

Eastern Connecticut Housing Opportunities, Inc.

**PROPOSAL TO THE BROOKLYN
HOUSING AUTHORITY**

in response to:

**REQUEST for QUALIFICATIONS,
SALE of TIFFANY PLACE**

September 6, 2017

D. Main Proposal

Eastern Connecticut Housing Opportunities, Inc. (ECHO) herein presents its qualifications to undertake the acquisition and redevelopment of the Tiffany Place Apartments. ECHO is an experienced 501(c)(3) non-profit housing developer, headquartered in New London, CT and active throughout the eastern portion of the State, having completed 488 rental and homeownership units to date. ECHO is familiar with the development through past work with Quebec Square Housing, Inc. on the adjacent Quebec Square apartment complex as well as the role of redevelopment consultant for Tiffany Place. Also, we have received and reviewed various materials related to the development, including the requests to the Department of Economic & Community Development (DECD)/Department of Housing (DOH) to dispose of the property and DECD's response, and engineering/architectural reports dated 2006 and 2009 concerning the Front Street building, developing specifications and overseeing the construction bid process. The information below is presented in the 3-topic order outlined in the RFQ.

1. Development Experience and Detailed Qualifications

Eastern Connecticut Housing Opportunities (ECHO) has been engaged in the development of housing for low-income families in Eastern Connecticut, on a non-profit basis, for 28 years. During that time, a primary activity has been the rehabilitation of both single-family and multi-family housing, ranging from moderate repair and renovation to down-to-the-framing "gut" rehabilitation, which has included replacement of all building components and mechanical systems. ECHO has completed rehabilitation on over 30 single- and two-family homes and 150 units of multi-family housing. All aspects of construction on these properties have been handled in house, including: design, specification, and estimation of improvements; bidding; contract preparation and execution; and construction inspection.

ECHO owns and operates a portfolio of 146 multi-family apartments for persons of low income. Individual developments within the portfolio range in size from 4 to 29 units. Certain of these developments are financed by, or otherwise regulated by, the Connecticut Housing Finance Authority. One development is subject to a project-based Section 8 contract and is therefore regulated by HUD. Others are financed through private bank lenders.

The great majority of ECHO's multi-family developments (representing 121 of the 146 total units) were in significant physical and financial distress when acquired. For these developments, ECHO secured rehabilitation grants and loans from various public sources, carried out the required physical restoration, and arranged new financing that allowed them to be financially self-sustaining. ECHO also has provided development services to other non-profit housing providers needing assistance in the rehabilitation and upgrading of their housing developments, including projects listed in the National Register historic properties.

Staff assigned to this project will consist of Peter Battles, President, Julie Savin, Vice President and Andrew Woodstock, Senior Project Manager (resumes attached), with clerical back-up as needed. Mr. Battles has been President of ECHO since 1991 and was solely responsible for all the development activities of the organization through 2008. Prior to joining ECHO, his work

experience was in the field of municipal and environmental planning. He holds a B.A. degree in Architecture and Master degrees in Urban Planning and Business.

Mr. Battles will be responsible for all aspects related to the overall scope and structure of the project, including ownership, identifying and securing development grants, obtaining construction and permanent financing, and interfacing with public agencies (DOH and CHFA). Also, he will manage the project finances and act in a supervisory capacity in defining the rehabilitation scope and carrying out the contracted rehabilitation work.

Ms. Savin joined ECHO in 2017 with 17 years of housing development/supportive housing experience at the municipal level as well as with nonprofits organizations. She holds a B.A. degree in Government and a Master degree in Public Administration. She will assist Mr. Battles in all above development areas as outlined above.

Mr. Woodstock joined ECHO in 2009 and since that time has been responsible for initial inspection, scope-of-work development, estimating, contracting, and progress inspection for construction work on all of ECHO's own development projects. These have included rehabilitation of 38 units of ECHO-owned multi-family housing and 7 single- and two-family houses. He also completed the \$500,000 rehabilitation of a 22-unit elderly development which ECHO managed under contract to another non-profit. Prior to joining ECHO, Mr. Woodstock implemented and managed the Lead Hazard Control Program for the City of Norwich, which resulted in the abatement of over 200 housing units, and later administered Norwich's CDBG Rehabilitation Loan Program. He also possesses extensive experience as an independent renovation contractor. He holds multiple licenses in the State of Connecticut in the area of lead-based paint hazard mitigation.

