

Formerly Southern Ridge Apartments, Arbor View is a garden apartment community consisting of 156 efficiency, one-, two-, and three-bedroom units. Located in Southeast, Washington, D.C., the property was originally developed by the Greater Southeast Hospital Foundation (now United Medical Center), but fell into disrepair. The Foundation brought in CPDC in 1993 to purchase and redevelop the property after a previous redevelopment effort with another firm failed.

#### **Essex House**

Situated in Takoma Park, MD, Essex House is a 135-unit high-rise apartment building consisting of one-, two-, and three-bedroom units. Residents of the community represent a wide variety of ethnic backgrounds. During acquisition in 1994, CPDC met regularly with residents and engaged them in the construction process; a new approach to development that would be replicated for all future CPDC projects thereafter.

#### **Edgewood Terrace**

Edgewood Terrace was acquired between 1995 and 2001. Located in Northeast Washington, the campus consists of: Edgewood Terrace I: The Vantage and The Parke; Edgewood Terrace II: The Gardens; Edgewood Terrace III: The View; and Edgewood Terrace IV: The View.



Property features include a combination of high-rise, mid-rise, and garden apartment buildings containing a total of 792 efficiencies, as well as one-, two-, three-, and four-bedroom units. Serving as our first mixed-use development, Edgewood Terrace offered 40,000 sq. ft. of common space that CPDC used for community development programs, a decision that would later prove beneficial for both residents and the organization. The entire Edgewood Terrace campus will undergo a major revitalization over the next five years.

Other properties acquired between 1989 and 2004 included:

Property	Year Acquired
Stony Brook	1996
West Wood Oaks	1996
Windsor Valley I	1997
Windsor Valley II	1997
Edgewood Terrace II: The Gardens	1999
Wardman Court	1999
Park Montgomery	2000
Edgewood Terrace III: The View	2001
Edgewood Terrace IV: The Vista	2001
Windsor Valley III (Sold 2014)	2001
1330 7th Street	2004
Island Walk	2004
Oxford Manor	2004



## Our Flagship: Transforming the Edgewood Terrace Community

In the early 1990s, at the height of the crack cocaine epidemic, Edgewood Terrace served as one of the largest drug markets in the District. The neighborhood was known by many as "Little Beirut" because of its economic and physical deterioration and crime. When CPDC acquired the first property on the campus in 1995, the team immediately identified several crucial factors that had to be addressed in order to create positive change in that community. Those factors included: partnerships with key community leaders; a complete redevelopment of the property; and the provision of onsite programs and services for residents. These efforts collectively helped CPDC transform Edgewood Terrace into our flagship community.

One of the most notable changes at Edgewood Terrace was the introduction of our community development programs. CPDC's programs were designed to equip residents with the resources they needed to become stable and self-sufficient. Al Browne, CPDC's then Vice President and Director of Community Development Programs, joined the team in 1996 and worked to strengthen the programs department and attract major program donors. In 1998, Microsoft Corporation made a substantial investment in CPDC that helped the organization tackle the "digital divide" – the gap that exists between those who have ready access to computers and the internet, and those who do not.



# Community Preservation and Development Corporation Honoring Our Past

CPDC leveraged Microsoft's investment and created an "electronic village" at Edgewood Terrace. This innovative move caused the organization to be lauded as the first wired affordable housing community in D.C. to offer residents free internet access in their homes.



## Our Competitive Advantage: Providing Technology Solutions at Edgewood Terrace

Providing residents with access to technology quickly became CPDC's competitive advantage over other developers engaged in affordable housing in the region. In fact, technology was the cornerstone of CPDC's community development programs and hence a key vehicle through which CPDC effectively delivered education, youth development, and senior programs.

Shortly after wiring all of the units on the property, CPDC built The Gateway @ Edgewood Terrace, a state-of-the-art computer-learning center comprised of four network labs with over 60 workstations equipped with Microsoft Office software, personal productivity applications, educational resources, reference materials, and more. With funding from Bell Atlantic (now Verizon) in 1998, CPDC filled the center with adult residents and provided them with training on software applications, technology support, and the like.

CPDC also created a Youth Development Gateway Learning Center, a ripe platform for former programs staffer Ken White to take a "kid-friendly" approach to teaching youth technological skills such as gaming, website development, video editing, etc. The fun, interactive tools and resources offered through the center augmented CPDC's more traditional youth development programs (i.e., homework assistance, mentoring, etc.), and gave youth something to look forward to after a long day at school.

Armed with the latest technology and software training programs, CPDC increasingly became a resource to members of the Edgewood community who wanted to attend college or acquire job skills and apply them in real world settings. Lecester Johnson, a programs staffer with a background in education and workforce development, was largely instrumental in developing CPDC's Careers and Skills Enhancement (CSE) program. Johnson also established partnerships with local universities and went through the process of obtaining accreditation for CSE classes. By 2003, CPDC's high-tech approach to educating individuals was so effective that the average income of 125 adult residents who completed the CSE program almost tripled from \$9,400 at enrollment to \$26,800 after graduation.

