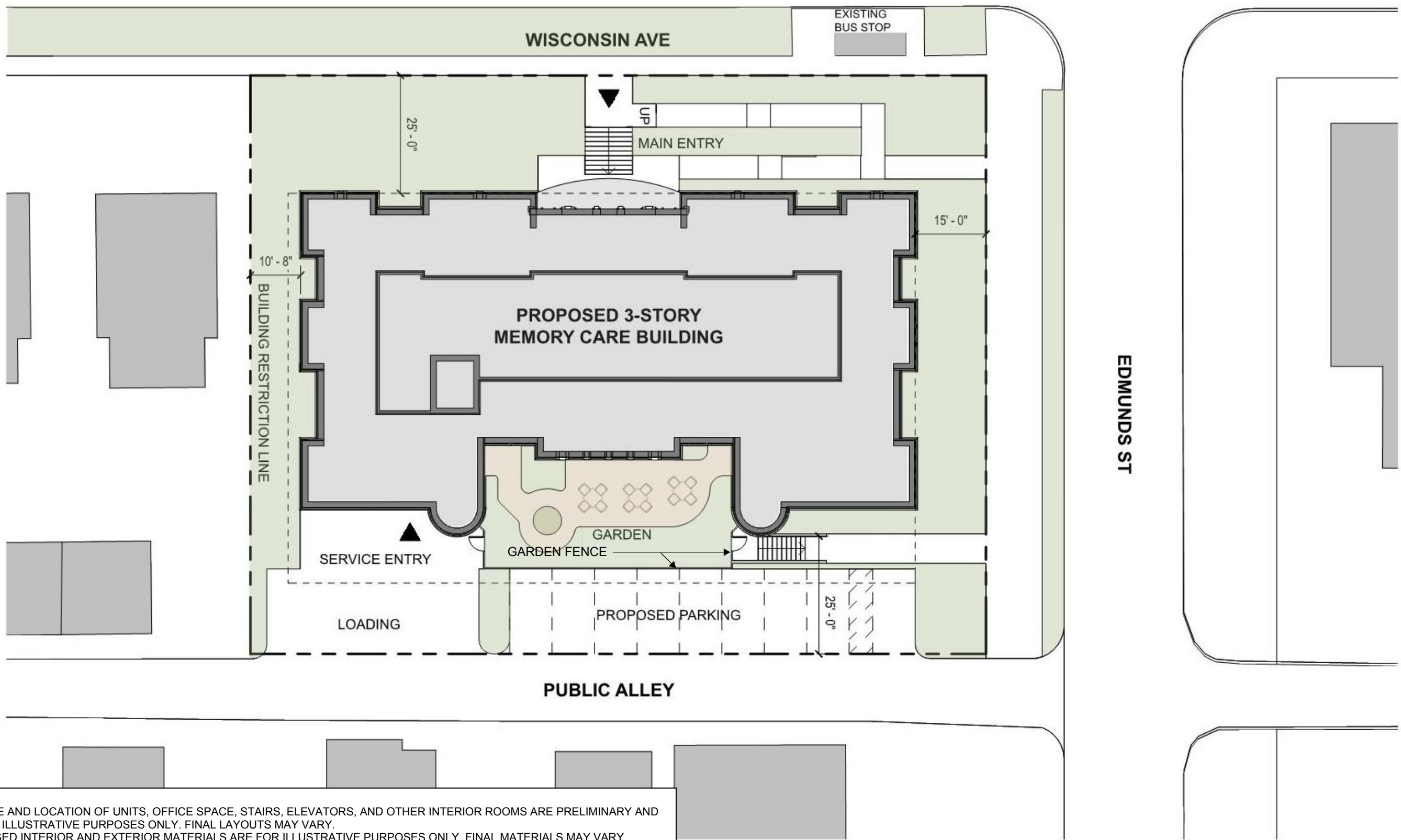
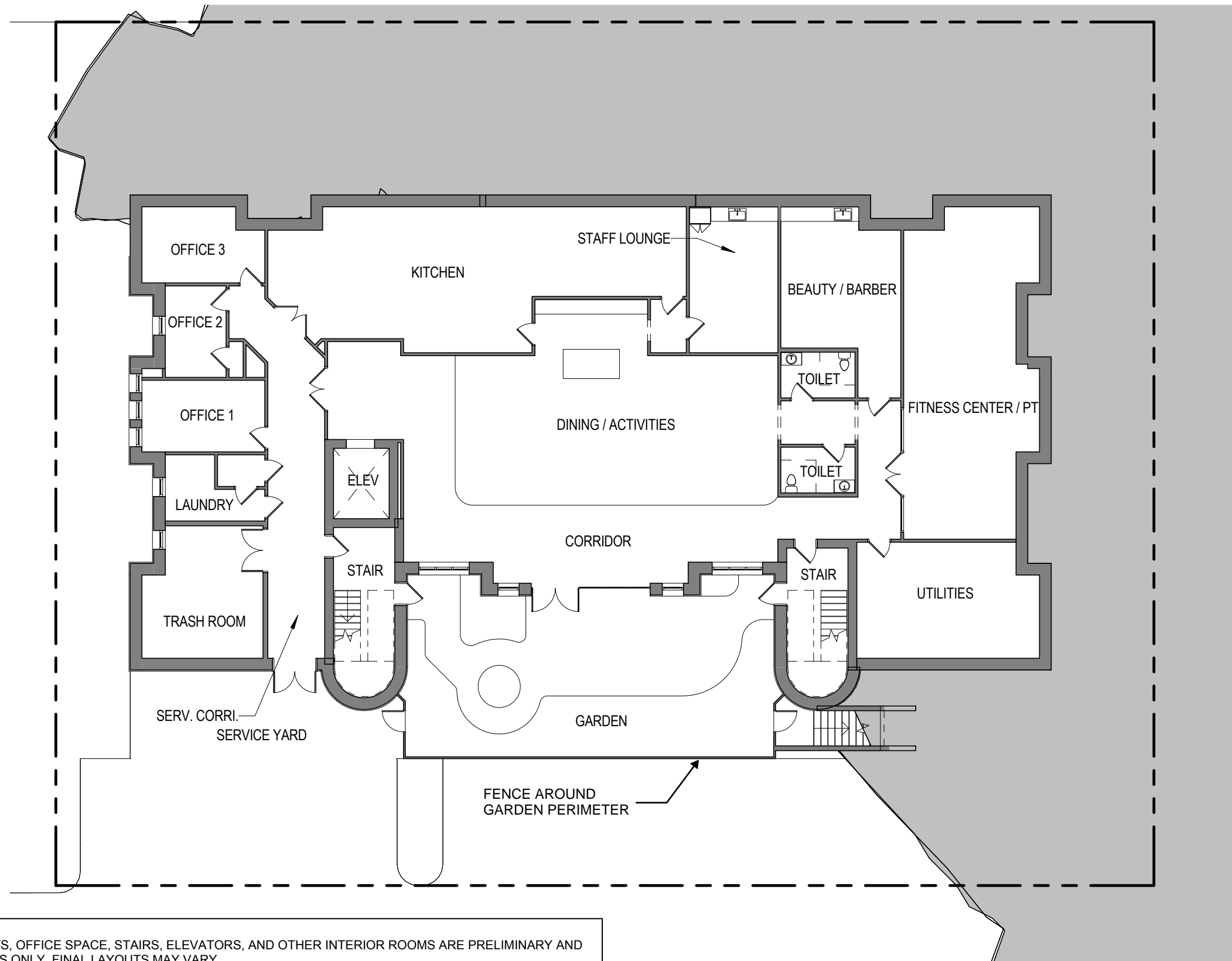


