

Request for Qualifications:

Development Partner for Redevelopment of the Villages at Parkside—Detroit, MI

Monday, November 28, 2022

Submitted to:

Detroit Housing Commission
1301 E Jefferson
Detroit, MI 48207

Submitted by:

The Habitat Company LLC.
350 W Hubbard St., STE 500
Chicago, IL 60654

Duvernay + Brooks, LLC
2095 Broadway, Suite 404
New York, NY 10023



THE HABITAT COMPANY*

Duvernay + Brooks LLC



HamiltonAnderson



November 28, 2022

Sandra Henriquez
Chief Executive Officer
Detroit Housing Commission
1301 E. Jefferson
Detroit, MI 48207

RE: Request for Qualifications
Development Partner for Redevelopment of the Villages at Parkside

Dear Ms. Henriquez:

The Habitat/DB Development Team is pleased to submit the enclosed response to the Request for Qualifications for Development Partner for the redevelopment of the Villages at Parkside in partnership with the Detroit Housing Commission (DHC). The Habitat/DB Development Team is led by two extraordinary organizations, the Habitat Company (Habitat) and Duvernay + Brooks (D+B), with experience and capacity that makes us uniquely qualified to serve as DHC's developer partner for the redevelopment of the Villages at Parkside. Our Team will work as one, offering a single point of contact and financial responsibility for DHC, which will help insure seamless communication and clear accountability throughout the process.

National Expertise, Local Knowledge

The Habitat/DB Team blends strong planning and design, community engagement, real estate development, property management, and finance experience with an unsurpassed depth of experience in working with HUD and public housing authorities across the country. Our experience covers the full spectrum of housing opportunities, from rental to home ownership and from low-income and affordable to market-rate housing. We are pioneers in partnering with housing authorities to create quality, sustainable housing communities, and have extensive experience with developments similar in scope and scale of Parkside.

Collectively, Habitat/DB have completed nearly 20,000 units of affordable and mixed income housing nationwide, including 13,000 units in public housing redevelopments.

The Habitat Company is a leader in development and property management. Over the past 50 years, Habitat has successfully developed more than 17,000 units of affordable, market rate and condominium housing, and manages approximately 19,000 units across six states. Habitat has more than \$3.0 billion of assets under management and approximately 700 employees.

For more than 20 years, Habitat served as the court-appointed Receiver for the Chicago Housing Authority (CHA), during which time CHA's Scattered Sites Program resulted in the development of more than 3,000 public housing units throughout the City of Chicago. Habitat's experience also includes successful partnerships with the Detroit Housing Commission, and the Kansas City, Atlanta, and the Gary Housing Authorities. In total, as a developer or program manager, the Habitat Company's work has resulted in the redevelopment and revitalization of more than 10,000 new public housing and mixed income units in 100 real estate transactions, totaling nearly \$3 billion. They currently manage more than 9,000 affordable and public housing units.

Experience with DHC

In the mid-2000's The Habitat Company was selected by the Detroit Housing Commission ("DHC") to provide Program Management services to assist in its efforts to execute on planned mixed-income housing development projects in its portfolio. Habitat served in this role until 2013.

Three large redevelopment sites – now known as Cornerstone, Emerald Springs, and Gardenvue Estates – were in various stages of redevelopment, ranging from vacant and awaiting demolition, to partially redeveloped with some occupancy.

Habitat sent a program management team to Detroit with specialists in development finance, construction assessment, design review, and site planning to assist DHC staff in developing the protocols and building the technical capacity to implement a comprehensive redevelopment program.

Duvernay + Brooks has unsurpassed expertise in the redevelopment and repositioning of public housing sites. A New York State certified woman-owned business, D+B is a national leader in providing development advisory services to housing authorities for public housing revitalizations and is also an accomplished developer of affordable housing. A co-author of the HUD mixed finance guidebook, D+B combines broad, general affordable housing finance and development experience with expertise in the issues faced by public housing authorities and the complexities inherent in complex, multi-phase, mixed-income public housing redevelopments.

Since its founding in 1999, D+B has advised housing authorities and private firms on developing more than 150 projects with more than 16,000 affordable and mixed income housing units and a total value of more than \$2.7 billion. D+B has assisted dozens of housing authorities in preparing and implementing master plans and asset repositionings, including more than 20 successful HOPE VI and Choice Neighborhood plans that have resulted in more than \$2.5 billion in investment in those communities. D+B has also served as the co-developer of public housing redevelopments and other affordable and mixed income projects with more than 4,800 new construction and preservation units completed in partnership with public housing authorities and non-profit and for-profit partners.

D+B has partnered with housing authorities across the country on redevelopment projects, including the Buffalo Municipal Housing Authority (in partnership with Habitat), the Denver Housing Authority, the Memphis Housing Authority, the Miami-Dade County Public Housing and Community Development, and the New York City Housing Authority.

Development Team Members

Habitat/DB has identified the following highly qualified companies as potential project team members based on their unique experience and ability to deliver projects in partnership with DHC. We understand DHC may desire to participate in the selection of team members, and upon award, Habitat/DB will work collaboratively with DHC to review and approve team members.

The Habitat Company (Lead Developer)	Co-Developer/Property Manager	Chicago, IL
Duvernay + Brooks (WBE)	Co-Developer	New York, NY
LBBA	Architect & Master Planner	Chicago, IL
Hamilton Anderson Associates (MBE)	Urban Design & Landscape Architecture	Detroit, MI
PEA Group	Civil Engineer	Detroit, MI
IMEG Corp.	Structural Engineer	Detroit, MI
Strategic Entergy Solutions	MEP Engineer & Sustainable Design	Berkley, MI
Ethos Development Partners	LIHTC Consultant	Detroit, MI
IFF	Community Facility Financing & Devel.	Detroit, MI
Abide Capital (MBE)	Financial Advisor	Chicago, IL
COTS (non-profit organization)	Social Service Provider	Detroit, MI
Renaissance Groups (WBE)	M/WBE & Section 3 Consulting	Cazenovia, NY
Occupancy Solutions	Relocation Consulting	Detroit, MI
Applegate & Thorne-Thomsen	Tax & Real Estate Counsel	Chicago, IL
Nixon Peabody	HUD Counsel	Washington, D.C.

The Habitat/DB Team's lead architect and master planner will be **Landon Bone Baker ("LBBA")**, a Chicago-based architectural practice established in 1987 that is distinguished by its community-based approach. An innovative leader and hands-on champion of affordable housing and neighborhood planning, LBBA believes good design should be available to all. LBBA has extensive experience designing affordable and mixed income housing in Detroit, including the recently completed Ruth Ellis Clairmount Center, a 43-unit, mixed income permanent supportive housing development in the Piety Hill neighborhood, which also includes a health clinic and a community facility, and the Anchor at Mariners Inn, an 88-unit supportive housing development, currently under construction in the Cass Park neighborhood.

The design team will also draw on the expertise of **Hamilton Anderson Associates ("HAA")** as landscape architect, and to assist in community and master planning. HAA is an award winning, Detroit-based, multi-disciplinary design firm dedicated to improving the built environment through creative, contemporary design. Using their expertise in both new construction and adaptive reuse, they've provided richly detailed multi-use and residential spaces throughout the City of Detroit for the past 28 years, and were the 2019-2020 Michigan AIA Architecture Firm of the Year.

The PEA Group ("PEA") will be the Team's civil engineer. PEA is a 65-year old, award-winning, multidisciplinary site design firm offering a full roster of services to assist our partners and clients through the site design process. PEA has offices throughout Michigan, and will provide services to Parkside from their Detroit office. Other members of the engineering team include **Strategic Energy Solutions ("SES")** as MEP engineer and sustainable design consultant. SES has extensive experience helping multifamily developments throughout the Detroit area achieve LEED and other sustainable design goals. Detroit-based **IMEG Corp. ("IMEG")** will serve as structural engineer. IMEG's history dates back more than one hundred years, and they are a nationally renowned engineering firm, with 70 locations and 2,000 staff members nationwide.

Coalition on Temporary Shelter ("COTS") seeks to create and facilitate opportunities for families in poverty to collaborative, thrive and succeed in building strong households, neighborhoods and communities. Since 1982, COTS has served the most vulnerable members of the Detroit community. COTS' Passport to Self-Sufficiency™ (PTS) is its poverty reduction and alleviation framework used across all programs and projects in the organization. PTS takes a strengths-based approach that results in each family co-creating their pathway out of poverty. COTS will oversee the Team's provision of supportive services to the redeveloped Parkside community, including providing on-site services from a new or redeveloped community center.

Renaissance Groups is a WBE and Section 3 certified business. Formed in 1994, Renaissance has vast experience dealing with public housing issues, Section 3 compliance, construction compliance, MWBE contractual tracking, labor utilization, affordable housing, and diversity issues, and has extensive experience working with public housing authority redevelopments.

Occupancy Solutions is a national leader in the design, management, and implementation of temporary, permanent, and tenant-in-place relocation plans. Occupancy Solutions help owners, managers and residents navigate and deal with all tenant-in-place/relocation related logistics, needs and requirements, and have unsurpassed experience working on RAD and other public housing redevelopments. With significant expertise in relocation regulatory compliance on both the federal and state levels, they craft resident relocation and tenant-in-place implementation, safety, outreach, and financial assistance plans that meet all URA/Section 104 (d), HUD/RAD, and LIHTC regulations.

Ethos Development Partners ("Ethos") will advise the Team on financial structuring and securing tax credits and other City and State funding. Detroit-based Ethos is a team of experienced developers and consultants that has come together to assist both for-profit and nonprofit developers who wish to engage in transformative housing, commercial and community development initiatives, and has extensive MSHDA 9% LIHTC and bond/4% LIHTC experience. Ethos also has extensive development experience in Detroit and with housing authorities throughout Michigan.

Applegate & Thorne-Thomsen ("Applegate") is the "go to" law firm for community development projects both at the local and national levels. Applegate represents tax credit syndicators, direct investors, developers (for-profit and non-profit) and public agencies in all facets of tax-incentivized transactions. Applegate also has extensive experience assisting clients with a wide variety of government funding programs, including Section 8, RAD, public housing, HOME and CDBG, as well as State and local funding programs.

Nixon Peabody ("NP") would serve as our Team's HUD counsel. NP is a full-service law firm with more than 600 attorneys collaborating in 17 offices throughout the U.S. and abroad, including Chicago, New York and Washington, D.C. For more than 45 years, NP's Affordable Housing attorneys have been involved in the financing, preservation, and development of affordable housing, and has extensive experience assisting housing authorities and developers engage HUD to solve complex challenges. NP Team member Kathie Soroka is a former Senior Counsel to the General Counsel at HUD, where she played a key role in structuring the RAD program and helped to draft many of the RAD documents in use and write much of the guidance for the program.

The Habitat/DB Team will also be able to draw on the expertise of **IFF**, a non-profit community development financial institution, for the financing and developing community facilities included in the site, and **Abide Capital**, an MBE investment firm that specializes in creative financing solutions for affordable housing.

A Comprehensive, Collaborative Approach to Neighborhood Transformation

Collaboration with DHC, Residents and Stakeholders: Habitat/DB has an interest in creating a long-term, mutually beneficial relationship with DHC. As such, we are greatly interested in partnering with you in all aspects of planning and development to fully maximize the potential of the Villages of Parkside redevelopment, and to ensure that the redevelopment accomplishes more than just building and managing a place to live – it is about creating an enduring and inclusive space that will enhance the lives of the residents and the surrounding community.

The Habitat/DB Team is committed to a collaborative process with DHC, its residents, the City of Detroit, and other key stakeholders. Our Team has extensive experience leading master planning processes in close partnership with housing authorities, public housing residents and resident organizations, and other community stakeholders. We believe that successful comprehensive planning and design can only be achieved through meaningful engagement with residents and community stakeholders.

We will proactively engage in a highly participatory and interactive process that will create compelling and economically viable master plans and conceptual designs that encompass the best ideas of all stakeholders. This collaborative process enables us to generate a realizable vision for the development that is "Owned" by the community, establishing a solid foundation for each project's subsequent development, while also building momentum and enthusiasm for the project.

The Habitat/DB Team is also committed to partnering and sharing in the success of our projects with MBE/WBE/Section 3 businesses and Section 3 residents. We will target a Section 3 new employment goal of 50% participation and meet DHC's M/WBE and Section 3 contracting and employment goals. We will actively work with DHC and locally-based organizations on a plan to include DHC's local, small business, and resident participation goals so that our team can support the diverse community.

Habitat/DB

SUBMITTAL LETTER

We appreciate the opportunity to present this proposal. The Habitat/DB Team affirms our ability and willingness to fully perform the duties outlined in the RFQ's scope of services and successfully plan and implement the redevelopment. We look forward to working with DHC on an inclusive resident and community planning process that ensures that the Villages at Parkside is revitalized so that they provide high quality affordable homes for Detroit residents for generations to come.

Sincerely,



Jeff Head, VP Community Development
The Habitat Company

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

A.1. Development Team Qualifications

Development Team Members

Habitat/DB has identified the following highly qualified companies as potential project team members based on their unique experience and ability to deliver projects in partnership with DHC. We understand DHC may desire to participate in the selection of team members, and upon award, Habitat/DB will work collaboratively with DHC to review and approve team members.

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IFF	Community Facility Financing & Devel.	Detroit, MI
Abide Capital (MBE)	Financial Advisor	Chicago, IL
COTS (non-profit organization)	Social Service Provider	Detroit, MI
Renaissance Groups (WBE)	M/WBE & Section 3 Consulting	Cazenovia, NY
Occupancy Solutions	Relocation Consulting	Phoenix, AZ
Applegate & Thorne-Thomsen	Tax & Real Estate Counsel	Chicago, IL
Nixon Peabody	HUD Counsel	Washington, D.C.

A Multi-Disciplinary Team with a Depth of Expertise

The Habitat/DB Development Team has unparalleled experience in partnering with public housing authorities nationwide to develop affordable and mixed-income housing, in developing both new construction and preservation/rehabilitation affordable housing and mixed use projects in Detroit and nationwide, in master planning and implementing large-scale, complex public housing and other urban redevelopments, and in successfully engaging community stakeholders to implement public housing revitalizations.

Our Team blends strong real estate development, management, and finance experience with an unsurpassed depth of experience in working with HUD and public housing authorities across the state and country. The Habitat/DB Team's experience covers the full spectrum of housing opportunities, from rental to home ownership and from low-income and affordable to market-rate housing. We are pioneers in partnering with housing authorities to create quality, sustainable housing communities, and have extensive experience with developments similar to those that DHC is interested in pursuing for the redevelopment of its portfolio.

Our Team's combination of local knowledge and national experience makes us ideally suited to help DHC meet its objectives of developing financially, operationally, and socially sustainable public housing.

All members of the Habitat/DB Team will lend their extensive experience and expertise to the Team, expanding and enhancing our Team's overall capacity: **Habitat** taking the lead in oversight of design, construction, M/WBE contracting, property and asset management, and relocation, and **D+B** providing oversight of financial structuring and lending its expertise in public housing redevelopment, and with Section 8 and RAD.

Team members' experience and qualifications are summarized below. Charts listing Habitat's and D+B's projects in the past five years are attached.

Organization Chart

THE DEVELOPER TEAM – DB/Habitat

The Habitat Company (75%) | Duvernay + Brooks (WBE, 25%)

Property Management, Relocation, Marketing, & Lease Up	Legal & Financial	Architecture & Engineering	Construction	Social Services
The Habitat Company Property Management Occupancy Solutions Relocation Consulting	Applegate & Thorne-Thomsen Tax & Real Estate Nixon Peabody HUD Counsel Ethos Development Partners LIHTC/State & Local Funding IFF Community Facility Financing & Development Abide Capital Financial Advisor	LBBA Project Architect & Lead Master Planner Hamilton Anderson Landscape Arch. & Master Planning PEA Group Civil Engineer Strategic Energy Solutions MEP Engineer and Sustainable Design Consultant IMEG Corp. Structural Engineer	TBD General Contractor Renaissance Groups M/WBE, Section 3, Davis Bacon Consulting and Monitoring	COTS Social Services Provider

Charts listing Habitat and D+B's on-going developments and projects completed in the past five years are attached.

Residential Development Experience and Current Workload

Site:

Developer:

List below all residential and/or homeless shelter properties developed within the five (5) year period preceding the deadline for submission of proposals in response to this RFP. Use additional pages as needed.

Project Name	Address	Role (a)	Type (b)	Category (c)	# of Buildings	Total # of Units	TDC	Original Development	Redevelopm ent	Completion Date	Current Status (d)	Gov't Program (e)	Construction Lender (f)	Permanent Lender (f)	Property Manager (g)
Pines of Edgewater Phase I and II	5439 N. Kenmore Chicago, IL 60640	D	RH	SR	18	496	\$48.0M	1977 1979	2019	2022	UC	Section 8, Dan Burke 312.913.8152	Fannie Mae	Fannie Mae	The Habitat Company
Ogden Commons A1	1300 S Talman, Chicago IL	D	RH	NC	2	110	\$42.4M	2021	NA	2023	PD	LIHTC, IHDA, Christine Moran, 312.836.5273	B of A	B of A	The Habitat Company
43 Green Phase 1	4300 S Calumet, Chicago, IL	D	RH	NC	1	99	\$37.5M	2021	NA	2022	PD	LIHTC, Tamra Collins, 312.744.5623	5th 3rd	HUD	the Habitat Company
Ogden Commons A2	1250 S Talman, Chicago IL	D	RH	NC	1	72	\$27.3M	2022	NA	2024	PD	LIHTC, IHDA, Christine Moran, 312.836.5275	TBD	TBD	The Habitat Company
LeClaire Redevelopment	4400 S Cicero	D	RH	NC	1	190	\$60.2M	2022	NA	2024	PD	LIHTC, Tamra Collins, 312.744.5623	TBD	TBD	The Habitat Company
So Haven	229 Elkenberg, South Haven, MI	D	RH	NC	1	58	\$15M	2022	NA	2024	PD	LIHTC,Griffin Graham, 617.637.0753	TBD	TBD	The Habitat Company
Eden Commons	2701 S Indiana Ave Chicago, IL	D	RH	MR	11	1,529	\$37.3M	2021	2021	2022	UC	Section 8, Dan Burke 312.913.8152	NA	HUD	The Habitat Company
Hubbard Place	360 W. Hubbard St Chicago, IL 60654	D	RH	NC	1	450	\$141M	2012	2021	2023	PD	NA (Market Rate)	NA (Market Rate)	NA (Market Rate)	The Habitat Company
Riverside Village	13215 S. Indiana Ave Chicago, IL 60627	D	RH	SR	39	258	\$29.5M	2005	2022	2023	PD	LIHTC, Tamra Collins, 312.744.5623	TBD	HUD	The Habitat Company
East Park SRO	3300 W. Maypole Ave Chicago, IL 60624	D	RH	SR	1	152	\$16.7M	1996	2018	2019	COM	LIHTC, IHDA, Christine Moran, 312.836.5277	CIBC	IHDA	The Habitat Company
Jade Garden Apartments	336 W Cermak, Suite 1D Chicago, IL 60616	D	RH	MR	3	72	\$5.2M	1996	2020	2021	COM	Section 8, Dan Burke 312.913.8152	Fannie Mae	Fannie Mae	The Habitat Company
Asbury Plaza	750 N. Dearborn Chicago, IL 60654	D	RH	MR	MR	384	\$62M	1979	2018	2020	COM	Section 8, Dan Burke 312.913.8152	Fannie Mae	Fannie Mae	The Habitat Company
West Point Plaza	300 S. Damen Chicago, IL 60612	D	RH	MR	SR	200	\$15.1M	1977	2020	2021	UC	Section 8 (Mixed-Income), Dan Burke 312.913.8152	Fannie Mae	Fannie Mae	The Habitat Company
Columbus Plaza	233 E. Wacker Dr. Chicago, IL 60601	D	RH	MR	MR	534	\$93M	1976	2019	2020	COM	NA (Market Rate)	NA (Market Rate)	NA (Market Rate)	The Habitat Company
Elm Street Plaza	1130 N. Dearborn Chicago, IL 60610	D	RH	MR	MR	396	\$61.7M	1976	2018	2021	COM	Section 8 (Mixed-Income), Dan Burke 312.913.8152	Fannie Mae	Fannie Mae	The Habitat Company
Casa Heritage Apartments	10315 Palmer Ave, Melrose Park, IL	D	RH	SR	SR	142	\$10M	1972	2016	2017	COM	LIHTC, IHDA, Christine Moran, 312.836.5277	Citi	HUD	The Habitat Company
Long Grove House	2001 S. Michigan Ave Chicago, IL 60616	D	RH	MR	SR	448	\$32M	1971	2015	Continuing	COM	Section 8 (Mixed-Income), Dan Burke 312.913.8152	NA	HUD	The Habitat Company

(a) ROLE: Indicate the role or roles you played in the development of each property listed. If developed as part of a joint venture, indicate such by adding JV to the respective role (e.g., D/JV).