Having addressed the needs of most of the residents on the property, CPDC capitalized on an opportunity to survey older adults during the early planning stages for the redevelopment of Edgewood Terrace III: The View, a building on the campus strictly devoted to seniors. In response to the needs and interests expressed in the senior assessment, CPDC negotiated agreements and secured resources to set up an onsite health clinic equipped with state-of-the-art monitoring technology to allow off-site medical professionals to evaluate the health of seniors directly from the facility. CPDC also provided a range of Senior Life Enhancement (SLE) programs designed to address the challenges associated with aging in place.





## Our Early Supporters: Collaborating for Success

CPDC's experience at Edgewood Terrace – and at many of our previously revitalized communities – underscored the value the organization placed on partnership. The backbone of CPDC's community development programs was the establishment of strategic collaborations with government agencies, corporations, universities, and other nonprofits that believed in and fully supported our mission and vision for communities.

Early supporters of CPDC's youth development programs were the Berklee College of Music, D.C. Department of Parks and Recreation, Freddie Mac, Microsoft, SunTrust Bank, and the Capital Area Food Bank. Leading the charge in CSE programs were George Washington University, Northern Virginia Community College, Verizon, Washington Gas, Microsoft, and the D.C. Department of Employment Services.

CPDC hosted SLE programs and provided other services to senior residents in partnership with Setting Priorities for Retirement Years Foundation, D.C. Department of Parks and Recreation, Bennett Beauty School, Catholic University, Berklee College of Music, and George Washington University.

While many of CPDC's programs and services focused on education, youth development, and quality senior living; the overall goal was to empower residents to take a more active role in their community through civic engagement and community leadership. CPDC's community empowerment opportunities – led then by Jessica Venegas – were made possible through support from groups such as Microsoft, Citibank, SunTrust, GPO Federal Credit Union, Bank of America, Enterprise Foundation, and the Harrison Lawt Institute at Georgetown University Law Center.

# Helping Senior Residents #growandthrive

Since 2003, CPDC has been providing programs, activities, and services aimed at maintaining and enhancing the quality of life for independent older adults. Today, CPDC owns and operates three properties within our portfolio that are devoted to seniors: Edgewood Terrace III: The View;

The Overlook at Oxon Run; and The Residences at Wiley H. Bates Heritage Park.



# Community Preservation and Development Corporation Honoring Our Past

CPDC's TURNING POINT (2005 - 2010)



#### Our New Leadership: Re-crafting the Future

Collaborations with various organizations provided critical human and financial resources to support CPDC's community development programs. However, since inception, CPDC staff – with ad-hoc support from volunteers – delivered the bulk of services directly to residents. That model yielded many positive outcomes such as graduating hundreds of adult residents from our CSE programs; supporting residents in obtaining employment and/or pursuing entrepreneurial opportunities; and improving school performance for many youth throughout the District. Though the model was considered successful, program sustainability was often jeopardized because funding for site-specific programs came from a combination of property operations and fundraising dollars. If there were scarce resources at the property level and/or insufficient grant contributions, programs had to be eliminated. Limited resources also meant that whole communities were not being served.

In 2005, CPDC appointed J. Michael Pitchford as the new President and CEO. Pitchford immediately began tackling fiscal planning for the organization through a process coined "re-crafting." In 2008, Pitchford – along with the newly appointed (and current) Chief Financial Officer Harry Thompson – began rolling out financial forecasting, redistributing resources (as appropriate), and securing new sources of funding. These steps helped CPDC strengthen our financial position and better align community development programs with the organization's financial realities.

Pamela Lyons, CPDC's former Director of Human Resources, took on the role of Vice President of Community Development Programs and helped CPDC transition to a more focused and intentional third-party provider model. This decision helped CPDC broaden the scope of our programs and address gaps in personnel and funding. Lyons also led efforts in 2006 to formalize our approach to volunteerism by creating a volunteer engagement department headed then by Marcia Rose-Fuoss.



## Our New Niche: Transforming Abandoned Buildings into High-Quality Affordable Housing

As CPDC's community development programs were undergoing changes in the delivery model and integration of volunteers, the real estate portfolio was being broadened to include new types of development such as adaptive reuse and historic preservation.



In 2005, CPDC was selected to convert an abandoned school building in Annapolis, MD into high-quality affordable housing for seniors.

Wiley H. Bates High School was the first freestanding secondary school for all African American children in Annapolis, MD. The school's namesake, Wiley H. Bates, was born into slavery, freed through emancipation, and later became one of Annapolis' wealthiest citizens. After desegregation, the school was converted to a middle school but later abandoned in 1981. Listed on the National Register of Historic Places in 1994, this hulking structure, with no clear future, sat vacant for more than 20 years.