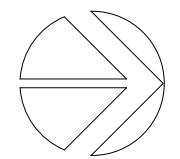
Tab A

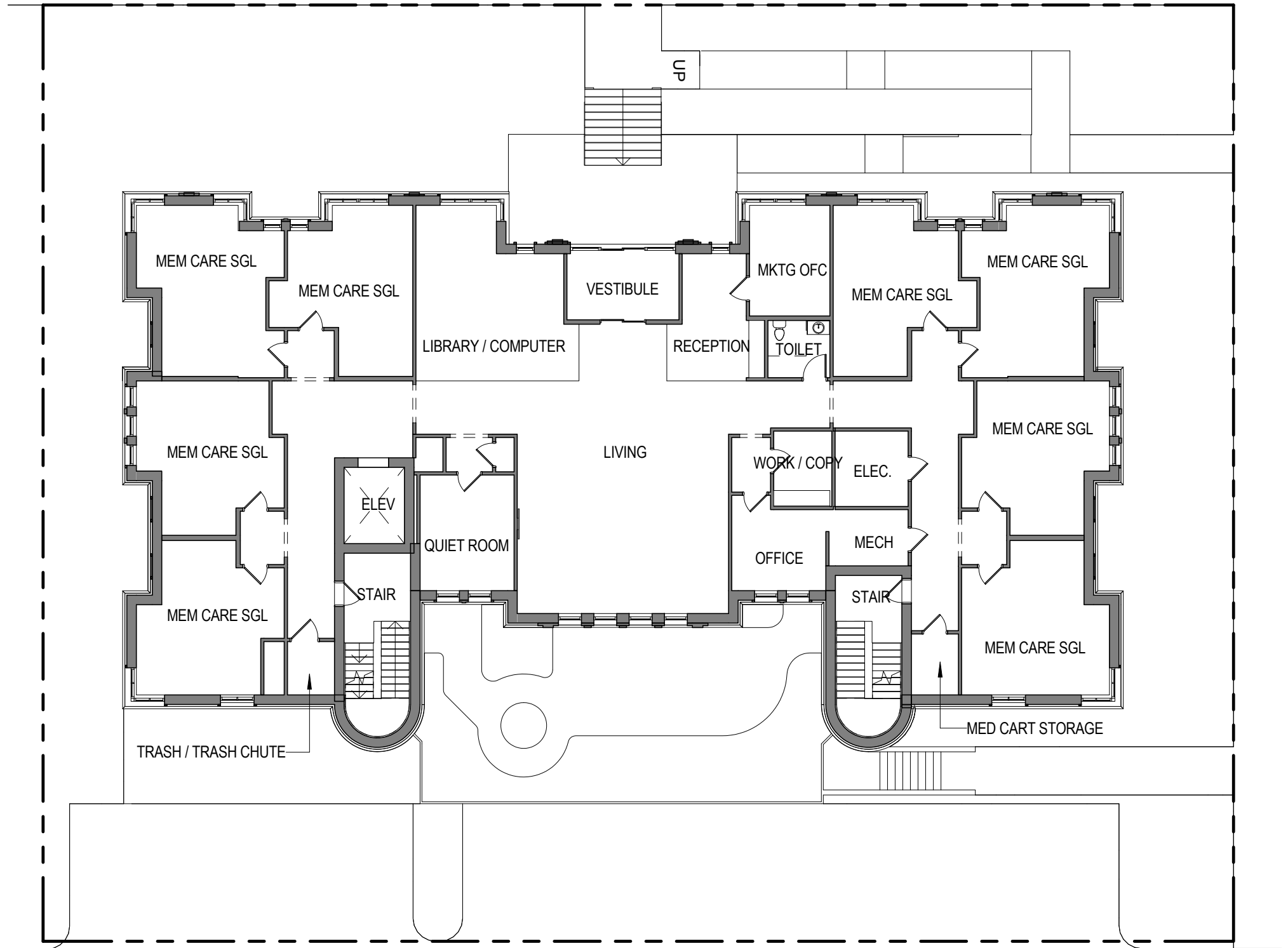


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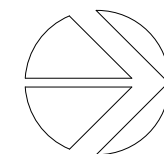


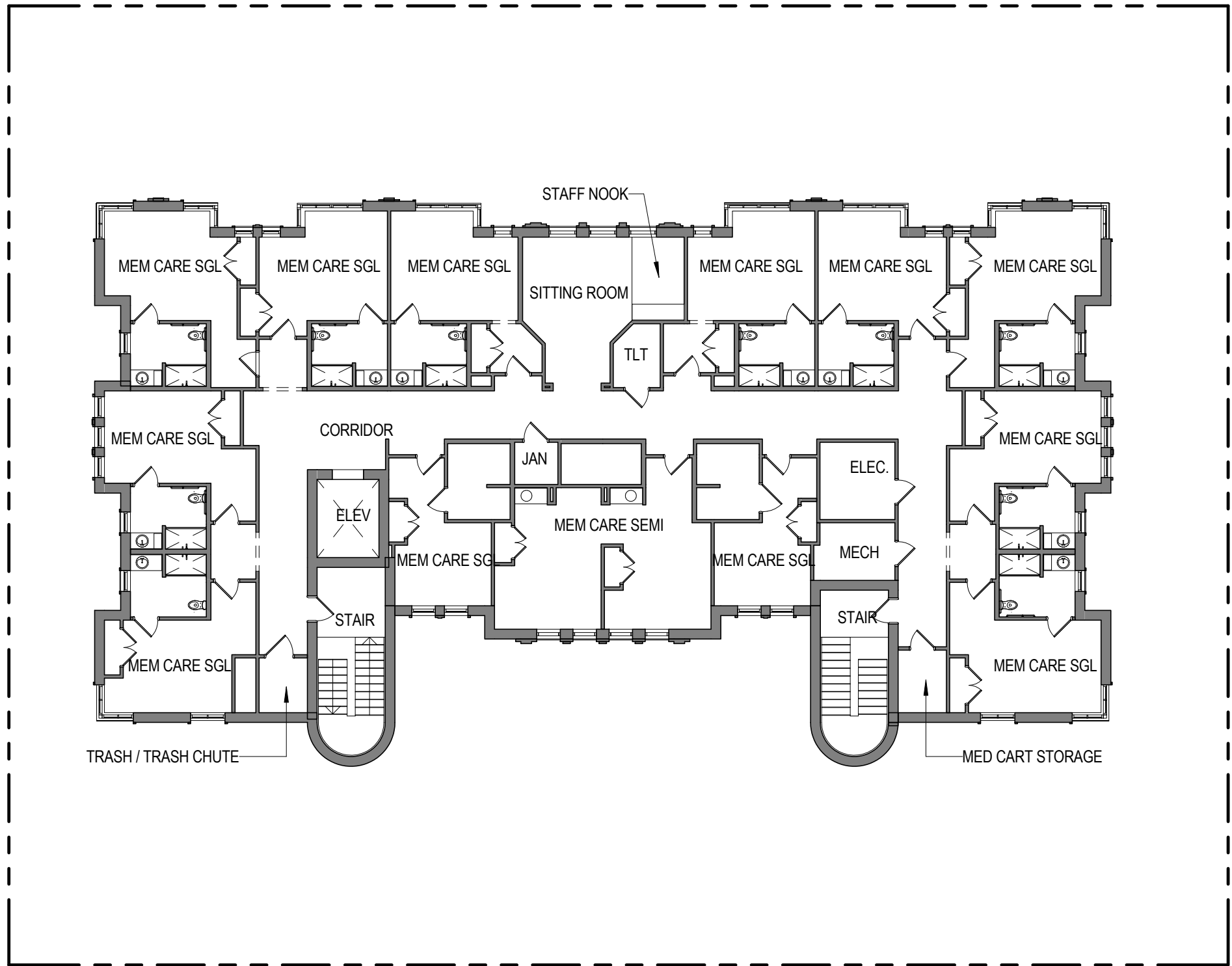
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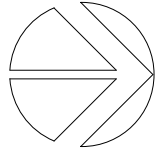