D=Developer; B=Builder; GC= General Contractor; CM=Construction Manager; F=Provided Financing; O=Other (specify)

(b) TYPE: Project Type: RH=Rental Housing; CH=Coop/Condo Housing; SF=Single Family Housing; O=Office; R=Retail; CF=Community Facility; M=Mixed Use

(c) CATEGORY: NC=New Construction; SR=Substantial Rehab; MR=Moderate Rehab

(d) STATUS: Indicate if project is Pre=Pre-development; UC=Under Construction; Com=Completed

(e) GOVERNMENT PROGRAM: Provide the name of the program, contact name, and telephone number.

(f) CONSTRUCTION/PERMANENT LENDER: Provide the name of the institution.

(g) MANAGEMENT: Indicate if you manage the project directly or use a property manager. Provide the name of the property manager used, if any. Indicate N/A if you no longer own the project.

Residential Development Experience and Current Workload

Developer: Duvernay + Brooks, LLC

List below all residential and/or homeless shelter properties developed within the five (5) year period preceding the deadline for submission of proposals in response to this RFP. Use additional pages as needed.

Project Name	Authority Redevelopment	Address	Role (a)	Type (b)	Category (c)	# of Buildings	of Units	TDC	Start Date	Completion Date	Current Status (d)	Gov't Program (e)	Construction Lender (f)	Permanent Lender (f)	Property Manager (g)
Prospect Plaza, Site 1	New York City Housing Authority	1743-1765 Prospect Place, Bklyn	D/JV	RH	NC	2	110	\$45M	7/2014	6/2016	Com	HDC Tax-Exempt, HDC ELLA 2nd Mortgage, HPD 4% LIHTC, HOME funds, NYCHA Capital Funds	HDC, HPD, NYCHA, BNYM credit enhancement, Redstone/BNYM LIHTC investor	HDC, HPD, Redstone/BNYM LIHTC investor	Cornell Pace, Inc.
Prospect Plaza, Site 2	New York City Housing Authority	1740-1796 Prospect Pl, Bklyn	D/JV	RH	NC	2	149	\$ 70M	2/2015	12/2016 (2A), 3/2017 (2B)	Com	HDC Tax-Exempt, ELLA 2nd Mortgage, HPD 4% LIHTC, HOME funds, NYCHA Capital Funds	HDC, HPD, NYCHA, BNYM credit enhancement, Redstone/BNYM LIHTC investor	HDC, HPD, Redstone/BNYM LIHTC investor	Cornell Pace, Inc.
Prospect Plaza, Site 3	New York City Housing Authority	430 Saratoga Ave, Bklyn	D/JV	RH	NC	1	135	\$70M	4/2016	6/2018	Com	HDC Tax-Exempt, HDC ELLA, HPD 4% LIHTC, HPD ELLA and Our Space, NYCHA Capital Funds, Reso A	HDC, HPD, Citibank construction lender, Redstone/Wells Fargo LIHTC investor	HDC, HPD, Redstone/HSBC LIHTC investor	Cornell Pace, Inc.
Yonkers RAD Preservation	Municipal Housing Authority of the City of Yonkers	Schlobohm Houses - 1-8 Schroeder Street, Yonkers, NY; Walsh Homes - 55-97 Walsh Road, Yonkers, NY; Flynn Manor - 340 Riverdale Ave., Yonkers, NY	D/JV	RH	MR	12	853	\$223M	3/2018	12/2020	Com	4% LIHTC, HFA Tax- Exempt, HCR Public Housing Preservation; Leonard Gruenfeld (212) 872-0386	NYS HFA, HCR, Wells Fargo investor/Citibank lender	HFA/FHA Risk-Share	Municipal Housing Authority of City of Yonkers
Queen City RAD Preservation	New Rochelle Municipal Housing Authority	50 Sickles and 111 Lockwood, New Rochelle, NY	D/JV	RH	MR	2	203	\$50.2M	6/2018	12/2020	Com	9% LIHTC; FHFG Viability Loan.; Ayub Fleming, Sanford Housing Authority, 407-	NYS HFA, HCR, Hudson Housing investor/BOA lender	HFA-SONYMA	New Rochelle Municipal Housing Authority/PRC Management
Georgetown Crossing	Sanford Housing Authority	400 Locust Avenue, Sanford, FL	D/JV	RH	NC	1	90	\$20.5M	3/2019	10/2020	Com		Stratford Capital syndicator/ TD Bank lender & LIHTC investor	TD Bank	Royal American
Yates Village, Phase 1	Schenectady Municipal Housing Authority	2450 Van Vranken Ave., Schenectady, NY	D/JV	RH	NC	3	89	\$28.5M	9/2019	4/2021	Com	HCR 9% LIHTC, HOME, HTF, CIF; Darren Scott, HCR, 518.485.7608	JPMorgan Chase; Hunt Equity Syndicator, JPM LIHTC investor	Hunt Mortgage/Freddie Mac	Pennrose Management Company /Schenectady Municipal Housing Authority
Hogan Creek Apartments		Jacksonville, FL	D/JV	RH	MR	1	183	\$18.5M	6/2021	7/2022	Con	9% LIHTC; Dwayne Alexander, JHA, 904.630.3803	Citibank; Alliant LIHTC investor	Citibank	Jacksonville Housing Authority

Residential Development Experience and Current Workload

Developer: Duvernay + Brooks, LLC

List below all residential and/or homeless shelter properties developed within the five (5) year period preceding the deadline for submission of proposals in response to this RFP. Use additional pages as needed.

St. James Terrace	N/A	2518 & 2520 Jerome Ave., Bronx,NY	D/JV	RH	NC	1	102	\$64.5M	6/2021	9/2023	Con	4% LIHTC, HFA Tax-Exempt, HCR SHOP; Terence Tsang , HFA, (212) 872-0519	BOA investor and lender	HFA-SONYMA	Concern for Independent Living, Inc.
Glens Falls Portfolio	Glens Falls Housing Authority	23 Jay Street, Glens Falls, NY; 43 Ridge St., Glens Falls, NY; 19 Wall St., Hudson, NY; 31 Larose St., Glens Falls, NY	D/JV	RH	MR & NC	5	313	\$69M	12/2020	12/2022	Con	4% LIHTC, HFA Tax-Exempt, HCR PHP; Russell Hubley, HFA, (347) 645-5436	Citibank lender, Regions Bank investor	HFA-SONYMA	Glens Falls Housing Authority & WB Residential Communities
NYCHA RAD PACT - Boulevard, Belmont-Sutfer, Fiorentino	New York City Housing Authority											HDC Taxable, Historic LIHTC	Chase investor and lender	HFA-FHA Risk Sharing	Lisa Management (Hudson Co.) & PRC Management
Yates Village, Phase 2	Schenectady Municipal Housing Authority	2450 Van Vranken Ave., Schenectady, NY	D/JV	RH	NC	37	211	\$82.6M	9/2021	9/2023	Con	4% LIHTC, HFA Tax-Exempt, HCR NCP; Russell Hubley, HFA, (347) 645-5436	Citizens Bank lender, CREA investor	HFA_FHA Risk Sharing	Pennrose Management Company /Schenectady Municipal Housing Authority
Terrell Homes Phase 1	Newark Housing Authority	91-97 Chapel Street, Newark, NJ	D/JV	RH	NC	1	69	\$32.8M	10/2022	10/2024	Con (Site work) Pre (Vertical)	4% LIHTC, NJHMFA Tax-Exempt, CDBG, Aspire credits	Enterprise	TD Bank	The Alpert Group
Homestead Gardens Phase 1	Miami-Dade County Public Housing & Community Development	1501 SW 6th St., Homestead, FL	D/JV	RH	NC	4	162	\$59M	4/2023	12/2024	Pre	4% LIHTC, MDHFA Tax-Exempt, County Surtax	BOA investor and lender	Bank of America	Tacoloy Property Management
Franklin Towers RAD	Tarrytown Municipal Housing Authority	50 White St., Tarrytown, NY	D/JV	RH	MR	1	81	\$52M	9/2023	2/2024	Pre	4% LIHTC, HFA Tax-Exempt, HCR Public Housing Preservation	TBD	HFA_FHA Risk Sharing	Tarrytown Municipal Housing Authority & WB Residential Communities
Franklin Courts Redevelopment	Tarrytown Municipal Housing Authority	51 White St., Tarrytown, NY	D/JV	RH	NC	6	100	\$58M	1/2024	9/2025	Pre	4% LIHTC, HFA Tax-Exempt, HCR NCP	TBD	HFA-SONYMA	Tarrytown Municipal Housing Authority & WB Residential Communities
Marine Drive Redevelopment Phase 1	Buffalo Municipal Housing Authority	205 Marine Drive, Buffalo, NY	D/JV	RH	NC	3	243	\$397M	3/2024	3/2026	Pre	4% LIHTC, HFA Tax-Exempt, HCR NCP	TBD	HFA-SONYMA	Buffalo Municipal Housing Authority and The Habitat Company

(a) ROLE: Indicate the role or roles you played in the development of each property listed. If developed as part of a joint venture, indicate such by adding JV to the respective role (e.g., D/JV).

D=Developer; B=Builder; GC= General Contractor; CM=Construction Manager; F=Provided Financing; O=Other (specify)

(b) TYPE: Project Type: RH=Rental Housing; CH=Coop/Condo Housing; SF=Single Family Housing; O=Office; R=Retail; CF=Community Facility; M=Mixed Use

(c) CATEGORY: NC=New Construction; SR=Substantial Rehab; MR=Moderate Rehab

(d) STATUS: Indicate if project is Pre=Pre-development; UC=Under Construction; Com=Completed

(e) GOVERNMENT PROGRAM: Provide the name of the program, contact name, and telephone number.

(f) CONSTRUCTION/PERMANENT LENDER: Provide the name of the institution.

(g) MANAGEMENT: Indicate if you manage the project directly or use a property manager. Provide the name of the property manager used, if any. Indicate N/A if you no longer own the project.

A.2. Team Member Descriptions & Project Examples

Project Management and Legal Structure/Primary Contact

Habitat/DB is a to-be-formed joint venture entity that will serve as DHC's master developer partner for the redevelopments. The joint venture master developer's members will be affiliates (single purpose entities created for this redevelopment) of The Habitat Company and Duvernay + Brooks. For each phase/transaction, a joint venture managing member will be formed by Habitat and D+B to participate in ownership with DHC and the selected LIHTC equity investor(s). Habitat will be the lead developer and managing member of the joint venture, and guarantor for each phase of the development.

The Habitat Company will serve as the primary contact between the development entity, DHC, and other key stakeholders, and lead developer and guarantor. The primary contact person at the Habitat Company will be Jeff Head, Vice President of Community Development. Jeff will have authority to commit the Team and its resources to the development effort, as well as to bind the company legally, financially, and contractually.

Please find Mr. Head's contact information included below.

Jeff Head, Vice President of Community Development
350 West Hubbard Street
Chicago, IL 60654
312.595-3259
jhead1@Habitat.com

Habitat/DB affirms our Team's ability and willingness to perform the duties outlined in the RFQ's Scope of Services.

The Habitat Company – Lead Developer

The Habitat Company ("Habitat") is a national leader in development and property management. Habitat has fifty years of experience developing and managing multi-family properties in urban areas including Chicago, Detroit, St. Louis and Tampa. The firm is full-service development and property management company, based in Chicago, Illinois with a large and diverse portfolio of over 19,000 units comprised of Public Housing, Affordable, Condominium and Market Rate units across six states. Habitat has more than \$3.0 billion of assets under management and approximately 700 employees.

Habitat has developed over 17,000 units since the 1970s, which includes affordable, LIHTC workforce housing, luxury high-rise and condominium units. In addition, during its tenure as the court-appointed receiver for the Chicago Housing Authority, Habitat managed the implementation of more than 2,500 scattered site units, and over 7,000 mixed-income housing units. Recent development projects range from the tax credit funded acquisition rehab of an apartment building for individuals at risk for homelessness to a 450-unit luxury high-rise.

Habitat Affordable Group

Affordable housing has been at the center of Habitat's portfolio since its inception in 1971. Today, the Habitat Affordable Group encompasses a portfolio of more than 9,000 units. These communities are supported by an array of government financing and subsidy programs, including:

- Section 8 project-based HUD subsidy (fully subsidized and 80/20 mixed-income)
- Section 9 public housing funds
- Section 42 low income housing tax credits (LIHTCs)
- Housing Authorities' Housing Choice Voucher (HCV) program
- Section 236 HUD senior housing, and
- Section 221(d)3 below market interest rate (BMIR) low-to-moderate income program

Habitat is committed to creating sustainable affordable housing communities that maximize efficiencies for public housing authorities and offers unparalleled customer service and support to residents. Their skilled finance, development and construction team has extensive experience in the design, implementation, and management of affordable development programs.

A successful Resident Service Program enhances the success of its portfolio. Habitat provides onsite resident services at eight affordable communities through Generations Housing Initiatives, a not-for-profit supportive services organization that focuses on affordable housing.

Public Housing Redevelopment

As a developer or program manager the Habitat Company's work has resulted in the redevelopment and revitalization of more than 10,000 new public housing and mixed income units and 100 real estate transactions, totaling nearly \$3 billion.

For over 20 years, Habitat served as the court-appointed Receiver for the CHA. In this role, Habitat worked closely with CHA throughout the design and implementation of the historic Plan for Transformation and the coordination of mixed-finance transactions with the U.S. Department of Housing and Urban Development (HUD), from the initial submission of rental term sheets through the preparation of evidentiary documents.

Through the CHA's scattered sites program, from 1987 to 2000, we developed nearly 2,100 family housing units that were scattered in 43 of the 50 Chicago Wards. In addition, between 2000 and 2013 Habitat worked with the CHA on the redevelopment and revitalization of more than 8,500 new mixed-income housing units and 62 real estate transactions, totaling nearly \$2 billion.

Other Habitat public housing redevelopment experience includes:

- **Detroit, Michigan:** Retained as Program Manager for the Detroit Housing Commission (DHC), During the mid-2000's Habitat guided redevelopment at three sites, closing 16 mixed-income transactions with more than 800 rental units
- **St. Louis, Missouri:** Habitat is the largest private property manager for the SLHA, where we have served since 2006. Currently, Habitat manages 1,620 apartment units across 19 properties.
- **Kansas City, Missouri:** Habitat completed 270 scattered site public housing units for the Housing Authority of the City of Kansas City, Missouri in 2000.
- **Atlanta, Georgia:** Habitat managed construction of more than \$10 million in capital projects for the Atlanta Housing Authority from 2009 to 2011.
- **Gary, Indiana:** In January 2010 through April 2011, we coordinated demolition and rehabilitation work for three Gary Housing Authority developments.

Construction and Project Management

Habitat's experience in the design and construction of over 17,000 housing units has created a premier in-house team to review and implement new construction and rehabilitation projects throughout its portfolio, coordinating the selected contractor and its key subcontractors, the design team, and the property management team, and closely monitoring the construction schedule, to ensure that construction draws and contract close outs are in accordance with the local housing authority and HUD guidelines. Habitat's construction management team has extensive experience with Davis Bacon and HUD Section 3 requirements.



*Prospect Plaza, Brooklyn, NY – New York City Housing Authority
394 affordable units (including PBV and public housing),
26,000 SF Commercial Space, 10,000 SF Community Facility
Completed*

Duvernay + Brooks – Co-Developer

Duvernay + Brooks has unsurpassed expertise in the redevelopment and repositioning of public housing sites. A certified woman-owned business, D+B is a national leader in providing development advisory services to housing authorities for public housing revitalizations and is an accomplished developer of affordable housing. A co-author of the HUD mixed finance guidebook, D+B combines broad, general affordable housing finance and development experience with expertise in the issues faced by public housing authorities and the complexities inherent in RAD conversions and mixed-income, mixed-finance public housing development.

Since its founding in 1999, D+B has advised housing authorities and private firms on developing more than 150 projects with more than 16,000 affordable and mixed income housing units and a total value of more than \$2.7 billion. D+B has also assisted dozens of housing authorities in preparing and implementing master plans and asset repositionings, including more than 20 successful HOPE VI and Choice Neighborhood plans that have resulted in more than \$2.5 billion in investment in those communities.

D+B has also served as the co-developer of public housing redevelopments and other affordable and

mixed income projects with more than 4,700 new construction and preservation units completed. D+B's extensive experience as a consultant to more than fifty housing authorities, combined with its experience as a developer partner and work with 9% LIHTC, tax-exempt bond/4% and other housing financing programs, helps inform its work as a developer partner for public housing redevelopments. D+B has a unique understanding of the financial and regulatory challenges public housing authorities face, enabling it to assist its PHA developer partners with a wide range of services, including master planning, community and resident engagement, financial analysis to determine the optimal strategy for redeveloping and repositioning public housing properties, and assisting with securing HUD approvals, such as preparing Section 18 applications, RAD and mixed finance submissions.

Public Housing Redevelopment Experience

Over its 20-year history, D+B has built an outstanding national reputation for financial, policy, and development consulting, specializing in public housing mixed finance revitalization.

D+B's work on public housing revitalizations spans the entire gamut of project activities from initial vision/conception to closing, from construction through lease-up. D+B has also worked with both large and small public housing authorities on a wide variety of development programs:

- The rehabilitation of existing public housing stock.
- The demolition and new construction of conventional public housing and on-site mixed-income/finance projects.
- The development of off-site replacement housing; acquisition and rehabilitation projects.

- Homeownership projects.
- Mixed use developments with community facilities and commercial components.

D+B's RAD and other public housing redevelopment experience includes both development work and consulting services. Our development work includes projects in [Colorado \(Denver\)](#), [Florida \(Sanford and Miami-Dade\)](#), [New Jersey \(Newark\)](#), [New York \(Buffalo, Glens Falls, New Rochelle, NYC, Peekskill, Schenectady, Tarrytown and Yonkers\)](#), [Pennsylvania \(Chester\)](#), [South Carolina \(Columbia\)](#), and [Tennessee \(Memphis\)](#). Our consulting practice has recently advised housing authorities nationwide on RAD and other developments, including in [Alabama \(Montgomery\)](#), [Florida \(Tallahassee\)](#), [Georgia \(Atlanta and Columbus\)](#), [Kentucky \(Lexington and Louisville\)](#), [New York \(Albany, Cohoes, Rochester, Troy\)](#), [Ohio \(Cleveland\)](#), [Pennsylvania \(Philadelphia\)](#), [North Carolina \(Durham and Greensboro\)](#) and [Texas \(Dallas and Port Arthur\)](#).

D+B has extensive experience with HUD's RAD approval process, mixed-finance Development Proposal guidelines, Subsidy Layering Review guidelines, Sec. 18 Demolition and Disposition Applications, Tenant Relocation regulations, environmental review procedures, elderly designation procedures, Capital Funds Financing, Operating Fund regulations, and Section 8 and Homeownership Programs.



*Northside Village, Schenectady, NY – Schenectady Municipal Housing Authority
300 mixed income units, 12,000 SF Community Facility
Phase I completed, Phase II under construction*

D+B's development experience includes serving as lead developer and project manager, in partnership with Pennrose Properties, Blue Sea Development and Rosenberg Housing Group, of [the New York City Housing Authority's Prospect Plaza](#). The redevelopment replaced the original public housing towers on a three block area in Ocean Hill- Brownsville, Brooklyn, with new, mixed-use development that includes 394 affordable apartments in three phases. It also includes a 26,000 square foot ground floor retail space and a 10,000 sf community center. An adjacent city-owned property was developed as a 0.67 acre park for residents and neighbors. Financing included NYCHA HOPE VI and capital funds, tax-exempt bond financing and 4% LIHTC, and a variety of other City and State funding sources. The development includes public housing, project-based Section 8, Our Space units for the formerly homeless, and several tiers of tax credits from 40% AMI to 60% AMI. All phases were completed on schedule and on budget, with the final phase completed in 2018 and the park in 2019.

In another recent example, in Schenectady, NY D+B is a co-developer with the [Schenectady Municipal Housing Authority](#) and Pennrose Properties on the mixed substantial rehabilitation and new construction of Northside Village (formerly Yates Village) property. The first 89-unit phase closed in September 2019 financed by 9% LIHTC and State subordinate housing and community facility funding, and includes the new construction of a 12,000 square foot community center serving local non-profit organizations, including a Boys & Girls Club and a Headstart early learning program, and was completed in 2021. The 211-unit, new construction Phase 2,

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

received Section 18 approval and is under construction. As HUD will not permit a closing until relocation has been completed, HFA agreed to structure the transaction with three separate subphases, each with a separate bond issue, so that construction can commence on a subphase as soon as relocation for that portion of the site was completed, greatly reducing the overall development timeline.

In Memphis, TN, D+B, Community Capital and Pennrose Properties partnered with the **Memphis Housing Authority** on the HOPE VI redevelopment of Cleaborn Pointe at Heritage Landing (formerly Cleaborn Homes), just south of downtown Memphis into new, mixed-income communities for families and seniors. The 362 unit mixed income development, Cleaborn Pointe at Heritage Landing includes 278 garden & townhouse units for families and an 84-unit, elevator building for seniors with 8,000 square feet of community space. Site also has a 4,200-square foot community center and management office. The redevelopment features landscaped open space, parks, and green infrastructure elements, including the replacement of all site utilities and the development of new streets, replacing the isolated “super-block” layout with a walkable community connected to the surrounding neighborhood.