Beginning in 1995, the county-designated project manager, Arundel Community Development Services, Inc. (ACDS), developed a future plan for the school – one that would remain a memorial to the community's heritage, while providing affordable senior housing and multipurpose facilities for youth and seniors.

ACDS selected CPDC and Northern Real Estate Urban Ventures, LLC to develop the former classroom wings of the school into The Residences at Wiley H. Bates Heritage Park. Leading development efforts on behalf of CPDC was Paul Browne. The team successfully developed 71 units of senior housing as well as amenities such as community meeting rooms, a computer-learning center, a health care and support center, and a hair salon. The property also houses the current Wiley H. Bates Legacy Center, an exhibit space devoted to the history of the school and its community.

ACDS managed the development of the remaining space on the property into the Boys and Girls Club of Annapolis and the Annapolis Senior Center, a county-operated senior activity facility which offers educational, cultural, and recreational opportunities.



## Our Portfolio: Strengthening the Real Estate Development Pipeline

After completing The Residences at Wiley H. Bates Heritage Park, CPDC strengthened the pipeline with four additional properties between 2006 and 2010: Howard Hill, Mayfair Mansions, The Overlook at Oxon Run, and Wheeler Terrace. Leading development efforts during that period were Gerry Joseph, Paul Browne, Mark James, Katie Groen, Shelynda Burney, and Andrew Martin.

#### Howard Hill

Howard Hill is a 43-unit, four-building, garden apartment community located in Southeast Washington. Originally built in the early 1960s as market-rate housing, by the mid-'90s Howard Hill was badly in need of renovation and had more than 50% vacancy. Jubilee Enterprise of Greater Washington with CPDC acquired Howard Hill in February 2006 as part of an acquisition agreement.



## COMMUNITY PRESERVATION AND DEVELOPMENT CORPORATION

## Honoring Our Past

#### **Mayfair Mansions**

Mayfair Mansions boasts an important role in the history of the District's African American community. Originally completed in 1946, this Northeast community is one of the city's earliest garden apartment complexes and one of the first conceived of and designed for working- and middle-class African American residents. The property has since been placed on the District of Columbia Register of Historic Sites and the National Register of Historic Places. Acquired in 2006, CPDC's substantial rehabilitation of the property in 2009 included a host of significant improvements while preserving the architecture and other historic features.

#### The Overlook at Oxon Run

CPDC acquired The Overlook at Oxon Run (previously Parkside Terrace) in 2006. The complete rehabilitation of the property in 2010 served as a catalyst to the redevelopment of the Washington Highlands neighborhood of Southeast Washington. The Overlook provides 316 one-and two-bedroom units, 181 of which are located on the first seven floors and house strictly low-income seniors. The remaining 135 units, on the top five floors, serve small families. The Overlook is CPDC's first custom-designed, intergenerational community.



#### Our Standards: Going Green

Desiring to stay ahead of the curve in terms of construction innovation, CPDC took a leap into uncharted territory by developing Wheeler Terrace into a "green" community.

Wheeler Terrace — once one of 14 crime "hotspots" in D.C. — is a 116-unit property originally built as veterans' housing in 1947. Since that time, the property, and the condition of the neighborhood, had declined dramatically. In 2006, the Wheeler Tenant Association (WTA) exercised its right to purchase the property under the District's Tenant Opportunity to Purchase Act to ensure that it was renovated and preserved as affordable. The WTA elected to transfer its ownership and development rights to CPDC in 2007.

As part of the redevelopment process led by Mark James, CPDC added several green features to the property that would reduce energy cost and provide other unique opportunities for residents. Among those features were a geothermal heat pump; energy efficient white roofs; bio retention areas and underground sand filters to improve storm water management; new clean air systems for improved air quality; and extensive interior renovations which included upgraded bathrooms and kitchens with new ENERGY STAR appliances. Other key components to the redevelopment were the creation of much-needed family units, a new community and classroom space, and a community garden.

By 2009, CPDC had successfully converted Wheeler Terrace into the first Leadership in Energy & Environmental Design Gold-certified affordable housing community in the District. Since then, CPDC has incorporated green features into each property rehabilitation, a shift that took place ahead of legislation that stipulated green standards for newly constructed or revitalized communities



Properties acquired between 2005 and 2010 included:

Property	Year Acquired
The Residences at Wiley H. Bates	2005
Mayfair Mansions	2006
The Overlook at Oxon Run	2006
Howard Hill	2006
Wheeler Terrace	2007



Our Investors: Providing Low- and No-Cost Resources to Increase Affordable Housing Development

Funding deals such as Wheeler Terrace often required the careful structuring of multiple layers of financing. While CPDC received substantial support for the debt and equity components of each deal; grant contributions, program-related investments (PRI), and other low- and no-cost resources from foundations, government agencies, and corporations were critical in advancing our real estate interests.