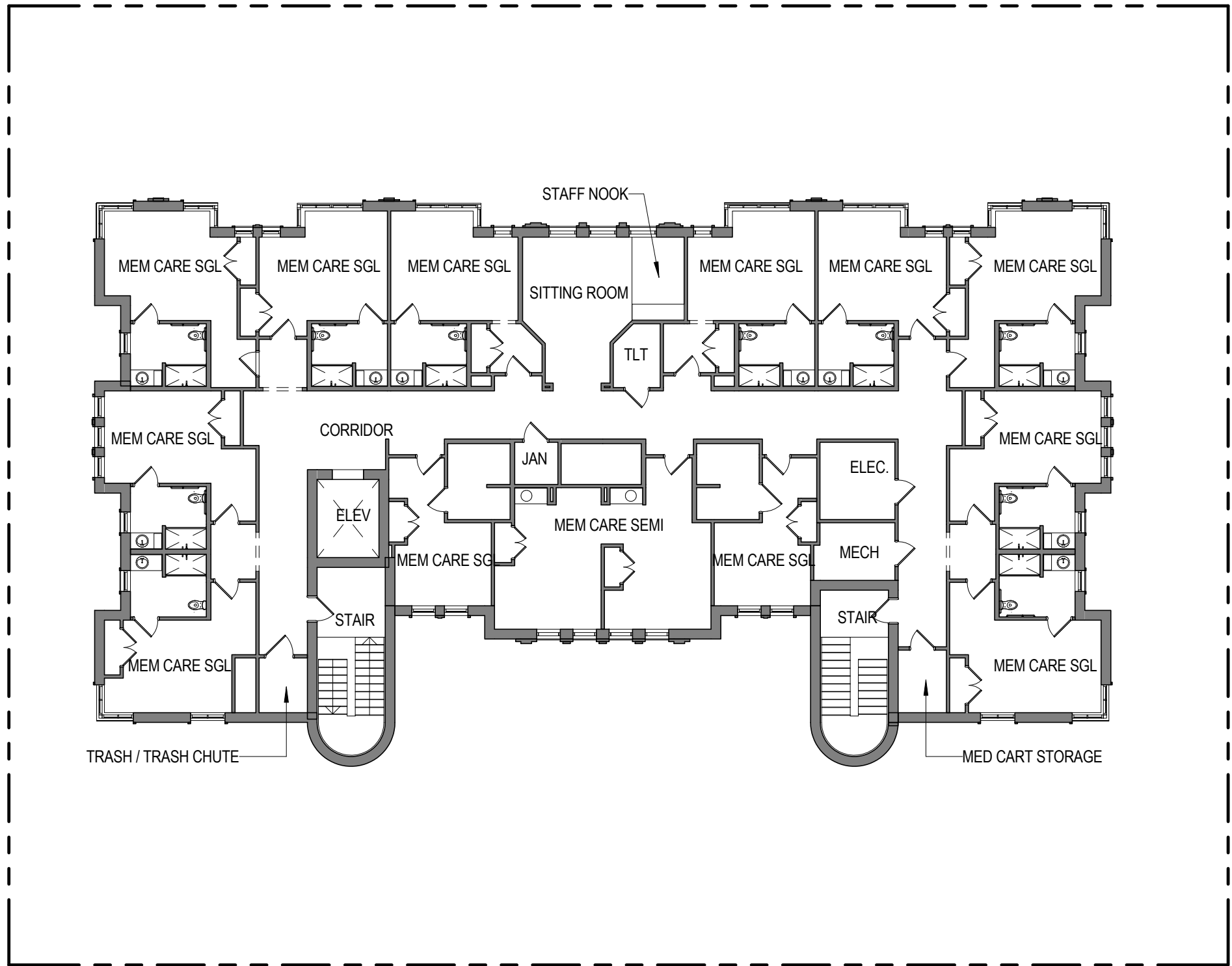
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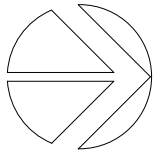


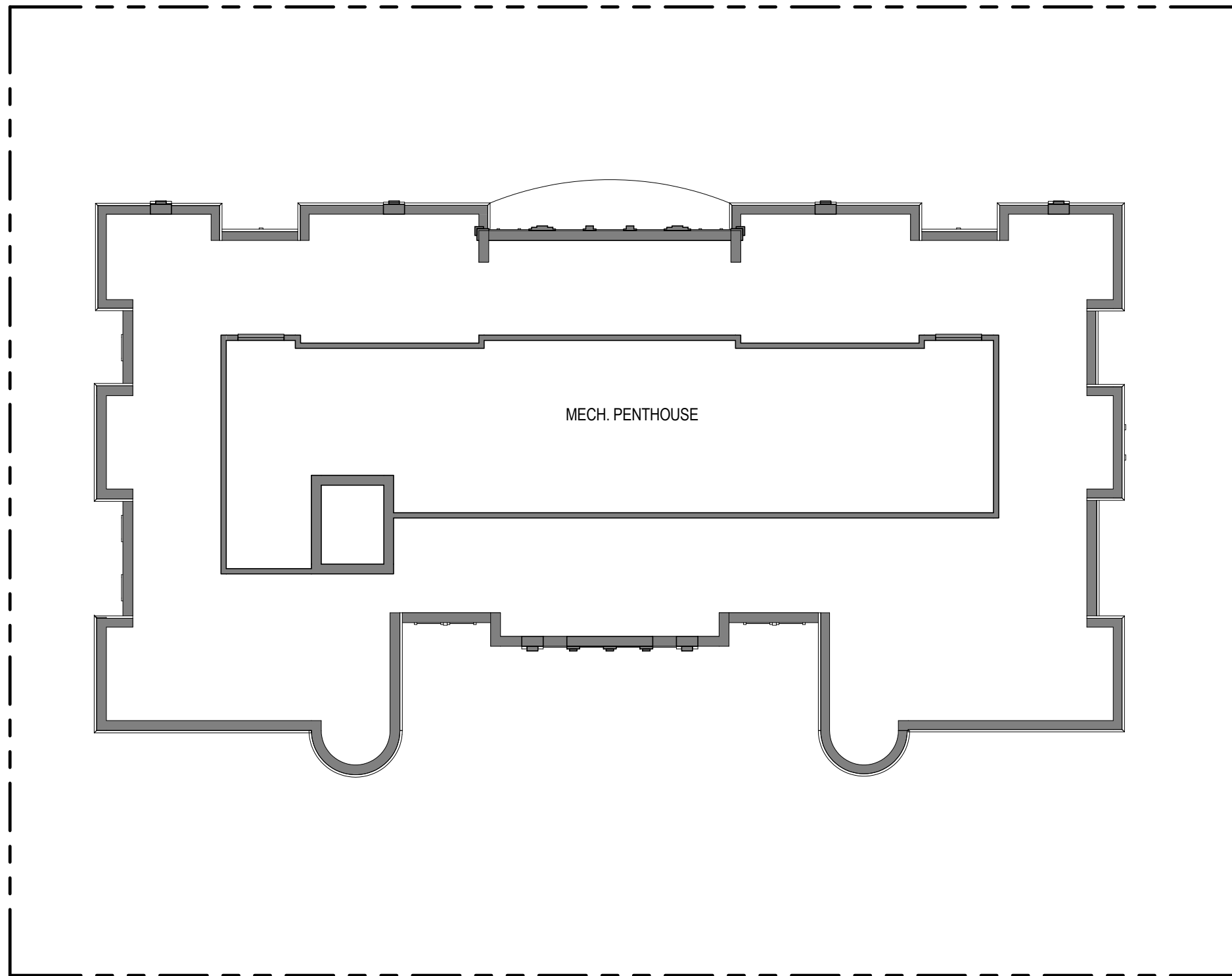
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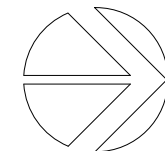