*Cleaborn Pointe at Heritage Landing, Memphis, TN – Memphis Housing Authority
362 affordable and market rate units, 4,200 sf community center & management
office, 8,000 sf community space for services for seniors
Completed*

Other selected examples of D+B's recent and on-going public housing redevelopment experience includes:

- In Yonkers, NY, the **Municipal Housing Authority of the City of Yonkers (MHACY)** partnered with D+B and L&M Development Partners to undertake the RAD conversion and tenant-in-place rehabilitation of three public housing developments encompassing 12 buildings with a total of 853 units (415 family units and 438 units for seniors). All units were converted to RAD or traditional project-based Section 8. The project included the rehabilitation of all units with tenants-in-occupancy.
- In Newark, New Jersey, D+B is partnering with the **Newark Housing Authority**, the Alpert Group and the Greater Newark Housing Partnership on the redevelopment of Terrell Homes public housing site. The first phase, currently under construction, will be a new construction, four-story senior building with 69 project based voucher units for returning residents funded by NJHMFA tax-exempt bonds, 4% LIHTC, State Aspire tax credits, and CDBG funds. The second phase is planned as two mixed income affordable, five-story family buildings with a total of 152 units.
- In Homestead, Florida, D+B is partnering with the **Miami-Dade County Public Housing and Community Development Department**, Procida Development and Calston Advisors on the redevelopment of Homestead Gardens, a 150-unit public housing development. The plans call for the RAD conversion and demolition and replacement of the project with a new, 250-unit mixed income development in three phases. The development is currently in pre-development and the Phase I closing is scheduled for the 2nd quarter 2023, to be financed with tax-exempt financing from the Miami-Dade Housing Finance Agency, 4% LIHTC from the Florida Housing Finance Corporation and County funds.

- D+B co-developed, with the **New Rochelle Municipal Housing Authority** and Property Resources Corporation, Queen City RAD Preservation, the tenant-in-place rehabilitation and RAD conversion of two buildings of senior housing with a total of 203 units. The redevelopment, which closed in June 2018 and was completed in December 2019, is being financed by HFA tax-exempt bond financing and 4% LIHTC, and Public Housing Preservation funds.



Homestead Gardens – Miami-Dade County Public Housing Community Development

RAD Conversion & New Construction, two phases, 250 units

- In Columbia, South Carolina, D+B is partnering with the **Columbia Housing Authority** and Hallmark Development, 42 Partners and Calston Advisors on the RAD conversion and demolition and replacement of Latimer Manor, a 200-unit public housing development. The development is currently in pre-development and the closing is scheduled for third quarter 2022, to be financed with tax-exempt financing from SC Housing, 4% LIHTC and State tax credits.

- D+B has served as financial advisor to the **Albany (NY) Housing Authority** for several projects, including the closing of its Ida Yarbrough mixed income, mixed finance redevelopment. In 2018, the Albany Housing Authority selected D+B to provide RAD and Development advisory services for the conversion of a portfolio of project.
- Currently, D+B is a consultant to **Enterprise Community Partners** in implementing \$500,000 housing preservation grants Enterprise provided to the **Rochester and Troy (NY) Housing Authorities**. The funds are being used for a variety of portfolio analyses and predevelopment activities for RAD and other redevelopments.
- D+B serves as RAD consultant to the **Housing Authority of Columbus, Georgia (HACG)** related to the RAD conversion of its entire public housing portfolio. D+B assisted with the RAD conversion of four site comprised of 582 units. The financing included non-competitive tax-exempt bond financing, 4% credits and HACG subordinate financing. D+B is now working with HACG on RAD conversions for the balance of the portfolio.
- D+B serves as financial consultant to the **Lexington (KY) Housing Authority (LHA)**. In 2014, D+B advised on the closing of one of the first, RAD public housing conversions at Centre Meadows (formerly Pimlico Apartments). The RAD conversion included substantial rehabilitation of 206 multifamily units. The financing included tax-exempt bonds that were collateralized by an FHA 221(d)(4) mortgage as well as LHA funds.
- D+B advised the **Durham (NC) Housing Authority** on the RAD conversion and Rehabilitation of Damar court (102 units) and Morreene Road (224 units.) Financing for each project included FHA loans, tax-

exempt bonds, tax credits and DHA soft loans, and both transactions closed in December 2017. D+B is assisting the authority in evaluating RAD conversion of other developments.

- D+B has served as a financial advisor to the **Philadelphia Housing Authority** for nearly 20 years, including for several recent RAD transactions: Blumberg Apartments Phase I, a 57-unit development which closed in 2015, Strawberry Mansion Apartments, a 55-unit development which closed in 2017, and North Central CNI Phase II Apartments, an 89-unit development which closed in July 2017, and Phase III of that redevelopment, with 50 units, which closed in August 2018. D+B assisted PHA in planning for the repositioning of its 8,000-unit scattered site portfolio.
- D+B was named as a member of the HUD Administrative Receivership Team for the **Housing Authority of New Orleans**. D+B assisted in the assessment of HANO's development department, including strategic planning activities, housing needs, modernization needs, development status of new HANO communities and staffing needs (D+B was later retained by HANO as a development advisor and advised on the closing of five rental development projects).

Examples of Previous Projects

Attached please find lists for Habitat and D+B affordable and mixed finance residential projects developed in past five years. More detailed project profiles are below.

RECEIVER FOR NEW FAMILY HOUSING DEVELOPMENT FOR THE CHICAGO HOUSING AUTHORITY

Chicago, IL

8,300 Affordable and Mixed Income Units

\$708 million TDC

From 1987 to 2010, Habitat served as the Court-Appointed Receiver for new family housing for the Chicago Housing Authority and from 2010 until 2013 as the Court-Appointed Gautreaux Development Manager. In this capacity, Habitat oversaw and collaborated with Chicago Housing Authority on all new family development activities, including HOPE VI and other development initiatives.



Roosevelt Square, Before 2002 & After 2012

Habitat managed a large, scattered site housing development program and twelve mixed-income development programs, funded by HOPE VI grants and other public housing funds totaling over \$708 million. Habitat's management of these programs has led to the following:

- Construction of more than 2,200 new, scattered-site family housing units on over 500 parcels acquired in neighborhoods throughout Chicago

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

- Development of over 6,100 mixed income units, including 2,100 public housing units, 1,400 other affordable units, 2,600 market rate units; 63% of the units are for renters and 37% are for homeowners
- Purchase of more than 300 new, public housing condominium and apartment units in more than 20 private developments
- Closing of four phases of exclusively for-sale development
- Leveraging 3.4 times the amount of public housing funds invested

As Receiver, Habitat was involved in all of the elements of development. Those elements include developer procurement, site selection, zoning, land acquisition, planning, architectural coordination, coordination of the HUD mixed-finance submittal and approval process, construction bidding, financing, market analysis, construction supervision, marketing strategies, and transition to property management.

The impact of the Chicago Housing Authority transformation was far greater than the sum of the units developed, and the transactions completed. The real measure of the program is in the lives that have improved because of the new communities that have been built on what had previously been among the most challenging neighborhoods, which include: Cabrini Green, Robert Taylor Homes and Henry Horner Homes to name just a few – that have been transformed into safe, vibrant and healthy communities with significant new economic activity, increased property values and healthier, happier families.

An RW Ventures study examined the economic impact of the plan for transformation and found that new mixed-income housing had been a catalyst for jobs, new tax revenue and increased property values. In one redevelopment, Roosevelt Square, an area of more than 100 acres, where there was virtually no tax revenue generating property as recently as 2003, approximately \$1 million per year in new property tax revenue is now generated. The development of 591 new housing units created over 1,000 construction jobs, more than 20% of which were local neighborhood hires. On a city-wide scale, the impact of the transformation communities has been similarly positive, resulting in home values of the surrounding communities increasing by 79% to over 200%.

PROSPECT PLAZA

Brooklyn, NY

394 affordable units, 10,000 sf Community Facility, 26,000 sf Commercial Space

3 Phases

\$185 million TDC



Prospect Plaza Site 1, Brooklyn NY

D+B is a co-developer and project manager for the redevelopment of Prospect Plaza, a New York City Housing Authority site in Brownsville, Brooklyn, into a mixed income community. The development, on a three-block area, replaced the original public housing towers with a new, mixed-use property that includes 394 affordable apartments in three phases. All phases have been designed and constructed to receive the highest-level LEED and National Green Building Standard certifications as well as Active Design certifications.

Financing came from New York City Housing Development Corporation tax-exempt bonds and 4% LIHTC, with subordinate funding from a variety of NYCHA, City and State funding sources. The project also received DOJ Settlement funds through Citibank. The first phase ("Site 1" or "Prospect Plaza North") closed in June 2014 and was completed in July 2016. It is comprised of 110 low-income housing tax credit (LIHTC) rental units, of which 38 are public housing units. The second phase, ("Site 2" or "Prospect Plaza South") closed in December 2014 and was completed in January 2017 and is comprised of 149 LIHTC rental units, of which 42 are public housing units and 20 are Section 8 project-based voucher (PBV) units. The third phase ("Site 3") closed in March 2016 and was completed in June 2018, and is comprised of 135 LIHTC-only units ranging from 20% AMI to 60% AMI, with 27 units set-aside for formerly homeless families.

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS



Prospect Plaza, Site 3, Community Center Entrance

Site 3 also includes a 26,000 square foot ground floor retail space and a 10,000 sf community center providing a wide range of community and social services. The community center is operated by Brooklyn Community Services. An adjacent city-owned property was developed into a 0.67-acre public park, now owned and operated by the Parks Department.



Prospect Plaza Site 2, Playground

DETROIT HOUSING COMMISSION PROGRAM MANAGEMENT

Detroit, MI

973 Mixed Income Units

\$200 million TDC



Emerald Springs, Detroit

In the mid-2000's The Habitat Company was selected by the Detroit Housing Commission ("DHC") to provide Program Management services to assist in its efforts to execute on planned mixed-income housing development projects in its portfolio. Habitat served in this role until 2013.

At the time, DHC had demolished many obsolete units, obtained significant Replacement Housing Factor ("RHF") funds, and won three HOPE VI grants from HUD. However, executing the redevelopment programs remained challenging and funds remained uninvested for many years. With expenditure deadlines looming, DHC faced the risk of losing its RHF funds.

Three large redevelopment sites – now known as Cornerstone, Emerald Springs, and Gardenvue Estates – were in various stages of redevelopment, ranging from vacant and awaiting demolition, to partially redeveloped with some occupancy.

Habitat sent a program management team to Detroit with specialists in development finance, construction assessment, design review, and site planning to assist DHC staff in developing the protocols and building the technical capacity to implement a comprehensive redevelopment program.

The Habitat team developed regular reporting systems that established project schedules, budgets, immediate issues, and accomplishments. Additionally, Habitat conducted a detailed finance review to determine a priority of funds most at risk of recapture. Finally, partnering with Detroit-based design firm, Hamilton Anderson Associates, Habitat established a construction assessment and review operation to track ongoing construction and demolition efforts.

Accomplishments

During the contract period, DHC made significant progress in implementing its development vision, including:

- Over 800 new mixed income rental units completed or under construction.
- Monitored demolition of 300 units
- Monitored Davis Bacon compliance for multiple stages of construction.
- Reconciled budgets with HUD on multiple grants and programs.
- Successfully worked with DHC and HUD to obligate and expend RHF and HOPE VI funds, avoiding recapture.
- Emerald Springs development won an "AHF Live Reader's Choice Award" in 2012.

NORTHSIDE VILLAGE **Schenectady, NY** **300 Mixed Income Units** **\$113.5 Million TDC**



Northside Village, Phase I – formerly Yates Village

D+B is a co-developer with the Schenectady Municipal Housing Authority and Pennrose on the mixed substantial rehabilitation and new construction of its Yates Village property.

The approach to the redevelopment was to cost effectively preserve as much of the existing buildings and infrastructure as possible while still creating a transformative development. The development includes extensive site redesign, including new active and passive landscaped courtyards and open space and street realignment, and green design features. The first 89-unit phase included a mix of substantial rehabilitation, selective demolition to break up the existing long, U-shaped buildings to create a more walkable community and implement the new site design, and new construction. Phase I also included the new construction of a 12,000 square foot community center serving local non-profit organizations, including a Boys & Girls Club and a Headstart early learning program.

The 211-unit Phase 2 was primarily new construction, but with some preservation of foundations where possible to reduce costs. Both phases received HUD Section 18 approval.

Relocation of the fully-occupied 300-unit public housing site was a significant challenge in Schenectady. In order to accommodate relocation while reducing the development timeline, HUD and HFA agreed to financing of the

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

project as a single HFA tax-exempt bond transaction with relocation undertaken in three separate subphases, so that construction could begin as soon as relocation on each subphase was completed rather than having to wait for relocation to be completed on the entire site.

Phase I closed in September 2019 and was completed in March 2021. Phase II closed in December 2021 and construction is scheduled to be complete in September 2023. Phase I development budget was \$29.7 million. The project was financed by NYS Homes and Community Renewal (“HCR”) 9% LIHTC and HCR HTF and CIF subsidy. Phase II development budget is \$83 million and is being financed by NYS HFA tax-exempt bonds and 4% LIHTC, and PHP subsidy. The Project also received a \$1.7 million FHLB AHP award.

Phase I included a mix of PBV units, LIHTC units at several affordability tiers, and moderate income State housing tax credit units. All units in Phase 2 will be project-based Section 8.

A comprehensive community & resident engagement program has been essential to the redevelopment, which requires relocating 300 families from the site (all residents have a right to return to the new development). Numerous planning meetings with residents were held, as well as consultation with individual families throughout the relocation process and during construction. Numerous meetings were also held with the neighboring community and elected officials. The neighborhood association and elected officials provided support letters for the successful Phase 1 9% application to NYS HCR.



Northside Village, Phase I

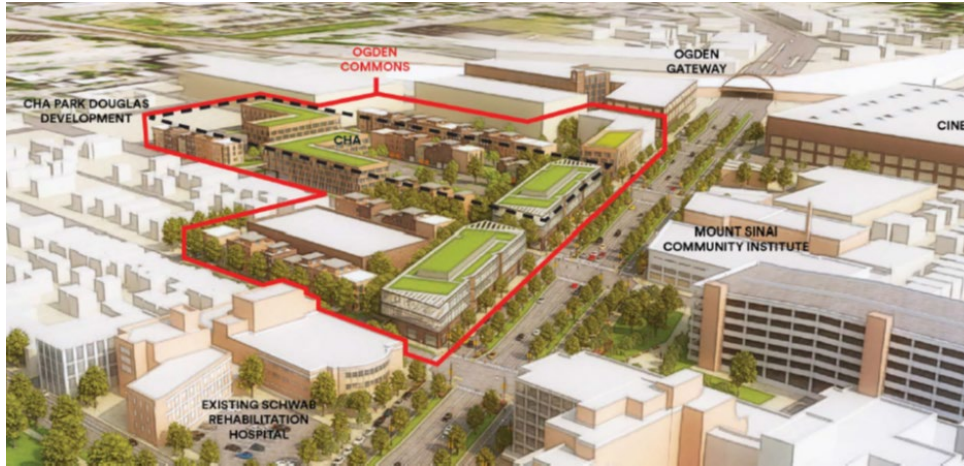


Northside Village Community Center

OGDEN COMMONS REDEVELOPMENT

Chicago, IL

350 Mixed Income units, 150,000 sf office and retail space



Ogden Commons multi-phase redevelopment plan

Located in Chicago's North Lawndale neighborhood, Ogden Commons is a 10-acre, multi-phase, mixed-use development just east of Douglas Park. The development will bring new investment, jobs, and housing to historic North Lawndale. Combining health services, new retail businesses, and high quality housing, Ogden Commons will enhance and expand the infrastructure of North

Lawndale and serve as a catalyst of new opportunities for those who call North Lawndale home.

Habitat formed a public-private partnership with Sinai Health System, Cinespace Chicago Film Studios, the Chicago Housing Authority and the city of Chicago to develop the 10 acres along Ogden's 2600 block. The project includes 350 units of new housing, and more than 150,000 square feet of office and retail space.

Phase 1, a commercial and retail building, was completed in January 2021. Financing includes a federal Opportunity Zone investment and targeted local assistance from the City of Chicago. Steak n' Shake, Ja'Grill, & Wintrust Bank will occupy the ground floor, while Sinai Health System will lease the remaining space for an outpatient surgical center.



Ogden Commons, Phase 1 Residential – 110 mixed income units

CLEABORN POINTE AT HERITAGE LANDING

Memphis, TN

362 affordable unit, 4,200 sf community center and management office, 8,000 sf support service/community space for seniors
\$65 million TDC



Cleaborn Pointe at Heritage Landing, Memphis, TN



Cleaborn Pointe Community Center and Phase I Senior Building

D+B, Community Capital and Pennrose Properties partnered with the Memphis Housing Authority on the HOPE VI redevelopment of Cleaborn Homes, an approximately 18-acre site just south of downtown Memphis into new, mixed-income communities for families and seniors.

The new development, Heritage Landing, has 362 mixed-income units, including 278 garden apartments and townhouse units for families and an 84-unit, three-story elevator building for seniors that contains 8,000 square feet of community space for educational, recreational, and health-care services. The site features a 4,200-square foot community center and management office.

The site also features landscaped open space, parks, and green infrastructure elements, including the



replacement of all site utilities and the development of new streets, replacing the isolated “super-block” layout with a walkable community connected to the surrounding neighborhood. The development team worked closely with the Memphis Housing Authority to secure nearly \$12 million for new infrastructure, including City bond funding, HOME funds and CDBG funds.

Financing for the residential developments included tax-exempt bonds and 4% and 9% LIHTCs, City bond funding, HOME and CDBG funds, and public housing HOPE VI and RHF funds, and financing partners included the City of Memphis, the Shelby County Health, Education and Housing Finance Board, the Memphis Housing Authority, Raymond James,

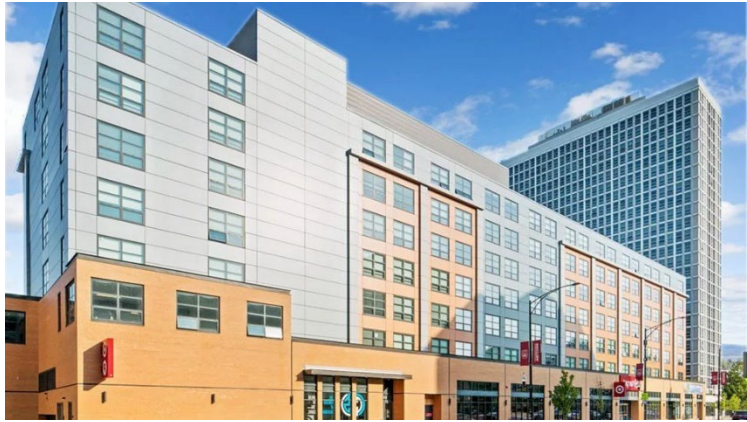
RBC, and R4. The development has an extensive community and supportive services program (CSS) with providers such as Women’s Foundation for a Greater Memphis, and Shelby County Head Start.

LECLAIRE COURTS PHASE 1

Chicago, IL

200 Mixed Income Units, 20,000 sf community health center

A development team of The Habitat Company with Cabrera Capital will oversee the redevelopment of the Chicago Housing Authority's former LeClaire Courts, an approximately 40-acre site in Chicago. The project is comprised of three development zones and includes housing, retail, and commercial components. The development team will work with the LeClaire Courts Working Group, which will guide the planning and implementation of the redevelopment. The Working Group includes former LeClaire residents, community members and other key stakeholders



THE CONCORD AT SHERIDAN

Chicago, IL

46 Market Rate, 65 Affordable Units



The Concord at Sheridan, located in Rogers Park, minutes from downtown Chicago is a 7-story midrise building. Completed in 2019, the Concord at Sheridan has 46 market rate units and 65 CHA affordable tax credit units, 111 units total, a small-format Target store, additional retail space, and community space for the adjacent Caroline Hedger Apartments for senior citizens. Through a collaborative agreement to preserve affordable housing in the North Shore, The Concord at Sheridan was built on land formerly owned by The Chicago Housing Authority. All 111 units were leased by July 31, 2019, 1 month from receiving the full certificate of occupancy.

Boulevard Houses, Fiorentino Plaza and Belmont-Sutter Area NYCHA RAD PACT 1,673 RAD, PBV and HCV Units \$600 Million TDC



In December 2020, PRC, D+B and the Hudson Companies (the “Boulevard Together Team”) in partnership with the New York City Housing Authority, closed on \$600 million in financing for comprehensive renovations to a 1,673-unit public housing portfolio comprising three separate NYCHA developments including Boulevard Houses, Fiorentino Plaza and Belmont-Sutter Area in East New York, Brooklyn. The partnership is undertaking the project through NYCHA’s Permanent Affordability Commitment Together (PACT) initiative, which utilizes the federal Rental Assistance Demonstration (RAD) program.

Through PACT, the Boulevard Together team will oversee critical infrastructure and capital repair needs in 29 NYCHA buildings following decades of disinvestment at the properties. Boulevard Houses will finance the project through a construction loan provided by the New York City Housing Development Corporation and JP Morgan Chase. In addition to traditional funding, Boulevard Houses and Fiorentino Plaza are qualified to generate historic tax credits and Chase Community Development Banking will invest up to \$140 million of Federal and State Historic tax credit equity into the project.