2. Area Projects Completed to Date - current through 8/17

ECHO HOME OWNERSHIP DEVELOPMENT

Project	Town	Address
New Construction – 21 Units		
Groton Homeownership	Groton	1 Atlanta Court
		31 Concord Court
		20 Depot Rd.
		37 Depot Rd.
		4 Fitch Ave.
		15 Fitch Ave.
		9 Fred Ave.
		28 Hartford Court
		36 Miner St.
		50 Miner St.
		56 Miner St.
		6 St. Joseph Court
Jail Hill Infill Project	Norwich	23 John St.
		29 John St.
		35 John St.
		41 John St.
		42 Fountain St.
Hempstead Revitalization	New London	17 Belden Court
		46 Belden St.
		16 Chappell St.
		29 Fuller St.
Rehabilitation – 39 Units		
S.E.CT Ownership Program	Groton	197 Benham Rd.
		45 Plymouth Ave. W
	New London	19 Cutler St.
		68 Phillips St.
		130 Riverview Ave.
		24 Squire St.
		43 W. High St.
	Norwich	110 Geer Ave.
		67 10 th St.
	Lisbon	264 N. Burnham H'way

Rehabilitation (cont.)	Sprague	163 Pautipaug Hill Rd.
	Waterford	5 Norwich Rd.
Groton Homeownership	Groton	151 Midway Oval
Land Lease Program	Groton	31 Brookside Lane
		15-17 Fitch Ave.
		49 Meridian St.
		17-19 Midway Oval
		14 Pleasant St.
	New London	26 Crescent St.
Neighborhood Investment	New London	68 Washington St.
		70 Washington St.
		46 W. Coit St.
		66 W. Coit St.
Hempstead Revitalization	New London	61 Belden St.
		10 Chappell St.
		23 Summer St.
		87 Summer St.
		45 W. Coit St.
		69 W. Coit St.
Neighborhood Stabilization	New London	317 Connecticut Ave.
		15 Konomoc St.
		94 Williams St.
		35 Fuller St.
State Surplus Property	East Lyme	149 Roxbury Rd.
Home New London Prgm.	New London	126 Plant St.
		55 Ledyard St.
		258 Ledyard St.
		59 Georgiana St.
		43 Williams St.

ECHO MULTI-FAMILY RENTAL DEVELOPMENT – All located in Norwich

Project	Number of Units	Address
Taftville Community Apartments	17	91 South Second Ave.
Vista Apartments	6	22-26 Fairmount St.
	5	75-77 Norwich Ave.
	4	81 Norwich Ave.
	5	5-7 South Fifth Ave.
	7	51-53 Fourteenth St.
	8	245 Elizabeth St. Ext.
	3	45-47 Division St.
	3	122 Prospect St.
	4	154 Prospect St.
	2	155-157 Boswell Ave.
	12	130 Washington St.
Mechanic Street Apartments	13	23-79 Mechanic St.
	2	104 Mt. Pleasant St.
Elizabeth Street Apartments	29	120 Elizabeth St.
Hillside Apartments	26	27-31 Mopsic St.
TOTAL	146	

MULTI-FAMILY RENTAL DEVELOPMENT – MUNICIPAL & NON-PROFIT CLIENTS

Project	Type	Number of Units	Year Completed
Lawton House, Plainfield, Ct	Elderly	22	2009
Quebec Square Apartments, Brooklyn, CT	Family	57	2013
73 Broad Street, New London, CT	Transitional	7	2014
Tiffany Place, Brooklyn, CT	Family	29	On Hold
Pequot Village, Groton, CT	Elderly	104	In development
Mystic River Homes, Noank, CT	Elderly	46	In development

3. Pricing Proposal

Eastern Connecticut Housing Opportunities proposes an acquisition price of One Dollar (\$1.00), taking into account:

- 1) The current deteriorated and structurally unsound state of the property and the degree of rehabilitation required to meet current building codes and historic preservation standards.
- 2) The Affordable Housing Program restrictions currently imposed on the property by the CT Department of Housing, which we presume will continue in effect and which ECHO intends to honor.
- 3) The fact that 100% of the rehabilitation expense for this development must come from public sources. We project that the anticipated rental revenues to be derived from the development, once rehabilitated and re-opened, will be insufficient to support any mortgage debt on the property.

This proposal presumes that the property will be transferred in fee simple, free of any debt, and that the rights to all architectural and engineering plans and specifications, reports, and pertinent records will also be transferred to ECHO.