MECH. PENTHOUSE

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**PERKINS —
EASTMAN**

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F. +1 202 861 1326

PROJECT: MEMORY CARE FACILITY

DRAWING TITLE: ROOF PLAN

DATE: 09/04/2018

PROJECT NO. 72450

SCALE: 1/16" = 1'-0"

DWG. NO.: **A104**



NOTES:
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PROJECT: MEMORY CARE FACILITY
DRAWING TITLE: VIEW FROM EDMUNDS INTO ALLEY
DATE: 09/04/2018

PROJECT NO. 72450
SCALE: NTS
DWG. NO.: **A202**



NOTES:
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Tab B

**MED DEVELOPERS, LLC
BZA CASE #19751**

LAND USE & PLANNING SUMMARY

PROPERTY INFORMATION

- Address(es): 2619-2623 Wisconsin Ave. NW
- Square/Lot(s): Sq. 1935, Lots 812 and 44
- Existing: Lot 812 – unimproved; Lot 44 – improved with two-story residential building and one-story accessory building (garage)
- Proposed: Three-story assisted living facility with 34 assisted living units and 9 parking spaces (the “Project”)
- Historic District: N/A
- Property size: 19,113 s.f. (combined)

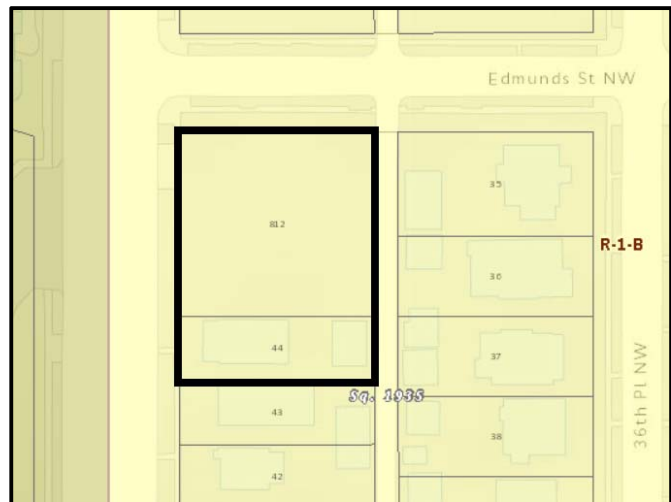


Figure 1: Zoning map with Property outlined

ZONING

The Project conforms to the “R” zone (Residential House Zones) plan because it satisfies the purpose, general provisions, objectives, and use permissions of the zone:

- Provide for stable, low- to moderate-density residential areas suitable for family lift and supporting uses (Subtitle D § 100.1);
- Recognize and reinforce the importance of neighborhood character, walkable neighborhoods, housing affordability, aging in place, preservation of housing stock, improvements to the overall environment, and low- and moderate-density housing to the overall housing mix and health of the city (Subtitle D § 100.2); and
- Stabilize the residential areas and promote a suitable environment for family life. (Subtitle D § 300.1).

The use of the Property for a Continuing Care Retirement Community (“CCRC”) simultaneously puts unimproved¹ land to good use and meets the goal of the “R” zone to allow for “aging in place.” The Project directly aligns with the intent of the zone because it is a moderate-density residential use. The Project ensures the protection of quiet residential areas due to the low impact of the CCRC use on neighboring properties. The Project is thoughtfully designed so as to meet the unique needs of the residents, while maintaining the privacy of neighboring properties.

¹ Lot 812 is unimproved and is utilized once-a-year for Christmas tree sales. Lot 44 is improved with a single-family home and accessory garage that will be razed.

The Project is in harmony with the pattern of development along Wisconsin Avenue NW as well. Directly across Wisconsin Avenue NW from the Property is the Russian Embassy complex, which is located in the RA-4 zone. Just north of the Russian Embassy on Wisconsin Avenue are three, eight-story residential apartment buildings. To the south of the Property, at the corner of Wisconsin Avenue NW and Davis Street NW, is the seven-story Glover Park Hotel. Further down Wisconsin Avenue is an eight-story apartment complex, with a grouping of commercial businesses just beyond. As such, while the surrounding neighborhood has single-family homes, the Project, which is only three stories, aligns with the development pattern on nearby Wisconsin Avenue NW.

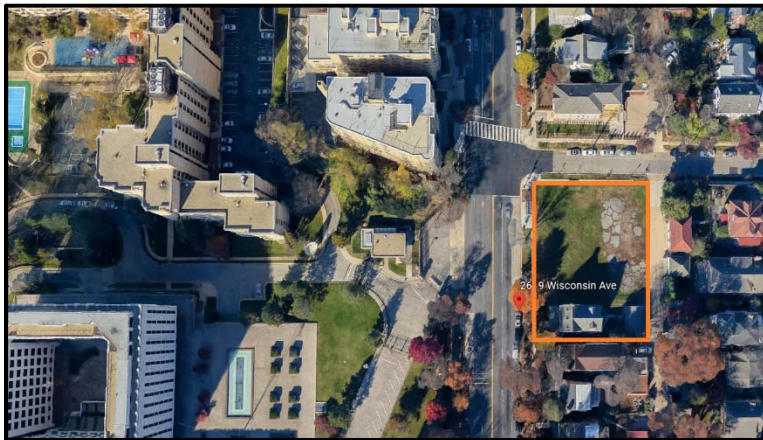


Figure 2: Satellite view of Property

Subtitle U § 203.1(f) Continuing Care Retirement Community (“CCRC”) use Conditions

The residential use will not likely become objectionable to neighboring properties:

- Thoughtfully designed to meet development standards for R-1-B zone while providing care and services for the residents;
- Maintains the privacy of neighboring properties;
- Transit-friendly

- neighborhood will lessen parking impacts and demand; and
- Majority of the community living and recreation space will be within the building, thus mitigating noise or other potentially objectionable conditions.