Built in the 1950s (Boulevard Houses), 1970s (Fiorentino Plaza) and 1980s (Belmont-Sutter Area) the complexes are in need of repairs to interiors, exteriors, storm drainage, structural upgrades and improved security systems. Starting next month, Boulevard Together will begin work on an array of repairs, with Peter Clements Architects serving as the project’s architect.

Improvements will include:

- Apartment interior upgrades, including new bathrooms, kitchens, lighting, painting, and flooring
- Enhanced community amenities including laundry, and new storage spaces

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

- Exterior site work, new signage, augmented landscape with new gazebos, seating, walkways, renovated playgrounds, outdoor gymnasiums, open air reading rooms, community gardens and areas for outdoor exhibitions
- Addressing priorities identified by residents in recent tenant engagement meetings: waste management, new units with ADA access, security, and improved interior and site lighting
- 100% window replacement
- New energy star appliances
- Façade and site improvements including entrances, parapet walls, window and roof replacements, building system upgrades to prevent system failures, and elevator modernization

During predevelopment, The Boulevard Together team has held regular virtual town hall meetings and provided monthly newsletters with information for tenants to explain the RAD conversion process and engage residents around general feedback, questions and concerns. Residents have signed new leases that were reviewed by the Legal Aid Society and cannot be changed without NYCHA's approval.

At the same time, Boulevard Together will look to expand the on-site social services led by Brooklyn-based social service provider CAMBA. CAMBA serves more than 65,000 families each year and operates 160 programs in 95 locations throughout the city. The team will offer residents on-site services that include adult literacy, GED obtainment, work force training, and family services programming.

GLENS FALLS PORTFOLIO REDEVELOPMENT

Glens Falls, NY

313 Units – 259 RAD Units, 54 Mixed Income Units

\$70 million TDC



WBP

*Glens Falls Housing Authority Portfolio Redevelopment - Larose Gardens Component
Before & After - demolition of 50 unit public housing property, 54-unit new construction mixed income LIHTC development
Completed*

Development and Duvernay + Brooks were selected by the Glens Falls Housing Authority (GFHA) to be their redevelopment partner. A joint venture was formed to redevelop the housing authority's existing 306 unit portfolio into 313 units amongst 4 scattered sites located in the City of Glens Falls and the Village of Hudson Falls. This was the first time in NY State an entire housing authority portfolio was financed in a single RAD/Tax Credit/Tax-Exempt Bond transaction. Three public housing senior buildings with a total of 259 units (including one new unit in each tower that is being created from unit reconfiguration) underwent a RAD/Section 18 blend conversion and are being rehabilitated, and the Larose Gardens public housing site received Section 18 approval and is being demolished and replaced with new construction, 3-story buildings providing 54 family apartment homes, including PBV units and several tiers of LIHTC units.



Larose Clubhouse Building - Community Room

Glen Falls has many of the same challenges and issues that face the Peekskill Housing Authority. We are rehabilitating three 40-50 year old occupied midrise buildings. The scope in two of the buildings includes asbestos abatement and replacing all the water, heating and sanitary piping, while maintaining services to the residents. The apartment renovations include all new kitchens and bathrooms, new flooring, baseboards, lighting, doors and trim. The community rooms, which have been largely untouched for decades, are being reimagined into modern attractive spaces with kitchens, computer rooms and fitness equipment. All the apartment homes will be designed under NYSERDA and Energy Star guidelines to promote energy efficiency. All work is being completed in accordance with Davis-Bacon wage requirements.

The housing authority and developer team undertook an extensive resident consultation process, including multiple video/conference call and distanced on-site meetings at each of the four developments within the project. GFHA led the relocation process, included additional resident consultations for the 50-unit Larose Gardens, and successfully relocated all residents within approximately 3 months.

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

Rehabilitated units at Cronin Towers were made available starting in June 2021, apartment homes at Larose Gardens will be available in early 2022, and Earl Towers and Stichman are expected to be fully completed in 2022. The project was financed by NYS Housing Finance Agency tax exempt bond financing/4% LIHTC and HCR subsidy. Citi Community Capital provided the construction period letter of credit and Regions Bank is the Housing Tax Credit investor. The Washington/Warren Counties Industrial Development Agency aided through a sales tax exemption and NYS Energy Research & Development A will provide incentives to support energy efficient design.



RAD Rehabilitation Component – Renovated Community Room



RAD Rehabilitation Component – Kitchen/Living Room Completed

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

Brief summaries of key Team members' experience are below, followed by more detailed information on the Design and Engineering team's, and Management and Relocation team's, experience and qualifications.

Landon Bone Baker ("LBBA") – Project Architect & Lead Master Planner

LBBA is a Chicago-based architectural practice established in 1987 that is distinguished by its community-based approach. An innovative leader and hands-on champion of affordable housing and neighborhood planning, LBBA believes good design should be available to all. LBBA is a full-service architectural practice that has earned a strong reputation for bringing responsible, contextual design to multifamily affordable and mixed-income housing and neighborhood planning. The firm's portfolio of projects ranges from large to small scale urban developments; from single-room-occupancy buildings to affordable apartment rehabilitations; from daycare centers to comprehensive community redevelopment efforts. LBBA provides good design in a way that is engaging and respectful to residents, communities, and their neighbors in Chicago and the Midwest.

LBBA has extensive experience designing affordable and mixed income housing in Detroit, including the recently completed Ruth Ellis Clairmount Center, a 43-unit, mixed income permanent supportive housing development in the Piety Hill neighborhood, which also includes a health clinic and a community facility, and the Anchor at Mariners Inn, an 88-unit supportive housing development, currently under construction in the Cass Park neighborhood.

Hamilton Anderson Associates ("HAA") – Landscape Architect, Master Planning/Urban Design

HAA is an award winning, Detroit-based, multi-disciplinary design firm dedicated to improving the built environment through creative, contemporary design. Using their expertise in both new construction and adaptive reuse, they've provided richly detailed multi-use and residential spaces throughout the City of Detroit for the past 28 years, and were the 2019-2020 Michigan AIA Architecture Firm of the Year. HAA has expertise in both new construction and adaptive reuse, and they've provided richly detailed multi-use and residential spaces throughout the City of Detroit for the past 28 years and counting. They have taken pride in carefully knitting the historic threads of this City together to maintain its character and beauty.

PEA Group – Civil Engineer

Detroit-based PEA Group is an award-winning, multidisciplinary site design firm offering a full roster of services to assist our partners and clients through the site design process. Since 1947, our engineers, landscape architects, land surveyors, and consultants have been providing creative site design solutions for various projects, from education and senior living to residential and industrial.

Strategic Entergy Solutions ("SES") - MEP Engineer and Sustainable Design Consultant

SES has extensive experience helping multifamily developments throughout the Detroit area achieve LEED and other sustainable design goals. Since 1997, SES has successfully completed more than two hundred multi-tenant residential projects across twelve states. Our experience covers over 12 million square feet, and results in over \$1.7 billion of construction.

IMEG Corp. ("IMEG") – Structural Engineer

IMEG is one of the nation's leading engineering firms, with a history that dates back more than one hundred years, with 70 locations, including Detroit, and 2,000 staff members nationwide. IMEG has an extensive breadth of expertise and deep bench of client knowledge – helping transform environments and communities.

Renaissance Groups - Davis Bacon, M/WBE & Section 3 Contracting Consulting

Renaissance is a Certified Woman Owned Enterprise and Section 3 certified business. Formed in 1994, Renaissance provides services to a wide variety of clients. Clients include school districts, state, local and federal government agencies, housing authorities, developers, and funding entities.

Renaissance has vast experience dealing with public housing issues, Section 3 compliance, construction compliance, MWBE contractual tracking, labor utilization, affordable housing, and diversity issues. Renaissance has done compliance monitoring for housing authorities, developers, and owners to facilitate meeting funding source requirements, including:

- Section 3 hiring
- Minority and women labor utilization
- Contract utilization
- Local labor utilization
- Davis Bacon monitoring

In order to ensure compliance and meet both Section 3 and minority and women labor utilization, Renaissance has a process that includes community outreach, recruiting fairs that creates a database of potential hires for all subcontractors.

Utilizing outreach through these types of programs with housing authorities has enabled the housing authority's Renaissance works with to exceed Section 3 and MWBE requirements for all projects covered by these requirements.

A recent example of this is the oversight on project in Stockton, CA for the Housing of the County of San Joaquin. This project included the construction of 215 units, and 87% of the labor hours were completed by minorities and women workers. In addition, 34% of the workers hired were Section 3 qualified. And of the 534 workers on the job, 87 were from the local neighborhood.

Occupancy Solutions - Relocation Consulting

Occupancy Solutions specializes in the design, management, and implementation of temporary, permanent, and tenant-in-place relocation plans. Sav's time-tested approaches and experienced, multi-lingual staff help owners, managers and residents navigate and deal with all tenant-in-place/relocation related logistics, needs and requirements. With significant expertise in relocation regulatory compliance on both the federal and state levels, Occupancy Solutions crafts resident relocation and tenant-in-place implementation, safety, outreach, and financial assistance plans that meet all URA/Section 104 (d), HUD/RAD, and LIHTC regulations.

Ethos Development Partners – LIHTC/Affordable Housing Finance Consultant

Ethos Development Partners (Ethos) is a Detroit-based team of experienced developers and consultants that offers a menu of services to assist nonprofit developers and housing authorities who wish to engage in transformative housing and commercial and community development initiatives. Launched in 2014, Ethos is proud to have assisted a number of nonprofit organizations and public housing authorities in achieving their real estate development goals, resulting in the development of over 500 units of affordable housing to date. The Ethos team also has significant experience with developing projects with supportive services for residents, including over 250 units of Permanent Supportive Housing for the homeless in Michigan.

Ethos LIHTC Project Experience:

The following are a few examples of Ethos' recent and on-going experience. A full list of their projects can be found at the end of this TAB.

1. Kamper and Stevens Buildings, Detroit

Type: Senior Preservation

Number of Units: 165

Total Development Cost: \$27,000,000 (Rehabilitation)

Financing: MSHDA 4% LIHTC, Tax-Exempt Bonds, Historic Tax Credits, MSHDA HOME, Detroit HOME

Rental Subsidy: HUD HAP Contract for all 165 units

Completion: January 2019

Ethos provided development and financing services to the Roxbury Group and Invest Detroit for this complex transaction that will preserve 165 units of federally subsidized senior housing at the Kamper and Stevens Buildings in downtown Detroit.

2. The Peterboro Arms, Detroit

Type: Permanent Supportive Housing for Families

Number of Units: 56

Total Development Cost: \$19,000,000 (Adaptive Reuse)

Financing: MSHDA 9% LIHTC, Historic Tax Credits, Detroit HOME, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract, Detroit Housing Commission Project Based Voucher Contract and Section 811 Rental Assistance for all 56 units

Completion: April 2021

Ethos provided development and financing services to Coalition on Temporary Shelter in Detroit to redevelop its headquarters located at 26 Peterboro into 56 units of Permanent Supportive Housing for homeless families.

3. Clay Apartments, Detroit

Type: Permanent Supportive Housing

Number of Units: 42

Total Development Cost: \$12,000,000 (New Construction)

Financing: MSHDA 9% LIHTC, Detroit HOME, Federal Home Loan Bank AHP, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract for all 42 units

Completion: October 2020

Ethos provided development and financing services to the Neighborhood Service Organization to develop this transformative Permanent Supportive Housing project on a campus that will include a new homeless services facility and shelter.

4. Coolidge Place, Oak Park

Type: Permanent Supportive Housing/Family Housing

Number of Units: 64

Total Development Cost: \$15,000,000 (New Construction)

Financing: MSHDA 9% LIHTC, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract and Section 811 Rental Assistance for 16 Permanent Supportive Housing units

Completion: January 2021

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

Ethos provided development and financing assistance to South Oakland Shelter and Southwest Housing Solutions to develop much needed affordable housing with a Permanent Supportive Housing component in Oakland County.

5. Transfiguration Place, Detroit

Type: Family Housing

Number of Units: 19

Total Development Cost: \$6,000,000 (Adaptive Reuse)

Financing: MSHDA 4% LIHTC, Tax-Exempt Bonds, Historic Tax Credits, Detroit HOME

Rental Subsidy: Detroit Housing Commission Project Based Voucher Contract for all 19 units

Expected Completion: February 2022

Ethos was selected through a competitive RFP process by the City of Detroit and the Archdiocese of Detroit to redevelop the historic Transfiguration School on the east side of Detroit. This project is a high priority for the Mayor of Detroit's efforts to bring investment into neighborhoods and turn vacant school buildings into assets for the community.

6. The Anchor at Mariners Inn, Detroit

Type: Permanent Supportive Housing

Number of Units: 44

Total Development Cost: \$15,500,000 (New Construction)

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, Tax-Exempt Bonds, Detroit HOME, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract for all 44 units

Expected Completion: June 2024

Ethos has been providing development and financing services to Mariners Inn and Cinnaire Solutions which are developing this new mixed use Permanent Supportive Housing project on its campus in midtown Detroit.

7. La Joya Gardens, Detroit

Type: Affordable Multifamily Housing

Number of Units: 53

Total Development Cost: \$18,250,000 (New Construction)

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, MEDC CRP, Detroit HOME, Conventional Financing

Rental Subsidy: Detroit Housing Commission Project Based Voucher Contract for 8 units

Expected Completion: June 2024

Ethos has been providing development and financing services to Southwest Detroit Business Association and Cinnaire Solutions which are developing this new mixed use, mixed income project in southwest Detroit. It is one of the first projects in the state to be financed with the twinning of 4% and 9% LIHTC.

8. Lee Plaza, Detroit

Type: Senior Housing

Number of Units: 115

Total Development Cost: \$60,000,000 (Adaptive Reuse)

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, Historic Tax Credits, Tax Exempt Bonds, Detroit HOME, Detroit ARPA, Detroit CDBG, NSP Funds, HUD 221(d)(4) Financing

Rental Subsidy: HUD Project Based Voucher Contract for all 115 units via HUD Section 8bb Program

Completion: October 2024

Ethos and The Roxbury Group were selected by the City of Detroit to redevelop Lee Plaza, a vacant historic 15-story high-rise building located at 2240 West Grand Boulevard, about one mile west of New Center. It is a registered historic site by the State of Michigan and was added to the United States National Register of Historic Places on November 5, 1981. The property has been vacant for over 20 years and the developers propose to convert the building into 117 units of affordable senior housing (55 years and older). The project received an award of 9% LIHTC from MSHDA in January 2022 and will be twinned with 4% LIHTC.

Coalition on Temporary Shelter (“COTS”) – Social Services Provider

COTS is a Detroit not-for-profit organization whose mission is to create and facilitate opportunities for families in poverty to collaborative, thrive and succeed in building strong households, neighborhoods and communities. Since 1982, COTS has served the most vulnerable members of the Detroit community. Over time they noticed an increasing number of families with children enter their emergency shelter only to see these children return years later as adults with children of their own. With the realization of poverty as the driver of homelessness and a need to address it, came their theory of change for disrupting generational poverty. COTS’ focus is now exclusively on engaging families to develop economic self-sufficiency and stabilized environments to create a multi-generational impact and ultimately break the cycle of poverty.

Passport to Self-Sufficiency™ (“PTS”) is COTS’ poverty reduction and alleviation framework used across all programs and projects in the organization. PTS takes a strengths-based approach that results in each family co-creating their pathway out of poverty alongside a PTS Mobility Coach. It is a collaboration with an understanding that each parent knows what’s best for their family and what self-sufficiency looks like for them. The PTS Mobility Coach and the head of household partner to set goals across 5 domains: Housing and Family Stability, Economic Mobility, Health & Well-being, Education and Training, and Career and Employment. These participant-driven goals are paired with coaching, mentoring, community partner resources, and incentives to facilitate families to develop economic self-sufficiency and stabilized environments that will have a multi-generational impact.

Passport to Self-Sufficiency in the Community

COTS will create a PTS supportive service plan to meet the needs of Parkside residents. All residents who are engaged will be offered:

- Individual coaching sessions
- Group coaching sessions
- Incentives for goal accomplishment
- Connection to robust community partnerships
- Educational and behavioral support for children

Applegate & Thorne-Thomsen - Tax and Real Estate Counsel

The firm’s exclusive focus and expertise lies in providing comprehensive legal services to developers, investors, lenders, and governmental agencies involved in the development, ownership, investment financing, and management of affordable housing and other community development assets. They have worked extensively on privately and publicly developed affordable housing of all types, including extensive work in the context of public housing, mixed finance transactions in dozens of different locales throughout the United States. Given its broad base of experience representing investors, lenders, developers and public agencies, they provide development teams with an appreciation for the perspective that each party brings to the negotiating table.

They have significant experience with federal low-income housing tax credits, and have closed thousands of “tax credit” deals for syndicators and investors throughout the United States. We also have vast experience with various HUD grant and loan programs for multi-family housing, public housing redevelopment programs,

transfers of physical assets, loan management matters and other publicly financed, assisted and insured lending transactions involving multifamily properties.

In addition to various low-income, historic, new markets, energy and donation tax credits, Applegate offers exceptional legal services in the following areas of affordable housing and community development:

- Affordable senior housing, including the HUD 202 program and assisted and supportive living facilities;
- Public housing revitalization, including Public Housing Capital Fund Program, Replacement Housing Factor Grants and Demolition and Disposition Transitional Funding, HOPE VI, Choice Neighborhoods Initiative, Rental Assistance Demonstration (RAD), and other mixed finance developments;
- Negotiating and drafting master development agreements and developer agreements, ground leases, regulatory and operating agreements, management agreements, partnership agreements, and construction contracts;
- Zoning and land-use;
- FHA-insured multifamily finance programs;
- Tax-exempt bond financing;
- Tax Increment Financing;
- HOME and CDBG capital funding;
- State and local finance programs, including local trust fund loan and grant programs and other entitlements;
- Section 8 and other forms of operating subsidies;
- Supportive housing for special needs populations, including the disabled, homeless and veterans;
- The Federal Home Loan Bank's Affordable Housing Program;
- Loan and mortgage restructuring, including Section 236 decoupling; and,
- Regulatory compliance.

Representation of Public Housing Authorities in Development Activities and other relevant Mixed Finance and RAD Experience

The firm has vast experience in the representation of public housing authorities:

- In 2018, the firm represented the **Chicago Housing Authority** in connection with the refinancing and rehabilitation of Caroline Hedger Apartments, which had previously converted under the Rental Assistance Demonstration. CHA developed, owned, and operated the project through wholly owned limited liability company affiliates. The transaction involved federal tax credits, tax exempt bonds, and sponsor loans from CHA.
- In 2019, the firm represented the **Housing Authority of Greene County** in connection with the conversion of public housing units under the Rental Assistance Demonstration program. The transaction involved federal low-income housing tax credits, Illinois Affordable Housing Tax Credits, and AHP financing. Ownership was transferred through a ground lease.
- In 2020, in cooperation with housing authority counsel, the firm represented the development team, comprised of the **Quincy Housing Authority** and a private developer (**Brinshore Development, LLC**) in connection with the redevelopment of the Frederick Ball Apartments in Quincy, Illinois. This project financing involved Illinois Affordable Housing Tax Credits, the Section 18 Demolition Disposition Program, and Tenant Protection Vouchers.

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

- In 2020, the firm represented **Greater Metropolitan Area Housing Authority of Rock Island County** in connection with the acquisition of two affordable housing properties through a not-for-profit affiliate of GMDHC. The deal included new commercial debt, assumption of existing soft debt, and involved both a direct property acquisition as well as an acquisition of partnership interests.
- In 2020, we represented The Community Builders, Inc. for Phase IA and IB of the multiphase **redevelopment of Harold Ickes Homes, a former Chicago Housing Authority property**. CHA had a partial interest in the managing member of the tax credit entity. This was a mix-used/mixed income development that involved both 9% and 4% tax credits, Illinois Affordable Housing Tax Credits, Qualified Opportunity Zone funding from the tax credit investor, Rental Assistance Demonstration (RAD), and other state and federal soft funds.

In addition to the most recent examples above, the firm represented the **Chicago Housing Authority** (“CHA”) in connection with its own redevelopment efforts focused on its senior housing portfolio, including all aspects of the development process and HUD evidentiary submissions on the following three projects:

- **Kenmore Apartments:** Redevelopment of a vacant 100-unit building for seniors involving privately placed tax-exempt bonds, low income tax credit equity, subordinate seller financing and CHA capital and operating funds.
- **Britton Budd:** Redevelopment of a 173-unit historic structure on Chicago’s north side, involving use of tax-exempt bonds (including a cash collateralized second bond tranche), historic and low income tax credit equity, Federal Home Loan Bank AHP funds and CHA capital and operating funds.
- **Pomeroy Apartments:** Redevelopment of a 105-unit apartment building for seniors, involving tax-exempt bonds, low income tax credit equity, subordinate seller financing and CHA capital and operating funds.

The firm also has several ongoing representations of the development and owner entity in deals where such entity is a **joint venture between Chicago Housing Authority and private and not-for-profit developers**.