As a first of its kind, Wheeler Terrace attracted both substantial local media coverage and sizable restricted grants to support its revitalization. Development costs for the property totaled approximately \$33 million and came from a variety of sources including major grants from the Home Depot Foundation, Enterprise Community Partners, and the U.S. Department of Housing and Urban Development (HUD) via the Healthy Homes Program.

In 2007, CPDC received a significant PRI from the MacArthur Foundation that will serve the organization for the next ten years. Their investment in CPDC was part of the Window of Opportunity: Preserving Affordable Rental Housing Initiative, a \$150 million investment pool intended to preserve and improve affordable rental homes across the U.S. CPDC received other low-cost financing from groups such as the Local Initiatives Support Corporation and Enterprise.

CPDC also received multi-year, unrestricted grants from Fannie Mae to support affordable housing preservation and development.



# Community Preservation and Development Corporation CELEBRATING OUR PRESENT

CPDC AND COMMUNITIES TOGETHER.
GROWING AND THRIVING.
(2011 — PRESENT)



Our Strategic Plan (2011 – 2013): Expanding Geography, Partnerships, and Resource Mobilization Efforts

In early 2011, CPDC's Board of Directors adopted a new strategic plan covering the period between 2011 and 2013. The plan reaffirmed CPDC's mission and urban focus, while outlining strategic initiatives in four key areas: geographic market expansion; partnerships with public housing authorities; mergers, acquisitions, and alliances; and fundraising capacity.

Christopher LoPiano, CPDC's current Senior Vice President of Real Estate, was hired in 2011 shortly after the plan's adoption. LoPiano led the organization's expansion into new markets and built partnerships that helped increase the development pipeline. LoPiano also added several lead developers which currently include: Shelynda Burney Brown, Suzanne Welch, Stacie Birenbach, and Christopher Everett. In 2012, CPDC brought on Luann Tia Blount, Director of Marketing and Communications, to boost the organization's fundraising capacity by strengthening the CPDC brand and raising awareness of our portfolio and programs among key stakeholders.

By the end of 2013, CPDC made several key advances on the four strategic plan initiatives including:

- 1. Geographic Market Expansion: CPDC acquired and began renovations on Woodmere Trace Apartments, a 300-unit workforce housing community in Norfolk, VA. The acquisition and renovation of Woodmere Trace was financed through the Housing Partnership Equity Trust, of which CPDC is one of 12 not-for-profit founding members. CPDC also purchased Brookland Park Plaza Apartments in Richmond, VA which will be converted into 77 affordable senior apartments.
- 2. Partnerships with Public Housing Authorities (PHAs): CPDC competed, and won, in a Request for Proposal process to work with PHAs in Richmond, VA and Baltimore, MD. Hollins House is a 130-unit senior and persons with disabilities housing project in West Baltimore and Fay Towers is a 200-unit project in Richmond. Both projects will be developed under HUD's Rental Assistance Demonstration, a mixed financing tool for PHAs to leverage substantial public and private funding to address critical capital needs and improve the condition of the properties.
- 3. Mergers, Acquisitions, and Alliances: CPDC created a winning alliance with two for-profit developers (Republic Land Development, LLC and Renaissance Centro, LLC), the result of which is our first new construction project in Reston, VA. CPDC, acting as the affordable housing developer in the partnership, will construct 185 new apartments as part of the larger 900-unit redevelopment of Lake Anne Village. This mixed-use development will pair income-accessible housing with new retail space as well as market-rate townhomes, condominiums, and rental apartments.



**4. Fundraising Capacity:** CPDC worked to evolve our fundraising model from one solely focused on charitable contributions for the organization to one that also supports joint fundraising efforts with CPDC partner providers. In 2013, with support from Director of Development Marilyn Aklin, CPDC helped secure \$95,000 for four partner organizations.

Properties acquired between 2011 and 2013 included:

Property	Year Acquired
The Larkspur	2011
Cedar Heights	2012
Meadowbrook Run	2012
Woodmere Trace	2013
Brookland Park Plaza	2013



Our New Community Building Model: Impacting Communities across Five Areas of Focus

CPDC's adoption of a new strategy that supported partner fundraising was both a response to the competitive

fundraising environment, as well as an organizational decision to demonstrate even greater efficiency in the use of donor resources. In alignment with the 2011 - 2013 strategic plan, CPDC sought opportunities to narrow the focus of our community development programs as a way to streamline resources, and implement only those programs that would meet desired goals and outcomes across our communities.

In lieu of this next program evolution, CPDC rebranded the department "resident services." From 2011 – 2013, Lyons and her team developed and are currently implementing a novel community building model that is already creating positive impact in several communities. The model is built upon five impact areas and currently serves as the basis for all resident services programming.