Subtitle C-703.2 Vehicle Parking

The Project satisfies conditions (a), (b), and (e) of Subtitle C § 703.2:

- Given the depth of the lot along the alley, accommodating the 17 required spaces would be impracticable. Further, no additional parking is available within 600 feet of the Property;
- Easily-accessible and numerous public transportation options exist along Wisconsin Ave. NW, thereby limiting parking demands; and
- Residents will not be permitted to have personal automobiles, minimizing the need for parking.



Figure 3: Property as viewed from Edmunds St. NW

COMPREHENSIVE PLAN – MAPS

The requested zoning relief and Project is not inconsistent with the Future Land Use Map designation as follows:



Figure 4: Property location on FLUM

Low Density Residential: This designation is used to define the District’s single-family neighborhoods. Single-family detached and semi-detached housing units with front, back, and side yards are the predominant uses. The R-1-A, R-1-B, and R-2 Zone Districts are generally consistent with the Low Density Residential land use category, although other zones may apply (10A DCMR § 225.3).

The CCRC use puts otherwise-unimproved land to a residential use, as permitted in the zone. The design is modest in scale, is sited comfortably upon a large lot, and does not threaten abutting single-family dwellings. Further, the Project fronts on Wisconsin Avenue NW and directly faces Mixed Use – High Density Residential and High Density Commercial designated land.

The requested zoning relief and Project is not inconsistent with the Generalized Policy Map designation as follows:

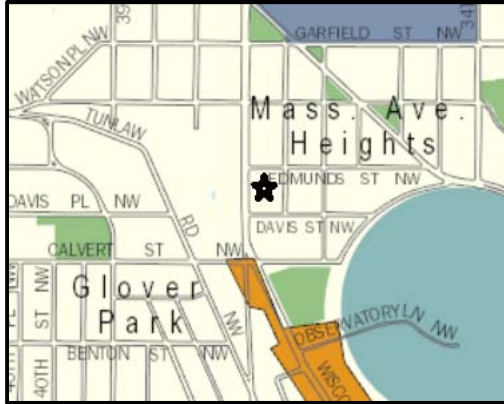


Figure 5: Location on GPM

Neighborhood Conservation Area:

Neighborhood Conservation areas have very little vacant or underutilized land. They are primarily residential in character. Maintenance of existing land uses and community character is anticipated over the next 20 years. Where change occurs, it will be modest in scale and will consist primarily of scattered site infill housing, public facilities, and institutional uses. Major changes in density over current (2005) conditions are not expected but some new development and reuse opportunities are anticipated (10A DCMR § 223.4).

As noted, the CCRC use will be residential in nature, as the Neighborhood Conservation Area designation specifies. Further, the Project is modest in scale as it relates to the Property and adjacent uses. Crucially, the Project fulfills an important role for the District’s seniors, by providing assisted living services in an area specifically referenced elsewhere in the Comprehensive Plan.

RELEVANT ELEMENTS FROM THE COMPREHENSIVE PLAN

The requested zoning relief and Project is not inconsistent with several planning objectives detailed in the Comprehensive Plan, as follows:

Framework Element

- Making services like health care available to citizens (Managing Growth and Change: Guiding Principles, 10A DCMR § 217.2);
- Promoting redevelopment and infill opportunities, particularly along corridors (Managing Growth and Change: Guiding Principles, 10A DCMR § 217.6); and
- Share in the responsibility of accommodating the disabled (Creating Successful Neighborhoods: Guiding Principles, 10A DCMR § 218.5).

Land Use Element

- Favoring infill development on vacant lots, particularly in areas where there are vacant lots that create “gaps” in the urban fabric and detract from the character of a commercial or residential street (Policy LU-1.4.1);
- Recognize the importance of group homes to providing a positive, healthy environment for many residents of the District of Columbia (Policy LU-3.4.1); and
- Encourage a more balanced distribution of group housing in the District of Columbia...Care should be taken to locate particular special needs populations where they can best receive services and support (Policy LU-3.4.2).

Housing Element

- Promote the development of assisted living and skilled nursing facilities (Policy H-1.3.3: Assisted Living and Skilled Nursing);
- Integrate special needs housing units throughout the city rather than segregating them into neighborhoods that already have high concentrations of such housing (Policy H-4.1.1: Integration of Special Needs Housing);
- Coordinate the siting of special needs housing with the location of the key services that support the population being housed. The availability of affordable public transportation to reach those services also should be considered (Policy H-4.1.3: Coordination of Housing and Support Services); and
- Provide for much-needed programs and facilities that provide on-site nursing and health care in a congregate environment (H-4.2 Meeting the Needs of Specific Groups – Seniors).

Community Services and Facilities Element

- Establish new senior centers in areas that have large elderly populations, particularly neighborhoods in Upper Northwest and Far Northeast (Policy CSF-2.3.1: Senior Care Facilities).

Rock Creek West Area Element

- Maintain and increase housing for elderly and disabled residents, especially along the major transportation and commercial corridors of Wisconsin and Connecticut Avenues (Policy RCW-1.1.7: Housing for Seniors and Disabled Residents);
- Develop an additional senior center in the Rock Creek West Planning Area, in order to improve the delivery of services to the area's large elderly population (Action RCW-1.2.D: Senior Center Development).

RELEVANT ELEMENTS FROM SMALL AREA PLANS

The requested zoning relief and Project fulfills several planning objectives detailed in the following Small Area Plans currently being incorporated into the PlanDC Comprehensive Plan amendment process:

Age-Friendly DC Strategic Plan – 2014

- Increase the number of assisted living residences by neighborhood, using best practice models (3.1.8).

SUMMARY

The Project satisfies the applicable zoning standards of the R-1-B zone by:

- Providing a positive, healthy environment for a vulnerable population, particularly in an area where demand for such care is growing;
- Prioritizing District seniors' health needs by providing elderly housing and services in a location along a major transportation and commercial corridors, as specified in the Area Element;
- Filling in an unimproved site with a low-impact, socially-responsible use;
- Allowing residents the opportunity to age in their community, thus providing a benefit to the existing aging residents of the neighborhood and fulfilling "Age-Friendly DC" recommendations; and
- Aligning with the development pattern along Wisconsin Avenue NW and the character of the Massachusetts Avenue Heights neighborhood.

The Project also fulfills numerous planning elements and successfully integrates the design with the character of the neighborhood. The requested relief does not have an adverse impact on neighboring property or the R-1-B zone plan, as outlined above. Therefore, the requested zoning relief should be granted.

STEPHEN VARGA, AICP, LEED GREEN ASSOCIATE

Mr. Varga has experience in zoning and land use, sustainability best practice, comprehensive planning, as well as geographic information systems. He is currently Planning Services Director in Cozen O'Connor's Washington, DC office. In this role, he provides qualified expert witness land use and planning testimony before the Board of Zoning Adjustment and Zoning Commission, evaluates development proposals for zoning conformance and entitlement potential, drafts and submits text and map amendments as part of the District's 'Open Call' Comprehensive Plan update, and monitors and researches local government land use policies.