RESUMES

PETER L. BATTLES, President
Eastern Connecticut Housing Opportunities, Inc.

EMPLOYMENT:

- 1991 - **EASTERN CT. HOUSING OPPORTUNITIES** New London, CT
President: Executive Director of non-profit affordable housing organization active throughout Southeastern Connecticut. Under his direction, ECHO has rehabilitated 34 deteriorated single-family and two-family homes and constructed 21 new houses for purchase by low and moderate income first-time buyers, and has developed a portfolio of 146 apartment units, providing below-market-cost rental accommodations for approximately 450 low income persons. He has also directed a forgivable-loan program which has provided downpayment assistance to over 100 1st-time, low-income homebuyers.
- 1988 - 1991 **TOWN OF EAST LYME** Niantic, CT
Director of Planning: Department head responsible for development regulation and professional planning staff services to municipal land use boards and commissions. Solid waste disposal and recycling program design and implementation.
- 1982 - 1987 **PETER L. BATTLES, AICP** Mystic, CT
Independent consultant providing urban planning services to governmental and private sector clients, with emphasis on land use planning and development, zoning, environmental and economic impact analysis, and transportation.
- 1977 - 1982 **RALPH M. PARSONS CORP.** New Haven, CT
Senior Planner and Agency Coordinator: Directed research and production of environmental impact documentation for major transportation projects. Coordinated projects with Federal, state and local agencies and secured construction permits.
- 1974 - 1977 **EASTERN CT. DEVELOPMENT COUNCIL** Norwich, CT
Senior Development Specialist providing economic development technical assistance to municipalities and the business community in a 64-town region.
- 1968 - 1969 **ACHENBACH REALTY COMPANIES** Old Saybrook, CT
Customer Service Manager/Management Trainee for division engaged in single- and multifamily residential development.

EDUCATION:

Storrs, CT 1986 - 1987	THE UNIVERSITY OF CONNECTICUT Master of Business Administration Concentration: Real Estate and Finance	
1971 - 1974	UNIVERSITY OF SOUTHERN CALIFORNIA Master of Urban Planning	Los Angeles, CA
1963 - 1967	YALE UNIVERSITY Bachelor of Arts Major: Architecture	New Haven, CT

JULIE M. SAVIN

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juliesavin@yahoo.com

565 Pequot Trail

Stonington, CT 06378

- Diverse Public/Private Expertise •Project Management •Team Leadership •Mixed Use and High Density Construction •Budget Allocation •Negotiation •Creative Problem Solving •Contracts •Tax Credit Deals
- Working knowledge of GAAP •Effectively train, mentor and motivate employees

Professional Experience:

August, 2017 – Present Eastern Connecticut Housing Opportunities New London, CT

Vice President

- Reports directly to the President and supports functions and programs in areas of project development, marketing, funding applications, and program compliance
- Perform loan program administration duties such as borrower intake, eligibility determination, interface with mortgage lenders, and long term monitoring
- Maintain relations with property managers, track performance and review/approve operating budgets
- Maintain and grow relations with external stakeholders while advocating for the mission; seek out development opportunities and secure funding opportunities

July, 2008 – July, 2017 Mutual Housing Association of SC CT New Haven/Mystic, CT

Director of Real Estate Development

- Assessed housing project feasibility including local approvals, development costs and long-term viability; Identify property sites and negotiate acquisitions for developments (1 to 244 units)
- Coordinated funding applications to the State of CT, local municipalities, conventional lenders, private foundations and supportive service agencies housing the disabled and homeless
- Ensured regulatory compliance in regards to State, Federal and other programs and funders
- Created detailed project development budgets with cash flow and subsidy layering analyses for deal structuring and grant applications (CDBG; HOME; Lead Hazard Control; Healthy Homes; NSPI and III; State bond funds –HTF/FLEX; and LIHTC)
- Prepared project financial data for public and private lenders (CT HFA, banks, Federal Home Loan Bank of Boston) including development budgets from \$350,000 to \$29M and operating pro forma demonstrating continued program compliance
- Conducted public bidding and negotiate contracts for architectural, engineering, and construction
- Oversaw projects from commencement to completion; site inspections and payment requisitions
- Coordinated with internal departments and with local, State and HUD representatives regularly
- Recruited, trained and supervised Real Estate Development Staff and Construction Manager
- Advised the Executive Director on new development, land acquisition opportunities, pipeline progress and compliance; Reported directly to the Executive Director