The Firm’s housing authority representations also include conversions under the **Rental Assistance Demonstration (RAD)**. For example, the firm is one of **CHA’s designated RAD counsel**. Additionally, in 2014, the Firm represented **Greene County Housing Authority**, through an affiliate, on the **first RAD closing in the country**, which consisted of a 34-unit low-income housing tax credit project consisting of 34 single family homes. The firm has subsequently been involved in RAD conversions throughout the country representing developers, investors, and housing authorities.

Nixon Peabody - HUD Counsel

Nixon Peabody LLP (“Nixon Peabody”) would serve as HUD and tax counsel. Nixon Peabody (NP) is a full-service law firm with more than 600 attorneys collaborating in 17 offices throughout the U.S. and abroad, including Chicago, New York and Washington, D.C., in major business, finance, and litigation practice areas. Our clients range from nonprofit institutions and governmental entities to FORTUNE 100 companies. The firm is recognized

for its diversity and pro bono initiatives, and recently has been awarded top-tier honors in “Best Law Firms” rankings by U.S. News & World Report/Best Lawyers.

For more than 45 years, NP’s Affordable Housing attorneys have been involved in the financing, preservation, and development of affordable housing. With approximately 30 attorneys and affordable housing professionals

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

possessing significant experience working with federal and local governmental agencies, we have one of the largest affordable housing legal teams in the country. We represent:

- Public housing authorities
- State housing finance agencies and other public bodies
- Developers of government-financed and -assisted multi-family projects
- Financiers and equity syndicators of these projects
- Management agents

Relevant Experience. NP has a deep bench of talent making us well-suited to complete assignments in a timely fashion, to engage in multiple projects simultaneously, to respond to emergencies when needed, and to otherwise provide competent, efficient representation.

Rental Assistance Demonstration (RAD) The RAD program gives public housing authorities the opportunity to assess its inventory's long-term physical and financial needs. It can also provide access to the resources needed to preserve an aging housing property.

One of Nixon's team members, Kathie Soroka, is a former Senior Counsel to the General Counsel at HUD, where she played a key role in structuring the RAD program. Kathie helped to draft many of the documents in use and write much of the guidance, including the PHA ownership and control guidance and several key components of the RCC and HAP contracts, including the investor and lender provisions. She helped develop many of the program's creative tools, including Converting Awaiting Transfer (CAT), Delayed HAPs, and protocols for using RAD with Choice Neighborhoods grants.

Public housing authorities and housing agencies. NP represents public housing authorities and private developers in their efforts to create public-private partnerships that allow for the revitalization of existing public housing units and enable new units to be built on former public housing sites. We also represent housing authorities and issuers in connection with capital fund securitizations, which allow housing authorities to leverage their capital fund monies to renovate new projects more efficiently.

Their work with housing authorities demonstrates our knowledge and experience with HUD programs, community development, affordable housing finance, federal and state regulatory issues, community groups, complex private/public ventures, mixed finance, utilizing LIHTC, and other funding sources.

HUD experience

Our Affordable Housing team works regularly with HUD on affordable housing development, financing, and preservation transactions. In fact, a number of the group's members formerly held legal and policy positions at HUD, and maintain strong relationships within the regional field offices and Headquarters:

Name	Position	Relevant Past Experience
Kathie Soroka	Counsel	Senior Counsel to the General Counsel at HUD headquarters
Deborah VanAmerongen	Strategic Policy Advisor	Director of Multifamily Housing for HUD's New York City region
Edward Campbell	Partner	HUD Attorney in California and Washington DC
Patrice Harris	Partner	Assistant General Counsel at HUD headquarters and Chicago HUB
Susanna Mitchell	Partner	HUD Attorney in New York City

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

Richard Michael Price	Partner	Attorney in HUD's Office of the General Counsel
Dana Roper	Partner	HUD Attorney in New York City
Monica Hilton Sussman	Partner	Deputy General Counsel at HUD
Anthony Ruvalo	Counsel	FHA Program Counsel at HUD headquarters
Rebecca Simon	Associate	Attorney in HUD's Office of the General Counsel

Our HUD-related services include, without limitation:

- **Disposition & Other HUD Approvals.** We provide statutory, regulatory, and, perhaps most importantly, practical advice in preparation of materials needed to obtain HUD approval of demolition, disposition, RAD conversion, and other HUD approvals necessary to the success of the project. We have broad experience in working with HUD's Special Application Center (SAC) and local HUD office staff, as well as with HUD Headquarters staff who are in charge of these programs.
- **Rental Assistance.** NP's attorneys have decades of extensive experience and knowledge of HUD's rental assistance programs, including the numerous Section 8 programs, Rent Supplement, and RAP. While vast historical and legal knowledge of the programs is useful, we excel at the practical application of that knowledge to HUD's current procedures, and at the adaptation of HUD's guidance to further preservation and rehabilitation of aging properties.
- **Mixed Finance.** Our team has some of the most extensive experience in mixed-finance in the country. In fact, one of our team members, Michael Reardon, is a former Assistant General Counsel at HUD who provided the legal basis and framework for HUD's implementation of the HOPE VI and mixed-finance public housing development programs. The group closed dozens of HOPE VI-financed projects during the life of the program, and this experience representing housing authorities, developers, lenders, and syndicators allows the team to bring significant legal resources and business acumen to bear on whatever issues arise in structuring a given mixed-finance affordable housing development. We detailed some of our experience with mixed-finance above; additional experience can be furnished upon request.
- **HUD Regulatory Compliance.** In addition to working with public housing, we also represent property owners, lenders, brokers, and agents subject to other HUD-assisted and federal regulatory programs. These matters include FHA insured loans, transfer of physical assets, audits, quality control plans, and other finance-specific requirements. Other federal regulations, such as lead-based paint rules, Davis Bacon, the Uniform Relocation Act, and similar programs under HUD, affect all forms of real estate, not just federally assisted properties. Our experience extends from multifamily programs into public housing and single-family real estate regulations.

Select RAD & PHA Repositioning Experience

- Representing the developer teams joint venturing with NYCHA in all of the project bundles closed to date and all of the bundles that are moving forward with RAD/Section 18 conversions, which total almost 10,900 units. We also represented the developer team joint venturing with NYCHA on the first NYC RAD conversion of 1,395 units. That transaction included a funding loan from Citibank to the New York State Housing Finance Agency (HFA); a forward purchase of HFA tax-exempt bonds; a permanent loan using the FHA Risk-sharing Program; LIHTC equity; multiple subordinate loans; and significant FEMA funds necessitating a complicated ownership structure involving a capital lease and a land lease of the existing property.

TAB A: TEAM EXPERIENCE AND QUALIFICATIONS

- Representing the **Bloomington Housing Authority** in the conversion of their entire portfolio through RAD. We are assisting with the strategic planning, structuring transactions, negotiating terms with the third-parties, including the developer team, lenders and investors. We are preparing and reviewing development, organizational, and transactional documents. The redevelopment is expected to utilize RAD-Section 8 blend, tax-exempt bonds, LIHTCs, HOME, and Indiana state subsidy.
- Representing **Richmond Redevelopment and Housing Authority** in the redevelopment of two bundles of public housing developments: one bundle of family developments and one bundle of senior developments. Redevelopment is expected to utilize RAD, Section 18, tax-exempt bonds, LIHTCs and state subsidy. NP is advising RRHA on their strategic planning as they structure their redevelopment and assisting RRHA as they negotiate with third parties, including development partners, lenders and investors.
- Representing the **City of Beacon Housing Authority** in New York, as they use Section 22 Streamlined Voluntary Conversion to reposition their portfolio to a Section 8 platform.
- Represented the **Fairfield Metropolitan Housing Authority** (FMHA) in Lancaster, Ohio, in connection with the conversion of its entire portfolio under the RAD program. With our assistance, FMHA successfully closed with HUD on a RAD subsidy swap within three months of our engagement and later successfully completed a “closeout” of its public housing program.
- Represented the **Housing Authority of Cook County** (HACC) in the conversion of four current public housing projects to three section 8 Project-Based voucher projects under the RAD program. These three transactions were processed simultaneously by HACC and include numerous sources of financing including tax exempt bonds, low-income housing tax credits, State of Illinois tax credits, and county financing as well as seller take-back financing.

In addition to the Team members listed above, the Habitat/DB Team will be able to call on the expertise and capacity of **IFF** and **Abide Capital** for creative financing solutions. IFF is a Community Development Financial Institution (CDFI) certified by the U.S. Department of the Treasury. They are the largest nonprofit CDFI in the Midwest. IFF provides a wide array of financing, consulting and development services, and will assist Habitat/DB in financing and development of community centers and other facilities at the redeveloped Villages at Parkside. Abide Capital is an MBE real estate investment manager that will assist our Team on exploring a wide range of innovative debt and equity financing for the developments.

Villages at Parkside Redevelopment Personnel

Project Management

Jeffrey Head, VP of Community Development, Habitat

In his role as Vice President of Development for Habitat Affordable Group, Jeff Head manages the financing and development for our affordable housing portfolio. Between 1998 and 2013, while leading Habitat's court-appointed receivership of the Chicago Housing Authority, he was part of the leadership team that managed redevelopment of some of the largest public housing sites in the country, including Cabrini Green, the Henry Horner Homes and the ABLA Homes developments.

Over his 20 years with Habitat, Jeff has worked with agencies such as the Chicago Housing Authority, Illinois Housing Development Authority, City of Chicago and U.S. Department of Housing and Urban Development. He has been involved in transactions that have invested more than \$1 billion in Chicago neighborhood housing developments. Prior to joining Habitat, Jeff worked on a variety of urban development programs as an assistant to Mayor Richard M. Daley at the City of Chicago. He holds an MUPP from University of Illinois at Chicago College of Urban Planning and Public Affairs.

Brian Heeger, Managing Director, Duvernay + Brooks

Mr. Heeger has more than 20 years of experience providing public agencies, non-profits and private developers with real estate finance and development advisory services, and as a developer of affordable, mixed income and mixed-use properties, specializing in the redevelopment of public housing. Mr. Heeger has advised on developing more than 60 projects with over 7,500 units, totaling over \$1.1 billion in development costs, and is currently the D+B project manager for several projects for which D+B is co-developer, such as Northside (Yates) Village, a 300-unit mixed income redevelopment in Schenectady, NY in partnership with Pennrose and the Schenectady Municipal Housing Authority, Yonkers RAD Preservation, an 853-unit preservation project in Yonkers, NY in partnership with L+M Development Partners and the Municipal Housing Authority of Yonkers, and Homestead Gardens, a 250-unit RAD, mixed income new construction development in partnership with Procidia Development and Miami-Dade County's Public Housing and Community Development Department.

Prior to joining D+B, Mr. Heeger worked for a consulting firm providing advisory services to public housing authorities and housing finance agencies, as well as for the New York State Housing Finance Agency. He has an undergraduate degree from George Washington University and an MPA in Real Estate and Urban Policy from Columbia University.

Other Developer Staff

The Habitat Company

Charlton P. Hamer – Senior Vice President, Habitat Affordable Group

As Senior Vice President of Habitat Affordable Group, Charlton Hamer provides leadership and oversight for all affordable housing clients. Habitat's affordable portfolio consists of 12,000+ units located in Illinois, Indiana, and Missouri. Charlton's experience spans development and both asset and property management. His focus on top-level operations sets the stage for portfolio growth in the affordable housing market.

Before rejoining The Habitat Company, Charlton has served in several leadership roles at real estate firms like Redstone Urban Properties, LLC, VESTA Corporation and Shore Area Community Development Corporation. Professionally, Charlton is a member of the Urban Land Institute, the American Planning Association and the University of Illinois Alumni Association. Additionally, he served as the chairman of the Bridgeport, Connecticut,

Redevelopment Agency. Charlton holds a Master of Urban Planning and Policy from the University of Illinois at Chicago and a Bachelor of Arts in Urban Planning from the University of Illinois at Champaign-Urbana.

Janay Hayes-Mohamed, VP of Affordable Housing, Habitat Affordable Group

As the Vice President of Affordable Housing for the Habitat Affordable Group, Janay has been a committed professional for more than 20 years. Janay's roots are in leasing, management and resident satisfaction, ensuring a superior housing experience by way of exceptional service, thoughtful management and respect for all our residents. Janay holds a Bachelor of Science from the University of Houston and a Master's in Public Administration from Governors State University, and several industry certifications, including housing credit certified professional and tax credit specialist.

David Mevis, Director of Development

Dave Mevis joined The Habitat Company in 2016 as its new Director of Community Development, where he is responsible for sourcing acquisition and development opportunities as well as the recapitalization of Habitat's existing portfolio of affordable multifamily assets.

Dave assesses current and future use restrictions, and local market real estate dynamics in evaluating development opportunities. He works closely with the design and construction teams, as well as environmental engineers and entitlement professionals to determine project feasibility. Leveraging his affordable housing finance relationships and experience, Dave secures the optimal stack of development capital for each unique community. He works closely with property management, resident services, lenders, and investors to negotiate and structure the long-term financial forecast to first and foremost meet the needs of Habitat's income-restricted tenancy, and secondly to meet the underwriting requirements of all lenders and investors.

Dave has developed or financed over \$1 billion of affordable housing in his roles with Mercy Housing Lakefront, GE Capital, Illinois Housing Development Authority, and Habitat for Humanity – Uptown Chicago. Dave earned a master's degree in Public Policy from the University of Chicago, and bachelor's degrees in Political Science and English Literature from Augustana College, Rock Island, Illinois.

Duvernay + Brooks (WBE)

Joni Brooks, Managing Member, D+B

Joni Brooks directs D+B's consulting and development practice. Ms. Brooks has nearly 40 years of experience in affordable housing. She served as the managing partner of the development team for the Bradhurst Urban Renewal Area in central Harlem, New York City, and is currently a development partner for a 394-unit affordable housing new construction property in the Ocean Hill-Brownsville section of Brooklyn. Prior to the founding of D+B, Ms. Brooks was a partner with the consulting firm of Hamilton, Rabinovitz and Alschuler (HR&A), where she established and directed its public housing consulting practice. Ms. Brooks has also served as Manager of

Multifamily Affordable Housing for the Federal Home Loan Mortgage Corporation (Freddie Mac), Vice President for Development at the New York City Housing Development Corporation, Director of Housing Finance for the New York State Housing Finance Agency, and Vice President of Starrett Housing Corporation, a developer of residential and commercial properties. Ms. Brooks received a BA and an MS, Real Estate Investment, from the University of Wisconsin.

Olusegun Obasanjo, Managing Director

Mr. Obasanjo has over a decade of experience in managing and providing advisory services housing development and revitalization efforts. Mr. Obasanjo has extensive experience in project management and financial analysis and has served as lead grant writer and project coordinator or financial advisor on numerous HOPE VI and Choice Neighborhood proposals as well as RAD transactions. Mr. Obasanjo joined D+B in 2008 and his clients have included the Dallas Housing Authority, Durham Housing Authority, the Fayetteville (North Carolina) Metropolitan

Housing Authority, the Housing Authority of the City of Perth Amboy (New Jersey), the Philadelphia Housing Authority, the Metropolitan Development and Housing Authority (Nashville), Tuscaloosa (Alabama) Housing Authority, MHANY Management, Inc. (New York City non-profit developer) and the ITEX Group. Mr. Obasanjo has worked on Choice Neighborhood planning initiatives in Buffalo, Chicago, Kansas City, Philadelphia, and Memphis and closed RAD transactions in Durham, Port Arthur, and Philadelphia. In New York, he is currently providing advisory services to the Albany Housing Authority, Cohoes Housing Authority, the Troy Housing Authority, and the Rochester Housing Authority. Mr. Obasanjo has a B.S. in Architecture, Ahmadu Bello University (Zaria, Nigeria), a M.Arch from Illinois Institute of Technology, and a PhD, Architecture (Environment and Behavior Studies), University of Michigan.

Other Development Team Staff

LBBA – Architect & Master Planner

Jeff Bone, Founding Principal, FAIA

Jeff Bone was named Principal at Landon Bone Baker Architects in 1999. Jeff and the firm had learned early on that not all clients are the same; developers are well-versed in the design/build processes whereas non-profit community based-organizations are armed with a clear vision but do not always have an architecture vocabulary. Jeff has nurtured the firm's "grassroots" approach to help nonprofit clients translate their vision. He and his associates regularly engage community members to co-create inventive, inviting, and sustainable spaces and places that transform lives, revitalize neighborhoods, and regenerate cities.

Jeff has shaped best practices, codes, and policy in many capacities, including volunteering with Affordable Housing Building Code Group of the Business and Professional People for the Public Interest; advocating to preserve SROs and establish best practices in design/construction; and volunteering with Tiny House Working Group to champion new, sustainable and economical housing options. He has served on the City of Chicago Code Committee and was chair of the Chicago AIA Education Committee. He currently serves on the Design for Aging Committee and is a volunteer member architect for Home Free Home, a national non-profit providing pro bono architectural design for accessibility. Jeff's built work has been honored with numerous awards, including multiple AIA Chicago Distinguished Building Awards and four prestigious First-Place Richard H. Driehaus Foundation Awards for Architectural Excellence in Community Design.

Jack Schroeder, AIA, LEED AP

Jeff Bone was named Principal at Landon Bone Baker Architects in 1999. Jeff and the firm had learned early on that not all clients are the same; developers are well-versed in the design/build processes whereas non-profit community based-organizations are armed with a clear vision but do not always have an architecture vocabulary. Jeff has nurtured the firm's "grassroots" approach to help nonprofit clients translate their vision. He and his associates regularly engage community members to co-create inventive, inviting, and sustainable spaces and places that transform lives, revitalize neighborhoods, and regenerate cities.

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Curtis Jones, Senior Project Designer

Curtis Jones is a Senior Project Designer at Landon Bone Baker Architects. He received a Bachelor of Architecture from the University of Kansas, with a minor in Intercultural Communications. With over 25 years of architecture experience, Curtis has served as a project architect on a variety of development types including multi-family residential, K-12 education, public sector and institutional projects.

His dedication to his practice and the built environment is reflected in his civic and community involvement and mentorship of students. Through this combined passion for architecture and commitment to community work he developed a specialty in developing the Built Environment and the people who live in it. Curtis has been involved with building communities in multiple roles. He has been a Chef instructor for Common Threads, a national community based culinary and nutrition program for children and families. Curtis has been instrumental in renovating and repositioning numerous public and private schools in the intercity. He is an active member of Kappa Alpha Psi fraternity where he is committed to improving low income and minority communities, and recently helped to establish a successful food pantry in the West Woodlawn neighborhood of Chicago.

Hamilton Anderson Associates (MBE) – Architect & Master Planner

Rainy Hamilton Jr., Principal-in-Charge, FAIA, NOMA, NCARB

Rainy has a comprehensive understanding of the design industry and has built a practice that has accomplished national, award-winning designs. Rainy has a keen ability to quickly develop design solutions, organize and solve complex issues and craft solutions that are environmentally responsible and financially feasible. Known as a client-focused professional who recognizes the importance of effective communication, Rainy provides leadership and organization for complex, multi-phased, multi-million dollar projects for urban and campus sites. He has focused his career on the rebuilding of the economic and physical fabric of urban communities. Rainy has performed project development and implementation, including project management, programming, budgeting, design, construction documentation, value enhancement and forecasting to our projects.

Melissa Cox, Senior Project Manager

Melissa's work has offered her broad exposure to projects with varying levels of complexity, budgets, and schedules requiring strong technical, organizational, and decision-making skills. She is accustomed to taking a proactive approach and remaining flexible while coordinating multiple projects simultaneously in a fast-paced work environment. Her primary responsibilities have been to directly manage, organize and execute all aspects of large and small scale construction projects.

PEA Group – Civil Engineer

Burke Jenkins, PLA, ASLA, LEED AP

Burke Jenkins manages PEA Group's Detroit office and has over 20 years of experience designing and managing projects from concept through construction. His project experience includes urban design, parks and recreation, green infrastructure, greenways, higher education, mixed use, and public/private landscape developments in Michigan, Louisiana, Maryland, and Nevada. With a diverse portfolio, all of his projects share the same goal of meeting and exceeding his clients' expectations, while also benefiting the communities that surround them. Burke's experience has given him an acute understanding of the design process, technical applications, construction, and permitting. This understanding benefits the teams he leads, resulting in exceptional projects.

Emil Bunke, PE

Emil Bunke has over 15 years of experience as a civil engineer and leads PEA Group's Detroit Office Civil Engineering Department. Emil's professional experience includes responsibility for major public and private

developments in Detroit and throughout Southeast Michigan. Emil has extensive in all aspects of civil engineering design and documentation, agency coordination, permits, bidding, and construction administration. His eye for detail and creative engineering provides his clients with the best possible solution, regardless of the project complexity.

Strategic Energy Solutions–MEP Engineer & Sustainable Design Consulting

Pam Hartsell, Project Manager, PMP, CPD

A Project Management Professional (PMP) and Certified Plumbing Designer (CPD), Pam is well-versed in the practices of both mechanical and electrical engineering design and documentation. An active member of the engineering community, she recently served as President of the Eastern Michigan Chapter of the American Society of Plumbing Engineers (ASPE). Always looking to expand her knowledge base and get involved, she regularly attends local chapter meetings of ASHRAE and the Project Management Institute (PMI), as well as several other organizations that promote women in engineering.