Prior to joining Cozen O'Connor, he served as director of planning services at Griffin, Murphy, Moldenhauer and Wiggins LLP after serving for nearly 10 years as an urban planner within the District of Columbia government.

From 2008-2010, he worked at the District of Columbia Office of Planning, an agency which guides development in the District while implementing preservation, revitalization, and strategic goals. As a development review specialist, he was responsible for reviewing zoning applications and presented agency recommendations at public meetings. Additionally, he served as core team member of Zoning Regulations Review project, a multi-year effort to comprehensively revise and modernize the zoning regulations of the District. He produced zoning recommendation reports and zoning regulation text, particularly for mixed use, transit-oriented development, and sustainability subject areas. This work would eventually become adopted as "ZR16," the new zoning regulations of the District, in effect since September 6, 2016.

From 2011-2016, he served at the District of Columbia Office of Zoning (DCOZ), an agency which provides administrative, professional, and technical assistance to the Zoning Commission and the Board of Zoning Adjustment in support of their oversight and adjudication of zoning matters in the District of Columbia. Upon joining DCOZ, he worked as a zoning specialist, and eventually senior zoning specialist, where he was responsible for communicating complex technical and regulatory information to a wide range of stakeholders, including applicants, BZA, Advisory Neighborhood Commissions, and the public. In addition to carrying out his explanatory duties, he analyzed and managed hundreds of zoning applications per year, ensuring each complied with applicable procedures and requirements. He also improved the BZA application processes for applicants, and clarified rights and responsibilities for stakeholders, resulting in more-timely and efficient hearings. Additionally, he adapted BZA zoning processes in the Interactive Zoning Information System to conform with ZR16.

Mr. Varga holds a Master's Degree in City & Regional Planning from the Ohio State University. He graduated with a Bachelor of Arts Degree from the Ohio State University.

He has been a member of the American Planning Association since 2003. He earned his American Institute of Certified Planners ("AICP") designation in 2007, and his LEED Green Associate designation in 2010.

Tab C

**Résumé of
JOHN GONZALES**

**Senior Housing Industry
Management and Marketing Professional**

Linkedin Profile:

<https://www.linkedin.com/in/john-gonzales-42a41935/>

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SUMMARY

Over thirty years of successful and progressive experience in the senior housing industry, holding a succession of facility, regional and corporate level positions including Executive Director, Director of Marketing, Regional Manager, Director of Operations, Regional Vice President of Operations, Vice President of Operations, Chief Operating Officer, Industry Consultant and President.

John's experience encompasses a broad range of senior housing environments including independent, assisted living, Alzheimer's and skilled care. John's operational knowledge and skills encompass both start-up construction as well as acquisitions, with particular expertise in "turn-around" projects. He is an effective senior-level manager with unique ability to identify, motivate and direct resources. John has a successful record in cost containment, creative problem-solving and increasing work force productivity. He is also a highly effective trainer, speaker and writer and possess excellent human relations skills.

QUALIFICATIONS INCLUDE

- Demonstrated leadership ability and willingness to take initiative and assume responsibility at all levels
- Results oriented, bottom line portfolio manager with exceptional command of market positioning, sales and cost control techniques
- Versatile, driven, flexible, quality and detail oriented
- Solid marketing and sales abilities translating into a unique and effective balance of operational and sales focused skills
- Ability to draw upon creativity and experience, accessing a variety of effective management techniques and training programs
- Excellent public relations and communication skills, including strong ability to interact effectively with all age groups
- Outstanding hiring, training and development skills resulting in the creation and maintenance of competent support staff
- Expertise in all areas of employment practices, with particular emphasis in Human Resources Management

PERSONAL STRENGTHS INCLUDE

- Capable of functioning effectively under pressure
- Self-motivated and conscientious, bringing an earned reputation for leadership, dependability, loyalty hard work and professionalism
- Practiced in all phases of decision making, drawing on experience, intelligence and creativity to achieve desired results

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PROFESSIONAL EXPERIENCE

8/17- Current **GUEST SERVICES INC.** – Fairfax, VA

PRESIDENT SENIOR LIVING

Responsible for creation of new division for Guest Services, Inc. a 100 year old Hospitality and Service Organization with 350 operations in 17 states. As President, primary responsibilities include development of the Division's Business Plan and successful execution of same, creation and development of corporate and regional management service team, training and oversight of all team members and direct involvement in all new development and managed senior living communities.

Additional responsibilities include the creation of Division's Operating Tenets, Benchmarks of Excellence, culture, marketing, sales, clinical and operating programs in conjunction with Guest Services' standards for service excellence.

Key to this role is the successful operation of all senior living communities with priority given to an "ownership advocacy" approach to the business, further distinguishing this organization from the largest segment of senior living management companies and operators.

10/14 – 3/17 **INTEGRAL SENIOR LIVING, LLC** – Carlsbad, CA

REGIONAL VICE PRESIDENT of OPERATIONS

Responsible for overall operations of assigned ISL communities. As the Regional VP of Operations, oversaw between 8 and 10 communities (IL, AL and Memory Care). Assigned communities were located in MI, IL, AL, TN, AZ, OK, OR, WA, CA, NV, and CO.

Communities included start up construction in 3 states as well as expansion and renovation projects. Strong relationships with ownership groups resulted in being assigned to service 2 entities exclusively.

Accomplishments include: Turn around performance of communities in AL, TN, MI and IL in order to position for successful refinancing and ultimate liquidation by ownership; Successfully, overseeing initial construction, opening of sales and marketing trailers/office space, design of sales program, collateral materials and operational policies, procedures and programing for communities in NV, CA and CO; Strong relationships formed with assigned Executive Directors and peers in order to achieve performance expectations.

Additional experience included ground-up development of high-end Independent Senior Living Communities in CA, NV and CO working exclusively for Wolff Group as well as Focus Partners.

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4/13 – 8/17 **SDG SENIOR LIVING, INC.** – Bonney Lake, WA

OWNER/PRESIDENT

SDG Senior Living, Inc. is a professional consulting, training and services company providing expertise to the senior housing and assisted living industries in a variety of disciplines including community management, marketing/sales support, culture development, customer service, development/feasibility consulting services. Partial listing of clients include: Pacifica Senior Living, Mainstay Development, Lenity Architecture, Senior Housing Forum, Life Care Centers of America, Century Park Associates, Covenant Care and Wolff Group.

4/01 – 6/13 **SENIOR SERVICES OF AMERICA, LLC** – Tacoma, WA

CHIEF OPERATING OFFICER

Responsible for all areas of operations and marketing for the portfolio's twenty-two managed Independent, Assisted Living and Alzheimer's facilities in eight states. Responsible for creation and implementation of all operating systems for this start-up management company.

As COO, took over operations for 10 distressed east coast AL communities (formerly Balanced Care properties) from a **negative EBITDARM position to a current quarterly EBITDAR of 2.1 mil. While this performance improvement occurred over a 10 year period, quarter over quarter growth and improvement was steady and significant demonstrating strong ability to turn-around distressed communities.**

Doubled operating margins from the time of acquisition into the mid to high 30's for the majority of the primary portfolio, while managing operations for newer communities at 40% or greater.