March, 2006 – August, 2008 City of New Haven New Haven, CT

Deputy Director, Administrative Services, Livable City Initiative

- Acting Deputy Director, March, 2007 – August, 2007; population of 125,000; \$450M Budget
- Included all duties as specified below as Manager, Community Development
- Recruited, trained, and supervised the City housing development team
- Adhered to labor laws and collective bargaining requirements

- Assisted in the preparation of the Department's annual budget demonstrating knowledge of GAAP
- Managed the administration of \$3 million Lead Hazard Control Grant, \$1.5 million of the City's entitlement of HOME Investment Partnership Funds and \$2 million of its Community Development Block (CDBG) allocation and assisted with ESG allocations and compliance
- Reviewed and approved housing development applications from developers seeking federal, state and city funds. Applications, development budgets, subsidy layering analyses, pro forma, small to multi-million dollar projects
- Independently planned the development of the City's first LEED GOLD certifiable homeownership project
 - Strategic planning and coordination with other City departments and the federal government
 - Met regularly with elective officials and citizens; Reported directly to the Executive Director

March, 2005 – 2006

City of New Haven

New Haven, CT

Manager, Community Development

- Supervised the planning, development and implementation of both City and local nonprofit CDC development/housing projects. Ensured compliance with local, state and federal guidelines including environmental review, Section 3, and Davis Bacon regulations
- Established and maintained relationships with various players undertaking development activities including key contacts in government agencies, private industry, non-profit organizations and regional organizations
- Coordinated with New Haven Health Department; City's Corporation Counsel, City's Office of Management and Budget; State Department of Public Health; Greater New Haven Community Loan Fund;
- Prepared end-of-year statistical information reflecting completed goals and objectives, which met the performance measurement requirements of governmental agencies
- Drew on experience and training in government and non-profit finance administration, and purchasing protocols.
- Participated in public meetings; attended Aldermanic meetings; and various training opportunities
- Reported directly to Deputy Director

2004 – 2007

Pyramid Marketing, Design & Technology

Groton, CT

Bookkeeper-part time

- Assisted President/CEO with new office launch of graphic design/web development company
- Utilized proven skills in budgeting, cash flow analysis, accounting principles, and profit and loss responsibility
- Submitted contractor timekeeping records weekly to Fortune 500 client
- Performed bookkeeping/payroll duties utilizing QuickBooks Pro, Excel and Paycycle
- Performed office human resource and procurement functions. Coordinated employee recruitment, evaluation, and training. Enforced and familiar with labor laws. Participated in diversity training

1993 - 1997

Sun Shoes

Mystic, CT

Owner/Operator

- Independently funded and executed a business plan to establish and manage daily operations of retail store; computerized sales and accounting system
- Maintained an effective budget/tracked profit and loss: increased revenues 56%
- Launched successful advertising campaigns; exercised merchandising, marketing and communication skills
- Recruited, trained and supervised up to 6 employees; exercised familiarly with state labor laws; motivated personnel with dynamic training culture and exciting incentive opportunities

1992 -1995

United Cerebral Palsy of Southeastern CT, Inc.

Groton, CT

Housing Supervisor

- Coordinated the planning and implementation of the first self-directed housing for people with profound developmental disabilities in Connecticut
- Defined the criteria for housing needs—special facilities, equipment and support services
- Established standards of operation with emphasis on efficiency and equity
- Improved housing quality and introduced community opportunities to residents
- Well versed in facilities management, ADA requirements, safety measures, and technologies
- Negotiated placement costs with state of CT; matched needs to available resources
- Performed employee recruitment, training, performance evaluations for 15 staff and 1LPN
- Managed client financial benefits/state assistance, which resulted in significant improvements to workplace/safety

Education:

- 2004 University of Connecticut Storrs, CT
Master of Public Administration: Concentration in Public Finance
- 2002 Connecticut College New London, CT
Bachelor of Arts, Government with departmental honors for academic thesis

Training:

- 2006 The U.S. Department of Housing and Urban Development San Francisco, CA
 - **HOME Program Certified Specialist Certificate, July 31, 2006**
- 2005/2006 The National Development Council New Haven CT
 - **Housing Development Finance Certification, 4-week curriculum**
Rental Housing Development Finance, November, 2005 *HOME Ownership Finance*, April, 2006
Computer Spread Sheet Analysis, December, 2006 *Problem Solving and Deal Structuring*, April, 2007