Matt Palumbo, Mechanical Engineer, LEED AP

A LEED Accredited Professional in Building Design & Construction, Matt has been designing mechanical systems for more than two decades. He has worked on several high-profile projects for end-users such as the US Army, US Navy, and the Minnesota Twins. As a jack-of-all-trades, Matt brings a broad range of technical skills and abilities to any project team, including three-dimensional modeling in Revit, developing and following design narratives, and estimating large, multi-million dollar projects. He is proficient in energy modeling and analysis software, including HAP 4.6 and Trace 700 - both recognized by the US Department of Energy - as well as Integrated Environmental Solutions VE Pro.

IMEG – Structural Engineer

Athanacios Nasr, Managing Principal, PE, SECB

Nasr is currently Principal/Project Executive with IMEG. Nasr's work experience includes geotechnical engineering, structural hydraulic construction engineering, special foundation design, noise and vibration control. Project types extend from office buildings, school and hospital buildings, hotels and convention centers, shopping centers, housing and educational facilities, religious facilities, sports and recreation facilities, to industrial complexes such as auto and semi-conductors facilities, as well as major renovations and structural investigations and legal expert witness.

Ethos Development Partners – LIHTC & Affordable Housing Finance Consulting

Joe Heaphy, President

Joe is the President of Ethos Development Partners which provides consulting assistance to organizations that want to develop or preserve safe, decent and affordable housing in our communities. Before joining Ethos he was the Vice-President of Real Estate Development for the Neighborhood Service Organization (NSO), a 60-year-old nonprofit social service agency that serves Detroit, Wayne County and Oakland County, Michigan. In this position he worked to develop permanent supportive housing for those with special needs. Most recently, Joe led the \$50 million redevelopment of the Michigan Bell Building which now provides 155 units of permanent supportive housing for formerly homeless individuals. The building is also the new service and administrative headquarters for 200 NSO staff members.

Prior to working at NSO, he was the Executive Director of Lighthouse Community Development in Oakland County, Michigan where he worked to develop affordable housing and revitalize neighborhoods. In his previous life as a New Yorker, Joe was the Executive Director of the New York State Tenants & Neighbors Coalition, a statewide tenant's rights organization. He has a Bachelor of Arts in Political Science from the State University of New York at Buffalo and a Master's in Public Policy and Administration from Columbia University.

COTS – Social Services Provider

Cheryl P. Johnson, CEO

Purpose-driven and accomplished, Cheryl is dedicated to alleviating suffering in the world wherever she finds it. For over thirty years, she has improved the lives of homeless families in Detroit through her work at COTS. Cheryl leads a staff of committed advocates and, most importantly, serves thousands of families experiencing homelessness annually. A staunch advocate for what is right rather than what is easy, Cheryl has led COTS through popular and unpopular transitions – all with the best interests of families in mind. Perhaps the greatest demonstration of her thought leadership and strategic alliance building on behalf of homeless families is the creation of COTS's Passport to Self-Sufficiency™ a theory of change, which changes the legacy of poverty for the next generation and beyond.

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Applegate & Thorne-Thomsen - Tax and Real Estate Counsel

Glenn Graff, Counsel

Glenn joined Applegate & Thorne-Thomsen in 2001. He is the chair of the Firm's Tax Group and concentrates his practice in the following areas: the development of real estate with the low-income housing tax credit, the historic rehabilitation tax credit, the investment tax credit for renewable energy property, as well as the Illinois affordable housing tax credit; the taxation of partnerships and LLCs; and the taxation of not-for-profit organizations. Glenn represents syndicators, developers, investors, lenders, and nonprofit organizations in structuring tax advantaged transactions.

Glenn has also acted as an expert witness relating to tax credit transactions. He has represented clients in tax disputes before the IRS, the United States Tax Court and local tax authorities, with an emphasis on valuation issues. Glenn has a B.A. from the University of Illinois and a J.D. summa cum laude from the University of Illinois College of Law.

Bennett Applegate, Jr., Counsel

Bennett joined Applegate & Thorne-Thomsen in 2017. He concentrates his practice on representing developers, public housing authorities, and investors in the development of low-income housing and on other community development initiatives. Prior to joining the firm, Bennett's professional experience spanned the public, private and non-profit sectors, with a focus on public and affordable housing.

Bennett's other housing experience includes working at Edgemere Consulting Corporation, where he advised public agencies, primarily large public housing authorities, on the design and administration of the Public Housing Program (PH), the Housing Choice Voucher Program (HCVP), and related programs. He has significant experience with HUD's Moving to Work Program, the Choice Neighborhoods Initiative, and ongoing PH and HCVP compliance. Other relevant housing experience includes working at Metropolitan Boston Housing Partnership administering the HCVP for a caseload of 400 clients and interning at Business and Professional People for the Public Interest to research and design potential financing and land acquisition strategies for the recently created Cook County Land Bank Authority. Bennett has a B.A. from Boston College, a J.D. cum laude and an MBA from Northwestern.

Nixon Peabody - HUD Counsel

Kathie Soroka, Counsel

Kathie served as Senior Counsel to the General Counsel at the U.S. Department of Housing and Urban Development (HUD) during the Obama Administration before becoming counsel in Nixon Peabody's Affordable Housing practice group. Through her years at HUD and in the private sector, Kathie has extensive experience navigating regulatory requirements in all types of affordable housing transactions and is one of the nation's foremost professionals in the Rental Assistance Demonstration (RAD).

Kathie played a key role in structuring the RAD program. Kathie helped to draft many of the documents in use and write much of the guidance, including the PHA ownership and control guidance and several key components of the RCC and HAP contracts, including the investor and lender provisions. She helped develop many of the program's creative tools, including Converting Awaiting Transfer (CAT), Delayed HAPs, and protocols for using RAD with Choice Neighborhoods grants. As part of Kathie's responsibilities, she developed the legal closing requirements and trained and oversaw HUD counsel around the country reviewing transactions. Kathie has a B.A., summa cum laude, Washington and Lee University, and a J.D., Harvard Law School.

Renaissance Groups, M/WBE & Section 3 Contracting/Social Service Programming

Sandy Paben, Principal

Ms. Paben is an accomplished executive with over 25 years' experience in program development, technology, grant management and education. Renaissance Groups is a Certified Woman Owned Enterprise and Section 3 certified business formed in 1994 to provide consulting services to school districts, state, local and federal government agencies, housing authorities and developers across the country, including extensive work providing compliance monitoring for housing authorities and developers to facilitate meeting funding source requirements, including Section 3 hiring, minority and women labor utilization and contracting, and local hiring and contracting.

In addition, Ms. Paben has extensive experience in providing social service programming to public housing authority residents.

Occupancy Solutions, Relocation Consultant

Elaine Simpson, Founder & President

Occupancy Solutions was founded by Ms. Simpson over 15 years ago, to provide operations, marketing, leasing, program compliance services, relocation assistance, training, and consulting services for multifamily professionals of market rate, senior and affordable housing communities. Occupancy Solutions assists communities by providing proven, cost-effective techniques and strategies that achieve increased occupancy, improve resident retention, minimize expenses, and ultimately increasing net operating income.

With over 25 years of experience in the multifamily industry, specializing in the Affordable Housing Industry, Ms. Simpson recognizes and tailors to the unique marketing and leasing challenges faced by affordable and low income communities. Throughout her career, Ms. Simpson has trained new managers across the country, assisted in creating “Best Practices” and procedure manuals, participated in numerous task forces during national mergers, acquisitions, and dispositions, and headed “turn around” teams assigned to troubled and distressed communities.

IFF, Community Facility Financing and Development

Chris Uhl, Executive Director – Eastern Region

Chris Uhl joined IFF as the Executive Director – Eastern Region in 2017. Located in IFF’s Detroit office, Uhl oversees IFF’s full-range of services in Michigan and Ohio, including lending, real estate consulting, and community strategies program operations.

Prior to joining IFF, Uhl served in leadership roles at Rock Ventures LLC, The Skillman Foundation, and Detroit Children’s Fund, as well as working several years as a banker at major financial institutions. As Vice President of Social Innovation at The Skillman Foundation, Mr. Uhl helped the foundation move beyond grants to program-related investments in the form of low-interest loans and loan guarantees. He most recently led community investment efforts at Rock Ventures, a Detroit firm that serves and connects a portfolio of more than 100 companies owned by Dan Gilbert – the founder of Quicken Loans and majority owner of the Cleveland Cavaliers. Mr. Uhl is a Michigan native with a M.B.A. from Wayne State University and a B.S. in business administration from Central Michigan University.

Abide Capital, Financial Advisor

Derrick Hawthorne, Partner

Versatile and experienced investment management professional with proven track record of implementing strategic investment and operational plans, sourcing and executing transactions in multiple investment structures on a nationwide basis. Derrick co-founded Abide in 2021, and has spearheaded financial analysis and overall due diligence on potential and existing private equity alternative investments to understand business performance, operating trends, operating and financial forecasts, industry dynamics and assessing the overall risk of an individual potential alternative equity investments. Derrick previously held leadership and senior positions at Maitri Medicinals, ARTISAN Capital Group, and Draper and Kramer, Inc. He has a B.A. from Michigan State University and an MBA from the University of Chicago Booth School of Business.

Resumes

Resumes for developer team staff members are attached (additional resumes for management and design team staff are included separately in Sections A.3. and A.4.).

JEFFREY D. HEAD

Current Position: Vice President of Community Development
Job Category: Development

Work Experience:

The Habitat Company LLC, Chicago, Illinois (1998 - Present)

Vice President – Community Development (2013 to Present)

Manage the redevelopment and acquisition of new and existing affordable residential assets, and business development, project design, financing and implementation for Habitat Affordable Group

Vice President -- Receivership (1998 - 2013)

Managed the Community Development Group's planning and development operations and including the development of more than 3,300 replacement public housing units as part of The Habitat Company's role as the court-appointed Receiver overseeing the development of new family housing for CHA.

Led team implementing the public-private redevelopment of thousands of new mixed-income housing units at Chicago public housing sites like Cabrini Green, Henry Horner Homes and Lathrop Homes.

Managed team with budget oversight for HUD public housing redevelopment funds totaling over \$250 million.

City of Chicago, Office of the Mayor, Chicago, Illinois (1995 - 1998)

Assistant to the Mayor

Managed Economic Development and Community Development projects and policy initiatives

Membership | Professional Licenses | Registrations:

President, Generations Housing Initiative
Chairman, Wilmette Housing Commission
Mentor, UIC Urban Planning Program
Member, American Planning Association
Member, Lambda Alpha International

Education | Credentials:

University of Illinois at Chicago, Chicago, Illinois

Masters of Urban Planning and Policy
Emphasis on Housing and Economic Development

University of Colorado, Boulder, Colorado

Bachelor of Political Science



Employment

1998 – present	Managing Director, Duvernay & Brooks, LLC
1998	Senior Associate, Hamilton, Rabinovitz & Alschuler, Inc.
1996 - 1998	Underwriter, The New York State Housing Finance Agency
Summer 1996	Summer Associate, The New York Equity Fund
Spring 1996	Consultant, The Banana Kelly Improvement Association
1993-1994	Analyst, Lakefront SRO Corporation

Development Experience

Mr. Heeger served as a project manager for several new construction and preservation projects, including the Prospect Plaza redevelopment in Brooklyn. D+B and its developer partners were selected by the NYC Housing Authority and NYC Department of Housing Preservation and Development to redevelop NYCHA's Prospect Plaza Houses into a 394-unit mixed-income community of residents using a federal HOPE VI grant, tax-exempt bond financing, low income housing tax credits and other City and State subsidized financing. The first two phases were completed in 2016 and the third phase was completed in 2018. The final phase includes a 26,000 SF retail space, a 10,000 SF community center and a public park.

Mr. Heeger also recently served as the D+B project manager for several projects for which D+B is co-developer, including Queen City RAD Preservation, a 203-unit preservation project in New Rochelle, NY in partnership with Property Resources Corporation and the New Rochelle Municipal Housing Authority, Yonkers RAD Preservation, an 853-unit preservation project in Yonkers, NY in partnership with L+M Development Partners and the Municipal Housing Authority of Yonkers, both completed in 2019, and Georgetown Crossing, a 90-unit, new construction senior development in partnership with the Sanford (FL) Housing Authority, completed in 2020.

He is currently D+B project manager for Yates Village, a 300-unit mixed income, new construction redevelopment in Schenectady, NY in partnership with Pennrose Properties and the Schenectady Municipal Housing Authority, Homestead Gardens, a 250-unit mixed income, new construction redevelopment in Homestead, Florida, in partnership with Procida Development and Miami-Dade Public Housing and Community Development, and Glens Falls Portfolio Redevelopment, and 314-unit mixed income development in Glens Falls, NY, which includes a mix of moderate rehabilitation and new construction.

Mr. Heeger previously served as D+B project manager for the Cleaborn Homes HOPE VI Revitalization in Memphis, Tennessee. D+B and its partners prepared the successful \$22 million HOPE VI proposal for Cleaborn Homes. The fourth and final phase of the 362-unit development was completed in 2016.

Consulting Experience

Mr. Heeger has advised on developing more than 60 projects with over 7,500 units, totaling over \$1.1 billion in development costs, assisting clients in project planning; financial structuring and analysis; selecting and negotiating with developers, lenders, and equity investors; obtaining State, local and HUD approvals and closing transactions; preparing and reviewing tax credit, tax-exempt bond, and other financing applications; and providing other financial, development, and strategic management advisory services.

Since 1998, Brian has served as D+B's principal advisor to the Housing Authority of the City of Atlanta. He has assisted the AHA in closing more than three dozen mixed finance transactions, including assisting in obtaining HUD approvals, advising on the drafting of loan and other legal documents and performing due diligence of developer financial projections and legal documents. Mr. Heeger has also helped to prepare four successful development proposals for HUD HOPE VI funds and a proposal for Choice Neighborhood funds, and has provided support with loan underwriting, acquisitions analysis, and other financial and policy analyses.

Another example of Mr. Heeger's recent experience is providing technical assistance to the Housing Authority of New Orleans and its HUD Receiver, advising on the closing of six rental projects, assisting in structuring project financing, negotiating terms with the developers, lenders and public funders, and equity investors, assisting in preparing HUD mixed finance and subsidy layering submissions, and working with counsel to review transaction documents and achieve closing.

Mr. Heeger also recently provided financial advisory services to the South Mississippi Housing and Development Corporation, assisting in closing two tax-exempt bond transactions and a 9% LIHTC transaction. Mr. Heeger's work has included preparing financial projections and HUD submissions, assisting with tax credit applications, advising on selecting equity investors and negotiating business terms, assisting counsel with drafting of project documents, and coordinating closings. Mr. Heeger advised SMHD on preparing budgets for tracking multiple funding sources, with varying expenditure deadlines and regulatory requirements, for over a dozen pending projects.

Examples of Other Experience

For The New York State Housing Finance Agency (HFA), Mr. Heeger underwrote and secured HFA approvals of \$300 million of taxable and tax-exempt bond-financed mortgages and tax credit allocations for over 2,500 residential units.

For the Lakefront SRO Corporation, a nonprofit developer of supportive housing in Chicago, Mr. Heeger assisted in development projects and prepared various policy analyses.

Education

1994 - 1996 Columbia University
 School of International and Public Affairs
 M.P.A., Real Estate Development

1987 - 1991 George Washington University
 B.A., Philosophy, cum laude

Olusegun Obasanjo

Duvernay + Brooks LLC
2095 Broadway, Suite 404
New York, NY 10023
(646) 230-0551

Employment

2008 – Present	Director, Duvernay + Brooks LLC
2006 – 2008	Independent Development and Architecture Consulting
2001 – 2006	Associate, Abt Associates Inc.
1999 – 2001	Development Manager, Chicago Housing Authority
Fall 1998	Interim Lecturer, Cornell University, College of Human Ecology, Department of Design and Environmental Analysis
1997	Architect-Intern, Harry Weese Associates, Chicago
Winter 1996	Project Manager, Urban Resource, Chicago
1990-1993	Architect-Intern, Brininstool and Lynch, Limited, Chicago

Consulting Experience

Mr. Obasanjo has over a decade of experience in affordable housing development and revitalization efforts. He has advised public housing authorities and other clients, for projects in Tuscaloosa, Port Arthur TX, Orange TX, New York City, Durham NC, Philadelphia, Nashville, and Perth Amboy. In addition to conventional debt and low-income housing tax credits, public funding sources for transactions have included public housing capital funds, HOPE VI and CNI funds, HOME and CDBG. Amongst other tasks, he has provided technical assistance for HUD public housing and Section 8 development (including Rental Assistance Demonstration (RAD), and PBV transaction), prepares and maintains project proforma, conducted financial feasibility analysis, modeled financing for single projects or multi-phase developments from planning to implementation and financial closing.

Mr. Obasanjo has provided development finance consulting services to the Philadelphia Housing Authority and its developer instrumentality (PHADC) since 2008. He served as development finance consultant on the successful 2013 CNI Implementation application team (with the City of Philadelphia as the Lead). Mr. Obasanjo has been providing financial advisory services to MHANY Management Inc. in New York City on a variety of development projects, including RFP responses, since 2012. He assisted in securing 9% credits for a development in 2012 and for two projects in 2017. He assisted the non-profit on its TPT9, a 255-unit (75 scattered-site buildings) rehab project which closed in 2016, for which financing included tax-exempt bonds and 4% LIHTC as well as a variety of additional soft debt. Mr. Obasanjo was on the EJP master planning team for redevelopment of the 716-unit Cayce Place and its surroundings in Nashville for which he provided development finance planning services. He is also currently providing financial advisory services for several development projects to the Durham Housing Authority, as sub-consultant on the EJP team, in which DHA is acting as developer. Two of these RAD rehabilitation projects closed in December 2018.

Mr. Obasanjo has been the lead author or financial advisor on several HOPE VI/CNI planning and grant writing teams including St. Louis in 2003; Beaumont Texas in 2006; Bremerton, Washington, in 2007; Trenton, NJ and Corpus Christi in 2009; New Orleans and Corpus Christi in 2010; Chicago and Philadelphia (2012); Buffalo and Philadelphia (2013). Mr. Obasanjo also prepared New Markets Tax Credit Applications for the Philadelphia Housing Authority.

As an associate at Abt Associates, Mr. Obasanjo was the project manager for the consulting team managing the Hurt Village HOPE VI revitalization program. He coordinated the consulting team, monitored program schedules and budgets, prepared documents for HUD approval, reviewed financial models for the complex, multi-phased program and evaluated proformas for specific transactions, assisted in negotiating agreements with the developer, and advised on supportive services and occupancy programs and policies. Mr. Obasanjo provided similar services for the renovation of Lauderdale Courts in Memphis, which utilized Historic Tax Credit financing and for a multi-phased mixed-income housing production program for the Housing Authority of the City of East St. Louis.

While at the Chicago Housing Authority from 1999 to 2001, Mr. Obasanjo managed the mixed finance, mixed-income redevelopment of the Cabrini Green public housing project, which involved approximately \$50 million in HOPE VI and \$20 million in public housing development funds provided by HUD, projected to leverage over \$300 million in additional public and private funds.

Other Experience

While at Abt, Mr. Obasanjo prepared training material on mixed-finance public housing development for HUD, covering topics that included HUD regulations and procedures, the development process and financing. Mr. Obasanjo also consulted for the Lakefront SRO on a proposal to use project-based Housing Choice Vouchers build of service-enriched housing developments.