Effectively managed both REIT-held and 3rd Party owned communities consisting of independent, assisted and memory care units, with approx. 15% Medicaid clientele. Developed stand-alone Memory Care communities and oversaw expansion and addition of secured care wings to existing AL communities.

Developed mechanisms for creating, growing, measuring and maintaining employee engagement.

Defined Company's culture, vision and mission with emphasis on building strong, effective, motivated and self-directed teams with a foundation of strong ethics and high integrity.

Effectively identified, nurtured, coached and mentored leaders in our industry.

Maintained highly competitive market position for older AL communities despite limited resources and capital, by focusing on internal atmosphere, culture-focus, incredible customer service and instilling an owner mindset in all employees. What started as a "survival" strategy for our company became one of our greatest strengths.

Embraced and integrated technological based activities and social programs, striking an effective balance of high tech and high touch.

JOHN GONZALES 9912 195th Ave. E.
Bonney Lake, WA 98391

11/00 - 4/01 **ALTERRA** – Wichita, KS Regional Offices

REGIONAL DIRECTOR OF OPERATIONS - KANSAS

Responsible for all areas of operations for 29 Kansas assisted living and Alzheimer's facilities. **Accomplishments include a dramatic 120-day increase in the region's operating income through facility and regional restructuring.**

2/99 – 11/00 **THE HOMESTEAD COMPANIES, LLC** – Wichita, KS

VICE PRESIDENT AND DIRECTOR OF OPERATIONS

Responsible for all areas of operations for this regional provider of assisted living services and housing. Instrumental in successfully growing the company from seven operational residences in early 1999 to its current ten assisted living residences in three Midwestern states. Responsibilities include direct hands-on management and oversight for all operational and start-up residences, maintaining a direct reporting relationship with all residence Executive Directors. Participation in setting global company goals and strategy. Restructured the organization's policies, procedures and practices including the successful roll-out of CQI management principles and philosophies in all residences. Established Standards of Operations by identifying and quantifying company best practices, initiated supportive oversight management style and created residence interdependencies. Reshaped the structure of the company's marketing and operations systems for improved efficiencies.

Increased the portfolio's gross revenues by 37% and Net Operating Income by 74% within one year of assuming control of assets. Improved aggregate Gross Operating Margins of operating residences by 16% during the course of 1999.

6/96 - 6/98 **SUN HEALTHCARE GROUP, INC.** - Albuquerque, NM

DIVISIONAL VICE PRESIDENT, SUNBRIDGE ASSISTED LIVING RESIDENCES

Responsible for all areas and phases of development for Assisted Living start-up division. Designed and implemented a full array of new, highly progressive operating systems for this private pay arm of the company. Involved in the design and construction of all new residences. Directly responsible for licensing, fill-up and all phases of operations for all newly built properties. Responsible for hiring, training and management of regional and residence level staff. Responsible for design and implementation of specialty Alzheimer's services, staffing and programs, in conjunction with the company's internal resources.

Reported directly to the President of SunBridge Assisted Living and participated in meeting the reporting requirements for the Sun Healthcare BOD, officers and senior management.

Developed new portfolio of high-end Assisted Living and Alzheimer's residences with stabilized targeted Gross Operating Income Margins of 49% and pre-tax profit margins of 12%, with average monthly rental rates of \$3,400. First project opened successfully in Denver, CO in September, 1998.

Successfully integrated four acquired mixed-used residences in the NE into SunBridge and effected substantial improvements in performance. Increased Pre-tax Profit from an aggregate of \$61,463 during first quarter 1997 to \$359,675 in fourth quarter of 1997, exceeding all budgeted expectations. Improved occupancy from 95.8% to 97.2% ninety days after assuming control of assets.

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2/92 - 6/96

CROSSINGS CORPORATION - Tacoma, WA

VICE PRESIDENT OF OPERATIONS

Responsible for the overall support and day-to-day operations of the company's 1400 assisted living and independent senior units, utilizing and directing company regional managers, corporate specialists and administrative support staff as direct resources. In addition to monitoring the financial success of the projects, had full responsibility for the evaluation of employment practices, potential liabilities and compliance with all company policies and procedures.

Implementation and monitoring of company's management training program and continuous focus on the improvement of operational performance and management practices. Also responsible for compliance with all local, state and federal regulations.

Intense participation in the development of the company's Strategic Business and Investment Plan as a staging process for an Initial Public Offering or Merger.

Additional responsibilities included the continued development and refinement of the company's Employee Handbook and Operations Manual. Direct oversight of the company's Workers' Compensation plan and activity, including the implementation of an Early Return to Work program, Blood borne Pathogens Policy/Procedure and other proactive efforts designed to mitigate liabilities and increase productivity of the company's 560 employees.

Directed the company's Human Resources department, managing and directing related consultants and legal counsel as resources.

Responsibilities also included internal and public representation of the company as a member of the executive management team, including representation in trade organizations, industry workshops and conferences (ALFA, NASLI, JCAHO focus group, etc.) Responsible for the creation, management and ongoing refinement of operational and financial controls, reports and analytical systems. Responsible for the production of annual budgets for all existing facilities, and participated in the creation of projection models for future developments. Prior Positions with Crossings also include Director of Operations and Operations Manager.

6/86 - 10/91

DANMOR COMPANY - Bellevue, WA

DIRECTOR OF MARKETING - CORPORATE - Bellevue, WA

Responsibilities included the creation and implementation of innovative and aggressive sales programs and the direct supervision of marketing staff for the company's Madison House Arizona and Washington Independent and Assisted Living facilities. As a member of Danmor's executive management team, with direct reporting responsibilities to the owner, developed and directed new company venture involving research and identification of senior housing property owners for the purpose of marketing Danmor's management contract services. Participated in the development and revision of all company policies and procedures utilized at all company facilities.

GENERAL MANAGER, MADISON HOUSE/MEDFORD - Medford, OR

Responsible for all aspects of this Independent and Assisted Living Community's operations and marketing efforts. Complete on-site responsibility for all departments including Administration, Marketing, Nursing, Food and Beverage, Maintenance, Housekeeping, Landscaping, Security, and Activities. Successfully implemented Assisted Living services in this previously unlicensed community.

JOHN GONZALES

9912 195th Ave. E.

Bonney Lake, WA 98391

253.753.6741

Johngonzales789@msn.com

PROFESSIONAL EXPERIENCE (CONTINUED)

6/86 - 10/91 **DANMOR COMPANY** - Bellevue, WA

GENERAL MANAGER, MADISON HOUSE/TOTEM LAKE - Kirkland, WA

Responsible for all aspects of this Independent and Assisted Living Community's operations and marketing efforts. Complete on-site responsibility for all departments including Administration, Marketing, Nursing, Food and Beverage, Maintenance, Housekeeping, Landscaping, Security, and Activities. Successfully implemented Assisted Living services in this previously unlicensed community.

GENERAL MANAGER, MADISON HOUSE/SUN CITY WEST - Sun City West, AZ

Responsible for all aspects of this Independent and Assisted Living Community's operations and marketing efforts. Complete on-site responsibility for all departments including Administration, Marketing, Nursing, Food and Beverage, Maintenance, Housekeeping, Landscaping, Security, and Activities. Successfully increased occupancy in highly competitive market. This was accomplished by creating and implementing new and highly aggressive marketing programs and incentive structure, and by the development of a cohesive and effective sales force.