Boards and Committees

- 2012-Present Stonington Housing Authority Commission
- 2011-Present Southeastern Connecticut Regional Human Services Council
- 2010-Present Southeastern Connecticut Housing Alliance Board of Directors
- 2009-2012 Eastern CT Association of Realtors, Housing Opportunity Committee
- 2009-2011 North Stonington Affordable Housing Committee-Advisory Member

Awards:

- 2012 Proclamation from the City of New London for Anti-Blight Activities
- 2010 Distinguished Alumni Award from the UCONN Department of Public Policy
- 2010 Outstanding Achievement in Affordable Housing from CT Mortgage Bankers Association
- 2007 Appreciation Award from the Downtown Evening Soup Kitchen

Applications:

- Superior level of proficiency with Microsoft Office (Word, Excel, PowerPoint) Microsoft Access, Microsoft Project Management, QuickBooks Pro, and Paycycle. Experience with IDIS, Munis, and GIS Parcel Viewer

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**Accomplishments /
Abilities:**

- ☐ Project Manager for commercial, residential, and environmental construction projects
- ☐ Estimator for commercial, residential, and environmental construction projects
- ☐ Architectural design, specifications, project planning for residential and commercial construction projects
- ☐ Professional testimony in arbitration and court cases involving residential and commercial construction disputes
- ☐ Qualified Environmental inspector for Lead Based Paint, Mold and other environmental issues
- ☐ Environmental Abatement Contractor including Lead Based Paint, Mold
- ☐ CAD Design using Autocad, Turbocad
- ☐ Civil Engineering design and drafting
- ☐ Written and awarded over 3 million dollars in Federal, and private grant funding for environmental, and community support programs

Major Projects:

Waters Edge Inn and Resort
Site design, septic system design and management
Uconn Health Center
Cytogenetics Laboratory, Hazardous materials storage facility, Several laboratory conversions
Old Saybrook Auto Mall
Site design
Westbrook Factory Outlets
Initial site design
Norwich Motel
Design of multi-unit hotel structure
Winn Management (American Environmental)
Managed Lead Abatement in over 5000 housing units In Massachusetts, Connecticut and Rhode Island
City Of Norwich Lead Hazard Control Program
Managed Federal Grant for lead abatement over 200 housing units,

including writing and receiving 3.4 million dollar grant

Experience: 2009-Present Eastern Connecticut Housing Opportunities, Inc.

Senior Project Manager responsible for the management of all construction related activities including design, specification,

bidding, project management. Construction cost estimates, evaluation of potential properties for purchase and renovation.

2005-2009 Bazinet

Independent Project Manager responsible for management of construction and rehabilitation projects including additions, remodeling, renovations, electrical contracting and new construction. Responsible for building maintenance contracts for condominiums and tenant based housing.

1987-Present ARW Technical Services

President of consulting company including lead based paint abatement, Housing Rehabilitation, Home design and building, Civil Engineering design and drafting, construction management, residential carpentry, Lead Based Paint Inspection, Project Planning and design, Lead based paint abatement supervision, Mold Inspection and Abatement, professional witness testimony in residential construction cases both in the court system and in arbitration.

2003-2005 American Environmental Assessment, Ltd

Vice President, Providing consulting services including Lead Based Paint Inspection, Project Planning and Design, Site Supervision and project monitoring for Lead-Based Paint Abatement Projects. Teaching Lead-Based Paint Awareness classes for Rehabilitation contractors and Maintenance workers. Mold Inspection and Abatement

2002-2003 City of Norwich, Office of Community Development

Housing Rehabilitation Specialist. Administer CDBG funding program for residential housing improvement for the City of Norwich

1999-2002 Program Solutions, Incorporated

Started a not-for-profit consulting company specializing in assisting communities with Federal Grant Dollars targeted to environmental compliance. Chairman and CEO of company

2000-2002 Healthy Homes, Incorporated

Started a not for profit company to help elderly and disabled persons maintain their homes, using local grant funding and support.

1995-1999 City of Norwich, Office of Community Development

Lead Abatement Project Manager. Designed and implemented Lead Hazard Control program for the City of Norwich. Licensed as Lead Abatement Supervisor, Lead Abatement Inspector/Risk Assessor, Lead Project Planner/Designer