#### Community Building Model

- **1. Economic Development:** providing access to job placement and training, financial literacy workshops, transportation, and technology access.
- **2. Education:** focusing on early school readiness, youth development, parent engagement, and adult literacy.
- **3. Environment:** promoting energy efficiency, recycling, and water conservation.
- **4. Health and Wellness:** encouraging health education and awareness, providing nutrition and fitness classes, supporting access to social and human services.
- **5. Resident Engagement:** supporting civic involvement, volunteerism, neighborhood leadership, community participation, and cultural exchange.



# Community Preservation and Development Corporation CELEBRATING OUR PRESENT



## IMPACT AREA #1: Fostering Economic Development Opportunities for Residents

Nestled in the heart of Silver Spring, MD is a close-knit community of primarily immigrant families. Residents at Park Montgomery have embraced economic development as one of the key contributions to the growth of their families and communities. Through a grant provided by Capital One, CPDC has partnered with IMPACT Silver Spring to create the first Family Asset Building Network (FABNet) Circle prototype in the Washington, D.C. metro region.

The FABNet Circle was created to increase residents' access to opportunities for economic empowerment and self-sufficiency. IMPACT Silver Spring's unique approach helps small groups, typically consisting of 8-10 individuals in a given program cycle, create and grow social and economic capital and momentum. As members of the Circle become more marketable and employable, they begin generating income and their families become more economically stable.

Through the FABNet Circle, residents are establishing and contributing to savings accounts, learning English to improve their chances of finding better jobs, attending college, and establishing their own small businesses.

They are taking an active role in decision making that affects their quality of life in their community.

Tesfaye, an Ethiopian national and 10-year resident of the Park Montgomery community, has been participating in the FABNet Circle since its inception. Having completed various financial literacy workshops, resume and job-skills trainings, and with support from other members of the Circle, Tesfaye gained the confidence and capital to launch his own T-shirt business called "Quote Life." The business serves as a productive and engaging endeavor that provides Tesfaye and his Circle with firsthand insight into the lifelong rewarding values of initiative and hard work.

By promoting economic development, CPDC connects residents with resources, opportunities, and partnerships that help them *grow and thrive*.



## IMPACT AREA #2: Encouraging Positive Educational Outcomes for School-Aged Children

Michael was a loud, disruptive 5th grader who was always getting into trouble and picking fights with the other kids in his neighborhood. Michael lives in an area of Southeast, Washington, D.C., where there are high rates of crime and drug activity and where negative behavior is sometimes glorified by some who live in and hang around his community. In some regards, Michael could be described as a product of his environment. Far too often, children like Michael – if not given the proper guidance,



attention, and resources – grow up perpetuating many of the bad habits and behaviors they see around them. CPDC helped Michael by providing him and his family with access to the resources they needed to encourage positive educational and other outcomes in his life.

Through initiatives like the Backpack Buddies Mentoring Program, CPDC is bringing age-appropriate resources directly to our communities. Backpack Buddies is a summer mentoring program offered at CPDC's Cedar Heights community, among other sites. The program is administered through The Backpack Project, Inc., a local nonprofit devoted to addressing the educational supply needs of children by providing new backpacks, school supplies, school uniforms, reading books, writing journals, and mentoring programs for children in Washington, D.C.

In Michael's case, programs like these make all the difference. Throughout the program, Michael and the other children in his cohort, learned about etiquette; took part in interactive discussions on anti-bullying; participated in field trips; and had exposure to other activities and lessons that challenged them intellectually, physically, and emotionally.

By the end of the program, Michael was described as inquisitive, yet well-behaved. In fact, he was using his leadership and persuasive skills to positively influence other kids in the program. Michael walked away from the experience with school supplies, a uniform, and a "toolbox" of resources he needed to support his academic and personal success.

CPDC continues to support Michael and other youth in our communities through ongoing initiatives that encourage them to *grow and thrive*.





## IMPACT AREA #3: Promoting Healthy and Sustainable Communities

There are a number of initiatives underway across CPDC properties that promote healthy and sustainable communities. One effort that has been universally applied since 2007 is the inclusion of green features such as those present at Stony Brook Apartments in Alexandria, VA.

Stony Brook boasts several energy conservation measures including high-efficiency heating and cooling, energy-efficient lighting, ENERGY STAR appliances, solar hot water systems, and bio retention areas designed to catch storm water runoff for use in watering plants and grassy areas.

Just as important, the CPDC resident services team at Stony Brook ensures resident contribution to the ongoing success of these measures by:

- Educating residents about the benefits of energy conservation
- Creating incentives for residents to conserve energy
- Informing residents of their family's energy usage and footprint



# Community Preservation and Development Corporation CELEBRATING OUR PRESENT

Youth such as Bilal and his brother Helal are also engaged in Stony Brook's environment-related programming. As a result of Stony Brook youth's interest and resource-fulness, they created their own "Green Clean Spray," an environmentally friendly, non-caustic, and completely safe all-purpose cleaner comprised of simple ingredients found in the home (e.g., water, white vinegar, lemon dish soap, and baking soda). The youth of Stony Brook regularly distribute bottles of the spray to residents throughout the community, thereby spreading to neighbors their enthusiasm for improving the sustainability of their shared living environment.