ASSISTANT GENERAL MANAGER, MADISON HOUSE/TOTEM LAKE - Kirkland, WA

Functioned in full capacity of General Manager reporting directly to owner. Responsible for all aspects of facility operations and marketing efforts.

MARKETING COORDINATOR, MADISON HOUSE/SCW - Sun City West, AZ

Responsible for all media advertising for all Danmor facilities. Created print and radio advertisements, coordinated placement and tracked responses.

DINING ROOM MANAGER, MADISON HOUSE/SUN CITY WEST/SAN ANTONIO –

Sun City West, AZ/San Antonio, TX

Responsible for all aspects of food service operations.

EDUCATION

UNIVERSITY OF TEXAS AT SAN ANTONIO

Majors: Music Performance, Computer Science

San Antonio, TX

1981 – 1985

DISNEY CUSTOMER SERVICE INSTITUTE

2013

MANAGEMENT and LEADERSHIP EXPERIENCE

- Life group Leader – Calvary Community Church
- Youth Leader, Kid's World Ministry, Calvary Community Church
- President, Brookside Homeowners' Association (269 homes), 2007-2008
- Presenter for Numerous Corporate Training, Coaching and Motivational Presentations on:
 - Leadership
 - Culture Development
 - Ethics and Integrity

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MANAGEMENT and LEADERSHIP (CONTINUED)

- Practical Management Skills
- Crisis Management
- Financial Performance Excellence
- Employee Motivation and Morale

- Licensed Kansas state Assisted Living Operator
- 2007-2008 Washington Healthcare Association Board Member Chapter One Governor
- Assisted Living Federation of America Member and Attendee at Numerous Conferences
- JCAHO Focus Group Member - Joint Commission for Accreditation of Health Care Organizations - exploring accreditation of the Assisted Living Industry, Chicago IL
- Employee Attitude Problems, Firing and the Law
- Featured Speaker at Canada Forum Conference, "Assisted Living - The Western Perspective"
- Innovative Environments for Individuals with Alzheimer's Disease
- Handling People with Diplomacy and Tact
- National Association of Senior Living Industries
- Washington Health Care Association Member
- Assisted Living - Today's Strategies for Tomorrow's Challenges
- Assisted Living Facilities Association of America National Conference

Hobbies: Trumpet Player, Bugles Across America, Jazz Disciples, Calvary Community Church, Sumner WA.

PERSONAL AND PROFESSIONAL REFERENCES - Available upon request

Tab D

CLAIRE DICKEY, AIA, NCARB, LEED AP BD+C



C.DICKEY@PERKINSEASTMAN-DC.COM



OFFICE: 202.212.6047
MOBILE: 703.850.3263

ABOUT ME

Mid-level, Washington, DC-based architect. Creative, collaborative, detail-oriented, driven, intellectually-curious.

SKILLS

Revit
AutoCAD
Photoshop
Illustrator
InDesign
SketchUp
Word
Powerpoint
Excel
Newforma

PROFESSIONAL EXPERIENCE

SENIOR ASSOCIATE | PERKINS EASTMAN DC

WASHINGTON, DISTRICT OF COLUMBIA

July 2012 - Present

Project Manager/Project Architect with a focus on senior living environments. | Responsible for design, documentation, and management of projects from initial concept through construction administration. | Have coordinated teams ranging in size from 2-15 members. | Help lead DC office senior living team and act as liaison with peer group leadership from other Perkins Eastman office locations. | Expanding focus into practice-based research.

OWNER | CLARITY DESIGN STUDIO

SILVER SPRING, MARYLAND

February 2011 - February 2013

Architectural and interior design of single-family residential renovation and addition projects. | Founded as a sole practitionership, often worked in a design/build capacity with a local general contractor to guide clients through the home improvement process.

LEED DESIGNER | CHEATHAM FLETCHER SCOTT ARCHITECTS

AUGUSTA, GEORGIA

October 2008 - April 2010

Project Architect for a wide range of project types, including a large community center complex, adaptive reuse of a historic school into luxury condominiums, and custom single family residences. | Responsible for production of presentation drawings, construction documents, and specifications manuals. | Served as the office sustainability expert.

PROJECT MANAGER | SUNRISE SENIOR LIVING

MCLEAN, VIRGINIA

May 2006 - June 2008

Acted as primary liaison between development, operations, and marketing teams for new condominium projects. | Managed special projects such as apartment expansions/redesigns, community amenities programming and design, and project branding. | Helped research and develop new corporate policies for assisted living fitness programs.

INTERN ARCHITECT | BEERYRIO ARCHITECTS + INTERIORS

SPRINGFIELD, VIRGINIA

February 2003 - October 2005

Staff architect working primarily on Sunrise Senior Living projects. Responsible for construction documents production and consultant coordination. | Produced marketing and presentation drawings/materials boards. | Built physical models for client presentations.

PUBLICATIONS

Dickey, Claire. "Wellness Redesigned: Centers for Healthy Living in the 21st Century." June 12, 2017.
<http://www.mcknightsseniorliving.com/guest-columns/wellness-redesigned-centers-for-healthy-living-in-the-21st-century/article/666120/>.

Chmielewski, Emily and Dickey, Claire. *Centers for Healthy Living: Providing Whole-Person Wellness to Seniors.* October 2016.

NOTABLE PROJECTS

INGLESIDE AT ROCK CREEK
Washington, District of Columbia
(Expected Completion 2020)

CEDAR VILLAGE AQUATIC CENTER
Mason, Ohio
(Completed 2015)

FIRST STOP AT KROC CENTER
AUGUSTA
Augusta, Georgia
(Completed 2011)

WILLIAM ROBINSON SCHOOLHOUSE
CONDOS
Augusta, Georgia
(Completed 2010)

FOX HILL
Bethesda, Maryland
(Completed 2008)

SUNRISE ON VERNIER
Grosse Pointe Woods, Michigan
(Completed 2006)

INTERN ARCHITECT | WANCHUL LEE & ASSOCIATES PC

WASHINGTON, DISTRICT OF COLUMBIA
May 2002 - February 2003

Staff architect working on US Embassy projects around the world, to include Islamabad (Pakistan), Prague (Czech Republic), and Yaounde (Cameroon). | Worked directly with firm principal on design concepts. | Responsible for construction documents production and interior finish specifications.

EDUCATION

MASTER OF ARCHITECTURE

UNIVERSITY OF MARYLAND
May 2013
Architecture, Major

Teaching Assistant | ARCH 225 History of World Architecture I (Spring 2013)

BACHELOR OF SCIENCE

UNIVERSITY OF VIRGINIA
May 2001
Architecture Design, Major
Architectural History, Minor

Secretary | American Institute of Architecture Students (2000-2001)
Vocalist | University of Virginia Swing Jazz Orchestra (1997-2001)

ACTIVITIES & AFFILIATIONS

CURRENT

Member | AIA DC
Advisory Group | DFA
Co-Chair | Rebuilding Together DC, Perkins Eastman Team
Chair | Senior Living Book Club
Coordinator | PE Senior Living Thought Leadership Committee

PREVIOUS

Member | Programs Committee, AIA Potomac Valley (2010-2012)
Secretary | AIA Augusta (2009-2010)
Member | Schools Connections Committee, AIA Northern Virginia (2003-2005)