Education

- | | |
|------|--|
| 1998 | University of Michigan, Architecture; PhD, Architecture (Environment and Behavior Studies) |
| 1992 | Illinois Institute of Technology 1992, M.Arch |
| 1988 | Ahmadu Bello University (Zaria, Nigeria), Architecture 1988, B.S., Architecture |

Joseph M. Heaphy

10564 Nadine Avenue
Huntington Woods, MI 48070

Phone: (313) 850-5844
Email: joe.heaphy@gmail.com

PROFESSIONAL EXPERIENCE

Ethos Development Partners, Detroit, Michigan

President, July 2014 – Present

- Lead and manage real estate development services enterprise that works with clients to develop and preserve safe, decent and affordable housing and implement unique community development initiatives in Detroit and throughout Michigan
- Provide clients with assistance in all aspects of affordable housing and commercial development including:
 - Project conceptualization
 - Site selection
 - Development team selection and management
 - Securing financing from government programs such as Low Income Housing Tax Credits, New Market Tax Credits, Historic Tax Credits, HOME, and Community Development Block Grants as well as financing from other public and private sources
 - Ensuring that all requirements are met for government and financing partners throughout construction period and project close-out
- Work with clients to ensure that they fully understand and are engaged in development process and have the opportunity to develop internal capacity to engage in future development

Neighborhood Service Organization (NSO), Detroit, Michigan

Vice President of Real Estate Development and Management, July 2007 – June 2014

- Led and implemented complex development process for \$50 million renovation of the historic Michigan Bell Building in Detroit, which now provides 155 permanent supportive housing units for homeless individuals and serves as the new service and administrative headquarters for 200+ NSO staff members:
 - Secured financing for Bell Building project through Low Income Housing Tax Credit program, Brownfield Tax Credit program, Historic Tax Credit program, New Market Tax Credit program, the HOME program, and private foundations including The McGregor Fund and The Kresge Foundation
 - Identified and secured Low Income Housing Tax Credit and Federal Historic Credit equity investment of over \$25 million from Morgan Stanley for Bell Building redevelopment – the largest investment of this type it had ever made in the country
 - Worked closely with community, government and private sector leaders to ensure that Bell Building renovation remains a catalyst for redevelopment of surrounding distressed neighborhoods
- Led efforts by NSO executive team, community leaders, and government and private sector partners to develop new catalytic community development projects that benefit distressed neighborhoods in Detroit

Lighthouse Community Development, Pontiac, Michigan

Executive Director, March 2003 – June 2007

- Led and implemented economic and community development activities in Pontiac and Ferndale resulting in over \$10 million of investment in these distressed communities
- Ensured active participation by neighborhood residents in development efforts that resulted in the construction of over 50 new homes for first-time low-income homebuyers and a new community park
- Initiated \$7.5 million rental development using Low Income Housing Tax Credit program to create 40 units of affordable housing in abandoned apartment building and on nearby vacant parcels
- Managed highly regarded financial literacy program for first-time homebuyers and foreclosure prevention program for community members at risk of losing their homes

New York State Tenants and Neighbors Coalition**New York State Tenants and Neighbors Information Service, New York, New York**

Executive Director, July 1998 – February 2003

Staff Director, July 1997 – June 1998

Nassau County Coordinator, February 1997 – June 1997

- Managed activities of two statewide nonprofit organizations that work to preserve affordable housing, resulting in the preservation of several thousand units of housing for low-income residents
- Directed all program activities including community outreach, advocacy, technical assistance programs and leadership development training to achieve goal of preserving stock of limited affordable housing
- Expanded statewide presence by opening satellite offices in Rochester, Albany and Long Island

Coro Fellows Program in Public Affairs, New York, New York

Fellow, September 1993 – June 1994

- Selected from national field of candidates to participate in prestigious fellows program that seeks to develop future leaders in the field of public affairs
- Acted as consultant to the Midtown Community Court, the Lower East Side Tenement Museum, the Ft. Greene Strategic Neighborhood Action Partnership, Chemical Bank and the Citizens Budget Commission

Des Moines Citizens for Community Improvement, Des Moines, Iowa

Executive Director, August 1991 – August 1993

- Managed and directed activities of nonprofit organization that provides organizing and technical assistance to low-income residents to address quality-of-life issues
- Trained staff and residents in various community organizing techniques to address housing and crime issues in targeted neighborhoods throughout the city
- Negotiated Community Reinvestment Act agreements with local lenders that provided millions of dollars in credit for first-time homebuyers in low-income communities

Jesuit Volunteer Corps / Iowa Citizens for Community Improvement, Des Moines, Iowa

Farm Organizer, August 1990 – July 1991

- Provided information to farmers throughout the state regarding farm credit issues and assisted with leadership and strategy development to preserve family farms
- Worked with reduced-chemical/no-chemical farmers to organize workshops promoting sustainable agriculture throughout the state

EDUCATION**Columbia University, School of International and Public Affairs, New York, New York**

Master of Public Policy and Administration, May 1996 (Full Scholarship)

State University of New York at Buffalo, Buffalo, New York

Bachelor of Arts *Magna Cum Laude* in Political Science, May 1990

AWARDS / PROFESSIONAL AFFILIATIONS

- NSO Bell Building, 2013: Governor's Award for Historic Preservation, Michigan Historic Preservation Network's Building Award, National Trust for Historic Preservation Award, LISC Detroit's 2013 Award for Excellence in Real Estate Development, National Housing & Rehabilitation Association's 2013 Award for Most Advanced Financial Structure, American Council of Engineering Companies of Michigan's Merit Award, Engineering Society of Detroit Construction and Design Award, Brick in Architecture Award Program
- Fellow, Ford Motor Company International Fellowship of 92nd Street Y New York City, 2014
- Member, Leadership Detroit, Class XXXIII, 2011-2012
- Commissioner, Huntington Woods Planning Commission, 2004-2009
- Board Member, Community Economic Development Association of Michigan, 2005-2007
- Member, Leadership Oakland, Class XIV, 2003-2004
- Harvey Picker Public Service Award, School of International and Public Affairs, Columbia University, 1996

SANDRA PABEN
70 Sullivan Street
Cazenovia, New York 13035
(518) 441-5605

EXPERIENCE

1993-Present

CEO-Renaissance Educational Consultants

CEO for successful, privately held consulting firm that provides services to national, state and local government agencies and companies on issues ranging from training to oversight to case management.

Compliance Projects

Oversight of MWBE Labor Utilization and Contract, Section 3, and Davis Bacon rates in conjunction with funding source requirements.

- Creighton Storey Homes
- Ezra Prentiss Homes
- Ida Yarborough
- Academy Lofts
- Southend 1,2,3
- Campus Center
- Livingston Apartments
- Indian Trails
- Sibley Building
- Cedars at Chili
- Cambray Court
- Brunswick Heights

Statewide Projects

- Implementation of Statewide Student Growth Reporting System for NYS Education Department
- Implementation of Statewide Training for Educators

Educational Services

- Staff Development
- Online Courses
- Grant Writing
- APPR Training
- 1:1 Computing Implementation

Public Housing Services

- Case Management
- Family Self-Sufficiency Management
- Section 3 Construction Oversight
- Grant writing and implementation

Direct Service

- GED classes
- Work Experience Programs
- Counseling Services
- Employment Services

2001-Present

Director- THE Center

- Developed curriculum and program known as THE Center training center
- Opened three computer facilities in public housing facilities
- Facilitated partnerships between human service providers and THE Center
- Facilitated partnerships between THE Center and area employers for client placement
- Developed curriculum for digital clubhouses and summer camps for youth in public housing facilities
- Provide comprehensive staff development for 1000 teachers annually
- Provide staff development and literacy training to school districts throughout the country

1998-2001

Director of Education- New York Wired

- Created the NYWIRED Educational Solutions Center
- Developed and implemented curriculum for teacher training
- Provided comprehensive staff development for teachers throughout New York
- Provided validated training on utilizing technology in the classroom, meeting standards, and integration
- Authored three books for utilization in courses
- Developed online courses and curriculum
- Served as a liaison between various schools, organizations, associations, and governmental bodies

1997-1998

Educator in Residence- New York State Department of Education

- Wrote Title III-Technology Literacy Challenge Fund Grant application
- Worked with associations throughout the state on the scoring and implementation of Title III
- Provided E-rate Workshops throughout the state
- Provided technical assistance to schools throughout the state on policy issues related to technology
- Approved technology plans for public and private schools for E-rate funding

1997-1998

Consultant-New York State Association for Computers and Technologies in Education

1991-1996

Elementary Principal-Tully Elementary School

Grades K-6, 790 Students

1990-1991

Vice Principal-Marcellus Central Schools

1988-1990

Administrative Intern-Syracuse City School District

1983-1988

Teacher-Syracuse City School District

Education

Bachelor of Sciences, Biology

LeMoyne College, Syracuse, New York

Master of Sciences, Science Education, 1984

Syracuse University, Syracuse, New York

Certificate of Advanced Study

Educational Administration

SUNY at Cortland, Cortland, New York

Doctor of Education, In Progress

American Education Foundation Scholar- *William Howard Taft University, Santa Ana, California-Full Scholarship*

Derrick Hawthorne

Certified Public Accountant, MBA

5539 N. Linder, Chicago, IL 60630

312-550-9463 | derrick.hawthorne@gmail.com

Professional Profile

Versatile and experienced investment management professional with proven track record of implementing strategic investment and operational plans, sourcing and executing transactions in multiple investment structures on a nationwide basis. Proficient in underwriting, negotiating LOI, PSA and JV agreements. Change management leader that fostered improved corporate culture across multi-departmental operations including asset management, construction management and leasing functions. Proven strategic thinker, self-motivated, goal-oriented individual that collaborates across all business functions and possess with an entrepreneurial spirit that thrives on using data to produce superior results. Aptitude for solving complex problems, detailed oriented, organized, and efficient.

Experience

Abide Capital Group; Chicago, IL

Partner, private equity

January 2021 – Present

- Spearheaded financial analysis and overall due diligence on potential and existing private equity alternative investments to understand business performance, operating trends, operating and financial forecasts, industry dynamics and assessing the overall risk of an individual potential alternative equity investments.
- Strengthened business relationships by interfacing with private equity investors, borrowers and joint venture partners
- Developed investment summaries and memorandums along with detailed financial models to analyze investment returns and conduct various valuation analyses

Maitri Medicinals; Pittsburgh, PA

Chief Executive Officer, CEO

November 2021 – January 2023

- Led acquisition of Maitri Medicinals in collaboration with Private Equity fund of Chicago Atlantic Group.
- Transitioned the company to profitability by implementing revenue strategies for the retail and wholesale businesses, major cost reductions and recapitalization of the balance sheet by way of asset acquisition, series C capital raise and restructuring senior debt.
- Oversaw all communications with the Board of Directors and broader investment group of 100+ unit holders

ARTISAN Capital Group; Chicago, IL

Vice President; Head of Asset Management

February 2020 – January 2021

- Oversight of all asset management initiatives, including asset business planning process, budgeting, capital expenditure requirements, as well as strategic dispositions
- Implemented a new reporting template for portfolio level cash flow modeling which allows for monitoring and improving the investment performance of Artisan's multi-family assets (portfolio sized at approximately 3,500 units)
- Developed investor and co-investor reporting material for quarterly and annual reports. Managed quarterly investor meetings along with other partner inquiries
- Contributed to strategic direction of vertically integrated property management arm Artisan Management Group
- Assist with all aspects of the real estate acquisition and investment process, including but not limited to, deal sourcing, screening, underwriting, financing, tax structuring, and closing
- Prepared a comprehensive framework for analyzing overall multi-family market fundamentals used in Artisan's investment committee market selection. Research included analyzing job and population growth, economic data, supply/demand and demographic trends for investment purposes
- Responsible for the performance of a growing team of associate analysts

Draper and Kramer, Incorporated; Chicago, IL

Vice President; Acquisitions and Asset Management

July 2015 – February 2020

- Prepare investment committee memoranda, present and defend investment opportunities to investment committee
- Lead acquisition efforts, sourcing and structuring direct equity investments in 4 U.S markets
- Negotiate deal terms, structure, and draft purchase and sale agreements, joint venture agreements, development agreements, management agreements, and loan documents
- Create complex discount cash flow valuation models in Excel
- Facilitate new relationships with JV Equity Partners by identifying strategic markets and presenting new investment opportunities
- Oversight of all asset management, including budgeting and capital expenditure requirements, as well as all strategic dispositions
- Provide strategic, investment and analytical direction and oversight of all multi-family assets (8,000 units) including ground floor retail

(20,000 SF) and grocery anchored retail shopping centers (375,000 SF)

Redwood Capital Group; Chicago, IL

Assistant Vice President, Asset Manager

May 2014 - July 2015

- Analyze asset and portfolio level financials. Review and analyzing annual property operating budgets
- Prepare annual asset level business plans and implement asset repositioning strategies
- Select and monitor the performance of “best in class” property management in each asset’s geographic region
- Evaluate and determine scope of work for \$5MM+ of Value-Additional capital expenditures. Oversee construction of capital projects by managing timelines and coordinating with regional managers and construction supervisors
- Participating in annual and/or quarterly financial analysis & valuations at the property and portfolio levels, including the calculation of IRR and yields using discounted cash flow; models; Assist as need in acquisition underwriting

The Habitat Company; Chicago, IL

Asset Manager

May 2012 - May 2014

- Maintained up to date market knowledge on existing markets and markets targeted for expansion of company’s portfolio. Assist in reviewing select acquisition and development opportunities through market data collection and analysis, as well as financial and physical analysis of potential acquisitions.
- Collaborated with property managers to guide business/asset level plans, budgets, forecasts and leasing strategy. Regularly evaluates each asset under management relative to the Company’s overall objective, monitor asset-level plans.
- Analyzed in detail all property budgets for identification of trends and compliance with ownership goals, policies and procedures. Establish Key performance Indicators within the context of the Investment Strategy. Monitors and measures each strategy each quarter. Revises strategies as warranted and assures consistent follow-through with property management.

Capital 22 LLC; Chicago, IL

Asset Manager

May 2011 - May 2012

- Participating in annual and/or quarterly financial analysis & valuations at the property and portfolio levels, including the calculation of IRR and yields using discounted cash flow; models; Assist as need in acquisition underwriting
- Manage relationships with existing operating partners, including participating in quarterly and monthly investor meetings/teleconferences and coordinating all investor-reporting requirements
- Maintain current market knowledge on existing markets and additional markets targeted for expansion of company’s portfolio

Wolin-Levin Inc.; Chicago, IL

Portfolio Property Manager

(Pre-CPA) November 2008 - March 2011

Madison Apartment Group; Chicago, IL

Portfolio Property Manager

(Pre-CPA) March 2007 – November 2018

Madison Apartment Group; Chicago, IL

Housekeeping Manager

(Pre-CPA) March 2005 – April 2006

Education

B.A. Hospitality Business – Michigan State University

May 2005

M.B.A. – The University of Chicago Booth School of Business

May 2019

Additional Information

Technical Skills:

Advanced / Expert: Microsoft Excel, Word, PowerPoint, Outlook, Discounted Cash Flows (DCF) and Yardi Voyager

Certification and Licenses:

Certified Public Accountant – State of Illinois

Personal Interests

Running, Basketball, Piano, Cycling and History

Active board member of Clarietians Associates

BENNETT APPLGATE, JR.

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Chicago, IL 60605
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bennett.applegate@att-law.com

PRACTICE AREAS

Affordable Housing &
Community Development
Finance
Tax Credit Finance &
Syndication

PROFESSIONAL EXPERIENCE

Metropolitan Boston Housing
Partnership
Edgemere Consulting
Mayer Brown (internship)
PwC's Strategy& (formerly, Booz
& Co.)

EDUCATION

Northwestern Kellogg School of
Management, Master of
Business Administration, with
distinction
Northwestern Pritzker School of
Law, J.D., *cum laude*
Boston College, B.A.

ADMISSION TO PRACTICE

State of Illinois

Bennett joined Applegate & Thorne-Thomsen in 2017. He concentrates his practice on representing developers, public housing authorities, and investors in the development of low-income housing and on other community development initiatives.

Prior to joining the firm, Bennett's professional experience spanned the public, private and non-profit sectors, with a focus on public and affordable housing.

Bennett's other housing experience includes working at Edgemere Consulting Corporation, where he advised public agencies, primarily large public housing authorities, on the design and administration of the Public Housing Program (PH), the Housing Choice Voucher Program (HCVP), and related programs. He has significant experience with HUD's Moving to Work Program, the Choice Neighborhoods Initiative, and ongoing PH and HCVP compliance. Other relevant housing experience includes working at Metropolitan Boston Housing Partnership administering the HCVP for a caseload of 400 clients and interning at Business and Professional People for the Public Interest to research and design potential financing and land acquisition strategies for the recently created Cook County Land Bank Authority.

In addition to his housing experience, Bennett also worked at PwC's Strategy& (formerly Booz & Co.) as a strategy consultant developing growth, deal, and organizational strategies for

clients across multiple industries, including legal, healthcare, higher education, and consumer products.

RELEVANT PROFESSIONAL & VOLUNTEER ACTIVITIES

- Board Member, The Night Ministry
- Member, ABA Forum on Affordable Housing and Community Development

GLENN GRAFF

425 S. Financial Place, Suite 1900
Chicago, IL 60605
T/ 312.491.3313
ggraff@att-law.com

PRACTICE AREAS

Affordable Housing &
Community Development
Finance
Tax Credit Finance &
Syndication

PROFESSIONAL EXPERIENCE

Air Products and Chemicals,
Inc.
Mayer, Brown and Platt

EDUCATION

University of Illinois College of
Law, J.D. *summa cum
laude*, Order of the Coif
University of Illinois, B.A.
Economics

ADMISSION TO PRACTICE

State of Illinois
United States Tax Court

Glenn joined Applegate & Thorne-Thomsen in 2001. He is the chair of the Firm's Tax Group and concentrates his practice in the following areas: the development of real estate with the low-income housing tax credit, the historic rehabilitation tax credit, the investment tax credit for renewable energy property, as well as the Illinois affordable housing tax credit; the taxation of partnerships and LLCs; and the taxation of not-for-profit organizations. Glenn represents syndicators, developers, investors, lenders and nonprofit organizations in structuring tax advantaged transactions.

Glenn has also acted as an expert witness relating to tax credit transactions. He has represented clients in tax disputes before the IRS, the United States Tax Court and local tax authorities, with an emphasis on valuation issues.

RELEVANT PROFESSIONAL & VOLUNTEER ACTIVITIES

- American Bar Associations
 - Member of Governing Committee of the American Bar Association Forum on Affordable Housing and Community Development Law, 2016-present
 - Co-Chair, Tax Credit and Equity Financing Committee of the Forum on Affordable Housing and Community Development Law, 2006-2016
- Moderator on several American Bar Association Teleconferences on legislation affecting low-income housing
- Regularly speaks on tax issues relating to Federal low-income housing and historic credits, and the Illinois affordable housing tax credit

LITIGATED MATTERS

- Air Products and Chemicals, Inc. v. Alabama DOR, (No. S97-103)
- Norwest Corp. v. Comm'r 108 TC 265 (1997)
- Nestle Holdings, Inc. v. Comm'r T.C. Memo, 1995-441 (1995)

PUBLICATIONS

- Author, *Limited Time Offer-Bonus Depreciation Yield Enhancer*, Novogradac Journal on Tax Credits (2016)
- Author, *How to Save Your Property's 9 Percent Rate (Even with 2014 Credits)*, Novogradac Journal on Tax Credits (2012)
- Author, *IRS Memo States TCAP Grants are Taxable at Time of TCAP Agreement is Signed*, Journal of Tax Credits, Vol II, Issue IV (2011)
- Contributing Author, *The Legal Guide to Affordable Housing Development*, 2d Ed., American Bar Association (2011)
- Contributing Author, *Explanation and Analysis, American Recovery and Reinvestment Act of 2009 – Law and Analysis* (2009)
- Co-Author, *Initiatives and Tools for the Preservations of Affordable Housing in Illinois*, 18 Journal of Affordable Housing and Community Development Law 403 (2009)
- Co-Author, *Low Income Housing Tax Credit Provisions of the Recovery Act of 2009: Tools to Close Financing Gaps in a Weak Tax Credit Equity Market*, 18 Journal of Affordable Housing and Community Development Law 463 (2009)
- Co-Author, *Attention Developers: Beware of TCAP Tax Pitfalls and Be Aware of Credit Exchange Tax Benefits*, Journal of Tax Credit Housing Volume II, Issue IX (2009)
- Contributing Author, *Housing Assistance Act of 2008 – Law* (2008)
- Contributing Author, *Explanation and Analysis and Emergency Economic Stabilization Act of 2008 – Law* (2008)
- Co-Author, *Impact of Housing and Economic Recovery Tax Act of 2008 on Current and Future Low-Income Housing Tax Credit Properties*, 18 Journal of Affordable Housing and Community Development Law 47 (2008)
- Frequently quoted in Housing and Development Reporter and other tax credit publications



NIXON PEABODY TEAM BIOGRAPHIES



KATHIE SOROKA

CONTACT

Kathie Soroka
Counsel

New York
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New York, NY 10036-4120
Phone: 212-940-3736
Fax: 844-728-8044
ksoroka@nixonpeabody.com

SERVICES

Affordable Housing
Real Estate & Community
Development
Government Relations &
Regulatory
Opportunity Zones

EDUCATION

Harvard Law School, J.D.
Washington and Lee
University, B.A., *summa cum
laude*

ADMISSIONS

Illinois
New Jersey
New York

Kathie served as Senior Counsel to the General Counsel at the U.S. Department of Housing and Urban Development (HUD) during the Obama Administration before becoming counsel in Nixon Peabody's Affordable Housing practice group. Through her years at HUD and in the private sector, Kathie has extensive experience navigating regulatory requirements in all types of affordable housing transactions and is one of the nation's foremost professionals in public housing repositioning, including the Rental Assistance Demonstration (RAD), Section 18 demolition/disposition and Section 22 conversion.

What do you focus on?

Regulatory advice

From the outside, government agencies can often feel like black boxes, where it's unclear whom to talk to, what to do or how to even get your request heard. Because of my experience with HUD, I can help clients navigate the regulatory landscape. Together we can assess issues and think strategically about paths forward. I help resolve clients' concerns, whether they involve interpreting and reconciling program requirements, negotiating a resolution to open investigations and enforcement actions or structuring the next opportunity.

Affordable housing transactions

I handle all types of affordable housing transactions. During my time at HUD, I helped develop the RAD program, harmonize LIHTC and FHA multifamily requirements, update the Section 232 health care documents and rewrite the 2530 regulations. In private practice, I have represented developers, housing authorities and public entities,

syndicators and other players in LIHTC and other affordable housing transactions. I am able to advise clients on issues raised by HUD and to navigate the complex requirements of multi-layered transactions.

Advising the industry

I am passionate about affordable housing and community development and eager to keep our industry growing and moving forward. Speaking at industry events, networking and sharing knowledge and collaborating with stakeholders ensures that we keep each other current on emerging issues and new opportunities.

What do you see on the horizon?

Decreasing public funding and polarized political environments put affordable housing programs in jeopardy but there are continued and new opportunities for those who can stay creative and nimble.