CPDC understands the importance of energy conservation both from an asset management and an environmental perspective. CPDC's efforts devoted to this impact area are reducing monthly expense burden to residents and helping them see that even small efforts to support a healthier environment help communities *grow and thrive*.



IMPACT AREA #4: Bringing Healthy Food Options to Seniors at Wiley Bates

For many low-income seniors, getting access to and purchasing groceries can be difficult. CPDC addresses the issue of food shortage with seniors at The Residences at Wiley H. Bates Heritage Park through ongoing health and wellness initiatives such as the Bates Produce Program.

Through CPDC's partnership with local food banks, seniors at Bates benefit from fresh produce delivered directly to the property either weekly or bi-weekly between the periods of April and November. While the Bates Produce Program is extremely valuable to residents, many are left without access to produce during the winter months. To fill this gap, CPDC created the "Great Grocery Give."

Since 2012, CPDC has participated in The Great Give of Anne Arundel County, a 24-hour online fundraising event created to bring together the community in support of local nonprofit charities. In 2013 alone, CPDC raised enough resources to purchase over 3,000 pounds of fresh produce delivered directly to Bates residents for the entire winter.

The Bates Produce Program not only serves as a vehicle for providing fresh food to seniors but, it also helps CPDC address issues of isolation by encouraging fellowship among residents like Emily. Through the program, Emily and her neighbors have rallied together to count, separate, and distribute produce evenly amongst those that have signed up to receive food items.

By supporting ongoing health and wellness initiatives that meet a critical need and encourage increased resident engagement, CPDC helps residents *grow and thrive*.





## IMPACT AREA #5: Engaging Residents at Wardman Court

Resident engagement is one of the top priorities for community building at CPDC. As such, our resident services staff serve as facilitators for building bridges between residents and the broader community. They also establish a self-sustaining model that ensures residents stay connected beyond CPDC's involvement.

The resident engagement efforts at Wardman Court Apartments in Northwest Washington, D.C. demonstrate CPDC's expertise in developing vibrant communities through partnerships between those that live in and around our communities. CPDC engages residents to assess their needs, challenges, and interests. CPDC then involves residents in the process to select the appropriate partner to provide ideal programs and services that inspire growth.

At Wardman Court, resident services staff host open houses as the initial introduction of a potential provider to the resident population. The open house serves to gauge resident interest prior to establishing a formal partnership agreement. In addition to encouraging residents to participate in partnership and program selections, CPDC also engages residents in regular social activities.

Vella is a Wardman Court resident that participates in the bi-weekly "Breakfast Bonanza," a CPDC staff and resident lobby outreach initiative which involves distributing fresh fruit and orange juice along with flyers inviting residents to upcoming social events or programs. Vella has experienced firsthand the value of being engaged in CPDC-sponsored, resident-led, and community-related events.

CPDC considers residents to be key stakeholders in both the community revitalization and resident services programming processes. Engaging residents throughout these developments ensures full buy in and support. By involving residents in key processes through creative and innovative methods, CPDC fosters a culture of determination within our communities to continue to *grow and thrive*.





## Our Volunteer Engagement: Strengthening Communities through Service

CPDC believes that while communities may begin as places for people to live; they have the ability to become vibrant neighborhoods when individual residents and members of the broader community are engaged as stakeholders. Volunteerism has been vital to our engagement strategy since the formalization of the volunteer engagement program in 2006. That process allowed CPDC to identify and channel a diverse set of talents and skills into meaningful service opportunities across our communities.

Today, CPDC's Director of Volunteer Engagement, Jennifer Fauss engages over 150 volunteers annually to support initiatives across each of our five impact areas. In 2013 alone, volunteers served more than 13,330 hours, representing a contribution of nearly \$440,000 in donated time and talent back to CPDC communities. To date, CPDC has leveraged over 100,000 hours in volunteer time (valued at more than \$2,200,000).

By being intentional about selecting and training volunteers; pairing their skills appropriately; and ensuring that residents and volunteers have a positive, mutually beneficial experience, CPDC and volunteers together, grow and thrive.

# Investing in the Future of Communities to #growandthrive

In 2014, CPDC became a chartered member of
NeighborWorks America. This membership provides
CPDC with access to training and peer exchange
opportunities, as well as a range of additional financial
resources that will support our ongoing investments
to strengthen communities through high-quality real
estate development, site-based resident services,
and active engagement with residents, volunteers,
and members of the communities we serve.



## Embracing Our Future



#### Our New Strategic Plan (2014 – 2018): Impacting Neighborhoods through Community Development

In early 2014, CPDC embarked upon a strategic planning process that would guide the organization's work over the next five years. Building on the success of our previous strategic plan, the roll out of a new community building model, and the continued investment in volunteer engagement; the new plan outlines four broad initiatives: real estate development; community engagement and resident services; community development; and operations.

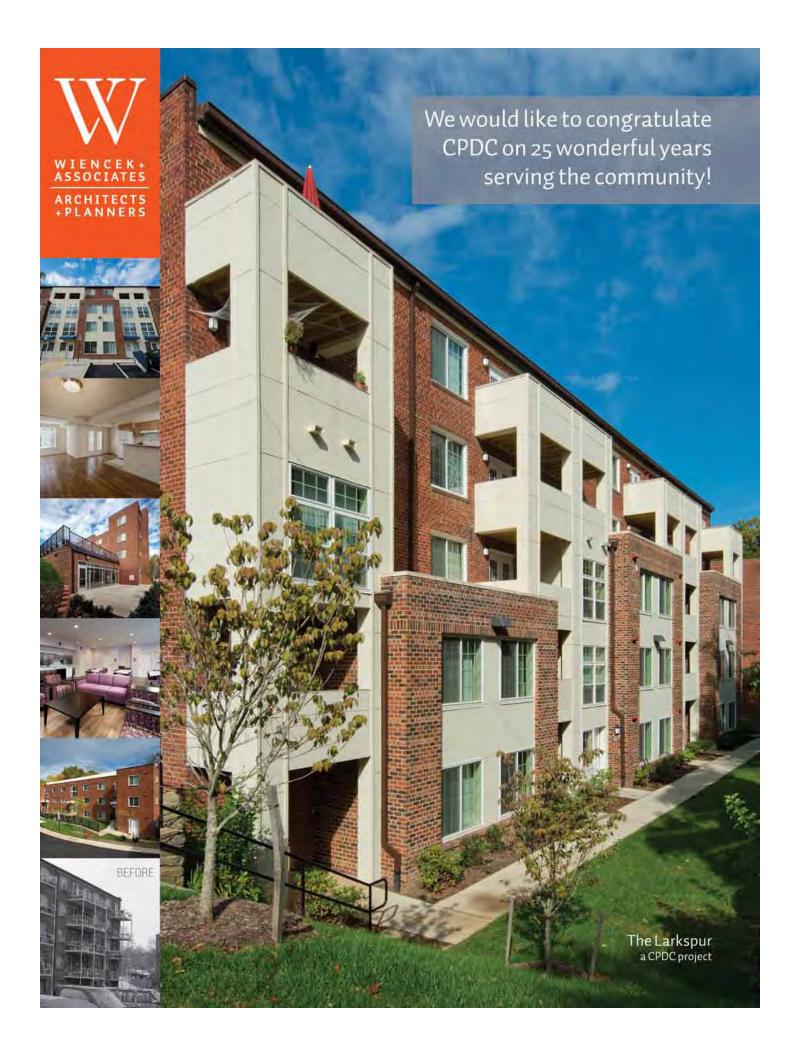
Capacity building is a central theme inherent in each of our strategic plans. As such, following adoption of the plan in mid-2014, CPDC appointed Lorraine Gordon as the new Vice President of People and Culture, a role that will lead both human resources as well as important work on building the organizational culture that supports the plan's implementation.

The 2014 - 2018 strategic plan propels the organization forward in new, innovative directions which include:

- **1. Real Estate Development:** Developing properties, including new multi-family and commercial facilities, which create viable mixed-income and mixed-use communities that are both innovative and consistent with CPDC's mission.
- 2. Community Engagement and Resident Services: Being a catalyst for community engagement by connecting residents to each other and to the broader community, and planning for neighborhood change through resident leadership. This engagement ensures that residents have an active voice with respect to investments made and services available to their communities.
- **3. Community Development:** Actively responding to community development opportunities that sustainably support investment in the residents and broader communities, to an extent that the result is visible, measurable, and produces healthy neighborhoods. This approach includes increasing local community financial support (public and charitable) and addressing issues such as access to services (e.g., food, child and health care, education, jobs, etc.) that extend beyond providing resident services.
- **4. Operations:** Continuing work on process improvements and cross team collaboration; and building the necessary capacity in order to sustain our growth and deliver on our strategic plan.

These directions will help CPDC nurture the growth of our real estate pipeline, build on our innovation, broaden partnerships, and elevate our resident engagement efforts. The greatest shift for CPDC will be expanding our focus on whole communities, looking outside our lot lines to have greater impact. CPDC believes that these new directions represent a natural evolution for the organization and offer the best opportunities for continued growth.







For over 30 years, we have created opportunity for low- and moderate-income communities. And it all starts at home. Never before has our work been as urgent. Together with our partners, we will continue to create vibrant communities, filled with promise and the opportunity for a good life. Join us.

Enterprise offers a hearty congrats and kudos to CPDC for 25 years of helping communities grow and thrive. You make life better for people. We are proud to call you clients, partners and friends.

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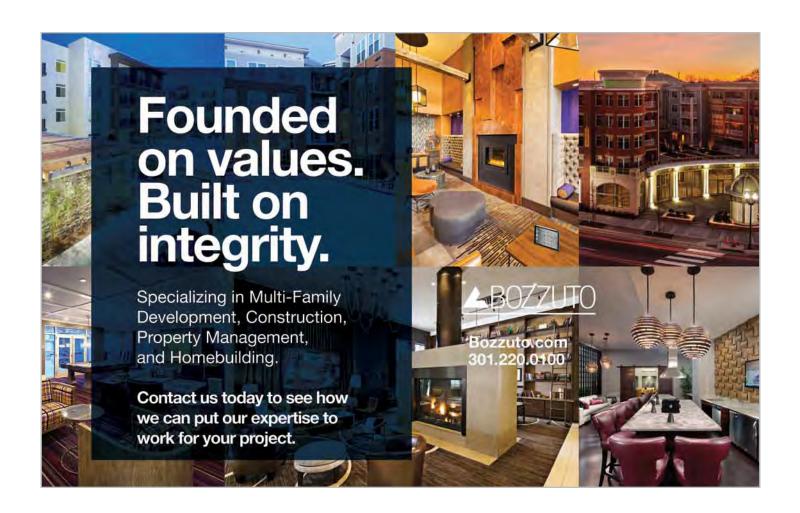






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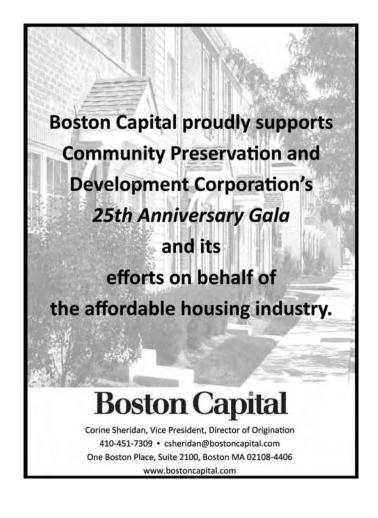


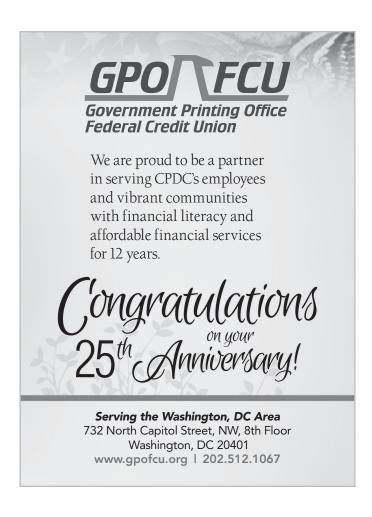
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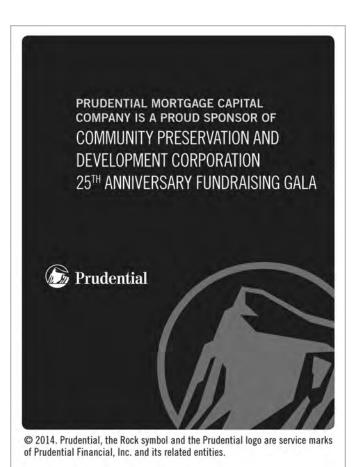


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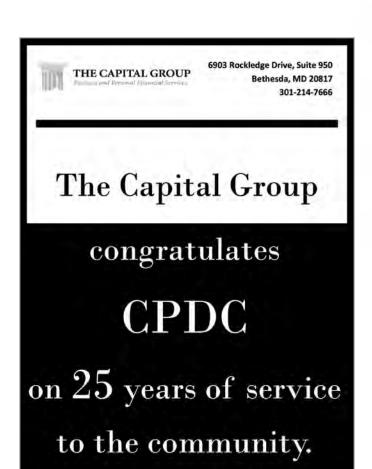


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#### **THANK YOU!**

On behalf of the entire staff at CPDC, we would like to thank our 25th Anniversary Gala Committee members for all of their hard work in making this event possible.

Gala members include:

Chair - Shelynda Burney Brown, Vice President, Real Estate Development

Co-chair - Luann Tia Blount, Director, Marketing & Communications

Pamela Lyons, Senior Vice President, Resident Services

Marilyn Aklin, Director, Development

Khyati Desai-Seltzer, Regional Resident Services Manager

Amanda House, Resident Services Manager

Sabrina Carter, Majestic Day, Event Planner

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#### 25<sup>th</sup> Anniversary Tribute

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