Publications

- “INSIGHT: RAD Road to Recovery—HUD Program, Tax Credit Offer Stable Investments,” *Bloomberg Tax*, June 23, 2020
- “Top 5 Ways to Use Opportunity Zone Funds in LIHTC Deals,” *Affordable Housing Finance*, February 7, 2019 (co-author)
- “Tips to Avoid Common RAD Pitfalls,” *Novogradac Journal of Tax Credits*, September 2018 (co-author)
- “Practitioner’s Guide to Secondary Financing in FHA Programs,” *ABA Book Publishing*, 2018 (co-author)
- “User Guide to HUD’s Previous Participation Review Process (aka “2530 approval”),” *ABA Book Publishing*, 2017 (co-author)
- “Playing Nice in the Sandbox: Collaboration between HUD and the Forum Improves Affordable Housing Policy,” *25 Journal of Affordable Housing and Community Development Law* 2 (February 2017)
- “RAD-ical changes at HUD,” *23 Journal of Affordable Housing and Community Development Law* 1 (2014)

Presentations

- “HUD Roundtable on Repositioning,” NAHRO Online: 2020 National Conference, Webinar, November 18, 2020
- “Housing Authority Collaboration Best Practices,” Illinois Affordable Housing Forum, Illinois Housing Council, Chicago, IL, March 2-3, 2020

Our People

Core Project Team



Kirby Burkholder

President, Core Business Solutions

Kirby Burkholder joined IFF in 2001 as a manager working on real estate consulting projects in the Chicago area, where his projects ranged from discreet consulting reports to \$38 million development projects. From 2007-2013, Mr. Burkholder served as Executive Director of IFF's St. Louis office, where the loan portfolio grew to more than \$75 million under his direction. No stranger to building new IFF territories, he relocated to Detroit in December 2013 to lead IFF's expansion into Michigan and Ohio. As IFF Vice President and Executive Director of the Eastern Region, Mr. Burkholder grew the Detroit office to 14 FTEs providing the full-range of IFF services.

From 2017-2022, Mr. Burkholder served as President of IFF's Social Impact Accelerator, managing IFF's research and evaluation practice, talent management, and proactive real estate development efforts, as well as special teams focused on transforming sectors such as early childhood education, schools, and housing for people with disabilities.

In June 2022, Mr. Burkholder was appointed President of Core Business Solutions and now leads IFF's lending, real estate consulting, and development services across the Midwest. Previously, Burkholder served as a commercial development manager with The Resurrection Project in Chicago and earned his master's in urban planning from the University of Illinois at Chicago. He currently serves on the executive committee for the National Children Facilities Network.



Chris Uhl

Executive Director, Eastern Region

Chris Uhl joined IFF as the Executive Director – Eastern Region in 2017. Located in IFF's Detroit office, Uhl oversees IFF's full-range of services in Michigan and Ohio, including lending, real estate consulting, and community strategies program operations.

Prior to joining IFF, Uhl served in leadership roles at Rock Ventures LLC, The Skillman Foundation, and Detroit Children's Fund, as well as working several years as a banker at major financial institutions. As Vice President of Social Innovation at The Skillman Foundation, Mr. Uhl helped the foundation move beyond grants to program-related investments in the form of low-interest loans and loan guarantees. He most recently led community investment efforts at Rock Ventures, a Detroit firm that serves and connects a portfolio of more than 100 companies owned by Dan Gilbert – the founder of Quicken Loans and majority owner of the Cleveland Cavaliers.

Mr. Uhl is a Michigan native with a M.B.A. from Wayne State University and a B.S. in business administration from Central Michigan University.



Eden Hurd-Smith

Vice President, Community Development

Eden Hurd-Smith joined IFF in February 2016 as Senior Project Manager primarily focused on affordable housing. She has since held positions as Lead Developer of Comprehensive Place-Based Initiatives and Managing Director of Development, actively collaborating to plan and implement equitable residential and non-residential development projects driven by community engagement. In her role as Vice President of Community Development Solutions, Ms. Hurd-Smith leads a department of community development professionals and portfolio of development projects across IFF's midwestern footprint.

Prior to joining IFF, Ms. Hurd-Smith was responsible for overseeing commercial & residential real estate development projects and commercial asset management for East Lake Management & Development Corp. Her role encompassed financing, design, construction, occupancy and leasing, capital improvement projects and commercial property management.

Ms. Hurd-Smith has also held positions focused on economic development and creating affordable housing opportunities at the Chicago office of Preservation of Affordable Housing, Fannie Mae, The Resurrection Project, Women's Self-Employment Project, and NHS Redevelopment Corporation. Ms. Hurd-Smith received a Bachelor's Degree from University of Illinois at Urbana-Champaign and Master's degree in Urban and Regional Planning and Policy Studies from the University of Illinois at Chicago.



Rick Raleigh

Senior Project Manager, Community Development

Rick Raleigh joined IFF in 2017 as an Owner's Representative on IFF's Real Estate Solutions team. During that time Rick worked extensively on IFF's early childhood work through IFF's Learning Spaces program. These projects laid the groundwork for broader early childhood investment through Hope Starts Here as well as the State of Michigan. In 2020 Rick joined IFF's Development Team where he is leading multiple early childhood and community focused projects.

Prior to joining IFF Rick worked a retail developer and managed redevelopment projects across the Southeast and Midwest. Rick has bachelors degree in architecture and design from Lawrence Tech University.

Relevant Project Examples

St. Suzanne Cody Rouge Community Resource Center



Image courtesy of SSCRCRC

Project Type

Financial Feasibility Analysis

IFF Role

Real Estate Solutions Consulting

Completed

February 2018

Facility Turnaround in Detroit Helps Nonprofit Focus on “The Right Work at the Right Time in the Right Place.”

BACKGROUND

Located 14 miles west of downtown Detroit in the city's Cody Rouge neighborhood is the St. Suzanne Cody Rouge Community Resource Center (SSCRCRC) – a 40,000-square-foot facility that's home to five permanent nonprofit tenants, 10 additional organizations that use the space on a part-time but recurring basis to carry out their missions, and a multitude of community groups that hold meetings at the facility when needed. Just five years ago, this vision would have been difficult to imagine.

AT A CROSSROADS

Over the past two decades, St. Suzanne Our Lady gate of Heaven parish leased their parish space to successive charter schools and service providing nonprofits. These temporary arrangements were unsustainable for the long-term viability of the parish space and put the entire building – and services used by the community – in a challenging position. The parish's vision for a centrally located community where Cody Rouge residents could take part in activities and access resources was put into motion after The Skillman Foundation provided transitional funding with a long-term grant.

DEVisING A NEW APPROACH

To ensure the long-term survival of the parish's vision, IFF's Real Estate Solutions team worked on a financial feasibility analysis that considered community engagement and interest of a community hub in Cody Rouge. The result was combining standard leases, part-time leases similar to coworking agreements and space rentals by the hour for community groups and events. Within a year, the facility was fully leased, proving the viability of the model and providing the organization with a solid foundation upon which it has continued to build.

COMMUNITY IMPACT

Since attaining nonprofit status, SSCRCRC is addressing a full spectrum of needs identified through formal and informal community engagement, many of which revolve around children in the neighborhood and their families. And because of the SSCRCRC, they have a quality facility that supports their work while contributing to the vibrancy of the neighborhood itself.

Marygrove Early Education Center

Image courtesy of Timothy Hursley

The Marygrove Early Education Center is by Detroit, for Detroit, to demonstrate the transformative potential of quality early education facilities in Detroit.

BACKGROUND

Built on the campus of the historic Marygrove College in Northwest Detroit, the Marygrove Early Education Center demonstrates what early childhood education (ECE) can look like when best practices in facility design are incorporated into a development process driven by the needs of children, their families, and the broader community.

REALIZING A HOLISTIC VISION

The 28,000-square-foot facility includes 12 spacious classrooms, dedicated developmental spaces, and a central focus on interior courtyards that bring in natural light and connect to the larger campus. Connectivity between the indoors and outdoors, the color scheme, and furnishings are several examples of how the Marygrove Early Education Center models best practices that can be incorporated in early education facilities throughout Detroit and beyond.

COMMUNITY IMPACT

When students walked through the doors of the Marygrove Early Education Center for the first time on September 7, 2021, it marked a significant step toward the realization of a P-20 campus on the former Marygrove College grounds. It was also the culmination of more than a decade of work by countless people and organizations committed to increasing the supply of ECE seats in Northwest Detroit; a pursuit grounded in the belief that quality ECE changes lives and communities for the better.

IFF ROLE

IFF was honored to serve as the lead developer for the Marygrove Early Education Center, overseeing construction and working closely with architects, contractors, community members, and early childhood providers to develop and build the facility. We consulted and engaged with parents, families, caregivers, and childcare providers to help inform the design and ensure the center's programs met the needs of the diverse community.

Project Type

Early Childhood Education

IFF Role

Developer

Total Development Cost

\$22,000,000

Total Square Footage

28,000 – New Construction

Partnerships

P20 Partnership: Starfish Family Services, Marygrove Conservancy, Detroit Public Schools Community District, The University of Michigan

Completed

November 2019



References

The Habitat Company

Permanent Lender

Name/Title: Victor E. Agusta, Jr., Senior Vice President
Organization: Bellwether Enterprise
Telephone: (984) 833-5962
E-mail: vagusta@bwecap.com
Property Name: Casa Heritage
Former/Current: Current

LIHTC Investor

Name/Title: Jerry Nelson, Principal Executive
Organization: Stratford Capital Group
Telephone: (978) 535-5600
E-mail: JMN@stratfordcapitalgroup.com
Property Name: East Park SRO
Former/Current: Current

State Housing Finance Agency

Name/Title: Christine Moran, Director, Multifamily Housing
Organization: Illinois Housing Development Authority
Telephone: (312) 836-5200
E-mail: cmoran@ihda.org
Former/Current: Current

Public Housing Authority

Name/Title: Mike Gurgone, Treasurer
Organization: Chicago Housing Authority
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E-mail: mguirgone@thecha.org

Public Housing Authority

Name/Title: Eugene Jones, CEO
Organization: Atlanta Housing Authority
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Duvernay + Brooks

Equity Investor

Redstone Equity Partners
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Community Partner

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Public Housing Authority

Bob Landry, Fmr. Executive Director
Glens Falls Housing Authority
Glens Falls Common Councilman, Second Ward
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SecondWard@cityofglensfalls.com

Public Housing Authority

Austin Simms, Executive Director
Lexington-Fayette Urban County Housing Authority
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State Housing Finance Agency

Leonard Skrill
New York State Homes and Community Renewal
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A.3. Property Manager and Relocation Services Provider Experience and Qualifications

Public Housing Management: Emphasizing Service and Support

The Habitat Company will serve as our Team's property and asset manager. Habitat is committed to creating sustainable public housing communities that maximize efficiencies for public housing authorities and offering unparalleled customer service and support to residents. Habitat currently manages more than 9,000 public housing and other affordable units.

It is the goal of Habitat team members to treat all of our residents and real property assets with the utmost respect and levels of services. Here are a few examples of how we bring innovation and best practices from across the company to public housing and mixed-income communities:

- Dedicated resident services staff for each property provides an extra level of support. Specifically, supportive services are provided to identify issues and work with the housing authority to resolve them with creative and forward-thinking solutions.
- Deep experience working with local, state, and federal agencies allows us to create public/private partnerships that support thriving communities
- Centralized reporting, and leasing/occupancy activities, which creates cost efficiencies.

In light of its management of public housing, our work has been recognized. They have been awarded the "Cupcake Award" for Mixed Income Best Occupancy practices at The Kenmore and The Pomeroy in 2015, "Best Marketing Strategy – Mixed Income Portfolio" for 2011 and "Best Overall Marketing Strategy" for 2009.

Ensuring Resident Satisfaction

The Habitat Management Team believes the primary objective of property management is to improve the lives of the residents. We strive to ensure that our communities are clean, well-maintained, and operated efficiently so that they feel like home to the residents we serve. This ethos can only be achieved via impeccable customer service. Our Team has an unparalleled collective reputation of maintaining the highest tenant satisfaction levels in the industry by providing excellent customer service and staying in tune with resident needs. We believe strongly that resident needs are best met not just by responding to concerns in a timely and appropriate fashion, but just as importantly by working with both the staff and community to anticipate and prevent problems proactively.

The Habitat team believes the hallmarks of good customer service are being respectful, being helpful, and being responsive. Although we seek to prevent issues before they arise, our staff consists of experienced professionals who are well-trained in solving problems and navigating difficulties that sometimes occur in multifamily housing. We provide ample opportunities for resident communication, discussed in greater detail below, to make ourselves available to address resident questions or concerns in the manner that is most convenient for them. Our properties are sufficiently staffed so that operations run smoothly, buildings and systems are clean and well-maintained, and residents feel heard and responded to.

Through a combination of advanced technologies and onsite staffing, the Habitat Management Team will ensure resident satisfaction and high quality maintenance of the buildings and building systems so they are preserved for generations to come:

- Seamless communication with residents. To that end, each resident will be provided access to online portals that give tenants the ability to view the status of their account, make online payments (recurring and one-time), and to make maintenance requests.
- Implementation of a cutting-edge technology work order tracking and processing system.

- An in-house engineering department to assist in the analysis and oversight of physical maintenance and capital projects, including diligently maintaining all building systems.
- A seasoned General Manager and back-up staff with years of experience in the field, dedicated to managing this portfolio. The staff will be based out of the onsite management office. Onsite staff will be engaged and proactive, seeking to prevent issues before they arise.

To process maintenance work orders, Habitat Management will utilize a user-friendly work order system accessible by both staff and tenants alike. Tracking will begin from the maintenance request, whether the request stems from a resident or from a staff member, and will end at the job's completion. The software used will provide real time, 24/7 access to the maintenance database, which will enable us to effectively oversee the work order system, to produce comprehensive maintenance reports, and to identify patterns in maintenance requests that could be solved by building-wide repairs versus repairs being done in a piece-meal manner. In addition, field personnel will have the ability to communicate with team members using interactive tablet devices that will be integrated into the work order system.

Clear and Effective Communication

Habitat Management believes that effective communication with residents is fundamental to any well managed property. For residents to feel they truly have access and be included in the management of the properties, we have to work beyond a perfunctory level of transmitting our plans and accepting a response. We strive to establish transparent, honest, and frequent communication with every resident in our properties.

It is vital to the health of the property that residents are fully aware of happenings onsite, have a multitude of convenient means to communicate with building staff and property managers, and feel comfortable both addressing issues with the property management team and allowing access to the building staff as necessary.

To foster seamless communication, we will establish multiple avenues of communication for residents to utilize at their convenience. A property management office will be established onsite and will be fully staffed Monday through Friday, 9:00am to 5:00pm. In addition to being available to respond to walk-ins during business hours, the property management staff will be reachable by phone, email, mail, and appointment. Residents will have access to a 24-hour emergency service line, and the property staff will be made available for direct and immediate response to after-hours emergencies.

All residents will have access to our online software portal, providing them with real-time information on the status of their account. The portal system can be used to check balances, make one-time or recurring payments, put in work order requests, and more. Residents will also be enrolled in our emergency alert system, which provides notifications, instructions, and important updates via text message in the event of property-related or weather emergencies.

Market-Rate and Mixed Use Property Management

The expertise that Habitat brings to development and management of affordable and housing is deeply influenced by the quality and care that we provide at our large portfolio of market-rate properties. Habitat manages over 7,000 market-rate apartments including approximately 290,000 square feet of commercial space. Its experience and resources allow us to chart a successful course for all the communities they manage. Habitat also has extensive experience with mixed-use and commercial development programs and currently manages close to 400,000 square feet of commercial space, most of which is integrated into the residential portfolio.

Relocation Experience

The members of the Habitat/DB Team have extensive experience with resident relocation for public housing redevelopment, including tenant-in-place rehabilitation, redevelopments phased to allow for all residents to remain on site during redevelopment, and/or structuring relocation/demolition phasing so as to expedite HUD approvals while minimizing the number of financial closings.

Occupancy Solutions lead our Team's work with PHA on relocation. Occupancy Solutions is a leading expert in resident relocation, has provided the full range of relocation services, including initial planning, resident consultations, coordinating relocation assistance and managing physical moves, to housing authority redevelopments throughout the state. Occupancy Solutions has a Detroit office, and recent examples of their relocation experience in the Detroit area include Carriage Circle, Pontiac, an on-going Pontiac Housing Commission project, with 234 units. Occupancy Solutions is providing resident relocation consulting and tracking of relocation to temporary units, hotel rooms and some permanent on-site relocation. Another example is Midtown Square Apartments, Detroit, a recently completed 73-unit rehab, for which Occupancy Solutions relocated residents for 30-45 days at a time while their units were being rehabbed.

Wide Range of Expertise

Our Team has successfully implemented developments with numerous complex relocation challenges, including tenant-in-place rehabilitation, and both on-site and off-site temporary and permanent relocation.

In previous public housing moderate rehabilitations on which our Team has worked, tenant-in-place rehabilitation has been possible, such as the Yonkers RAD preservation, the New Rochelle RAD preservation and the on-going NYCHA Boulevard RAD preservation projects. For those projects, it has been possible to complete construction within 5 to 7 days for most units, with tenants being able to return to their unit each night during construction. Tenants are guaranteed to have a working sink and toilet each night, and resident lounges are rehabilitated prior to work on the apartments to ensure residents have a place to stay during the day. In other cases, where more extensive rehabilitation is necessary due to the condition of the buildings or the need to reconfigure units to meet accessibility requirements (UFAS), we have been able to limit relocation to 6 weeks, with relocation being conducted by building or line of apartments within a building.

For substantial rehabilitation or new construction, a goal would be to phase the redevelopment so disruption to residents is minimized by having all relocation on-site (construction begins on vacant parcels or with rehabilitation of vacant units), or by utilizing another property as the site for the first phase of development as a relocation resource.

If off-site relocation is required, our Team has experience with difficult projects requiring creative solutions. For example, D+B is a co-developer of the Yates Village redevelopment in Schenectady, for which all residents needed to be relocated from the site to enable the redevelopment, which features a mix of new construction and substantial rehabilitation. For Phase I, 75 households had to be relocated. For Phase II, with 225 households and no remaining public housing available for internal transfers and a city and region with limited vacancies, the development team received HUD and HFA approval to undertake a phased relocation combined with a single financial closing.

Typically, HUD will not allow site disposition and closing to take place until all residents have relocated. However, relocating all remaining residents from the site would have taken up to 18 months, greatly delaying closing or require multiple phases of financing. NYS HFA also expressed a preference that the project be a single phase as that is more financially efficient. HUD and HFA approved a plan to divide the site into three parcels, and relocate residents from the first subphase/parcel prior to closing, close on HFA bond financing and begin demolition and construction on the first portion of the site while beginning relocation for the second parcel. As relocation was completed for each of the remaining subphases, additional bonds were issued, and financing documents were amended to add that portion of the site.

Resident Participation and Relocation

Resident participation throughout the relocation process is critical. Strategies include:

- Being well versed in the statutes, regulations and policies of the applicable funding sources, e.g., URA, RAD, Section 18, Section 22 and clear statement of the policies of the Housing Authority
- Having the relocation coordinator be a member of the redevelopment team from the onset
- Building a trust with the residents so That they know That That they have accurate information
- Holding regular meetings with the residents throughout the redevelopment process
- Be willing and able to take calls from individual households to provide information and assistance
- Respecting each resident

Social Services Experience

Habitat/DB have extensive experience in incorporating social services into our developments, and believe such services are essential to the long-term social and economic viability of public housing redevelopment. Team member Coalition on Temporary Shelter (“COTS”) will serve as our team’s social service coordinator, helping design and implement a comprehensive service program, including providing services to residents and the wider community on-site from new social service space to be included in the redevelopment.

COTS is a Detroit not-for-profit organization whose mission is to create and facilitate opportunities for families in poverty to collaborative, thrive and succeed in building strong households, neighborhoods and communities. Since 1982, COTS has served the most vulnerable members of the Detroit community. Over time they noticed an increasing number of families with children enter their emergency shelter only to see these children return years later as adults with children of their own. With the realization of poverty as the driver of homelessness and a need to address it, came their theory of change for disrupting generational poverty. COTS’ focus is now exclusively on engaging families to develop economic self-sufficiency and stabilized environments to create a multi-generational impact and ultimately break the cycle of poverty.

COTS Engagement Framework

Passport to Self-Sufficiency™ (PTS) is COTS’ poverty reduction and alleviation framework used across all programs and projects in the organization. PTS takes a strengths-based approach that results in each family co-creating their pathway out of poverty alongside a PTS Mobility Coach. It is a collaboration with an understanding that each parent knows what’s best for their family and what self-sufficiency looks like for them. The PTS Mobility Coach and the head of household partner to set goals across 5 domains: Housing and Family Stability, Economic Mobility, Health & Well-being, Education and Training, and Career and Employment. These participant-driven goals are paired with coaching, mentoring, community partner resources, and incentives to facilitate families to develop economic self-sufficiency and stabilized environments that will have a multi-generational impact.

Passport to Self-Sufficiency in the Community

COTS will create a PTS supportive service plan to meet the needs of your residents. All residents who are engaged will be offered:

- Individual coaching sessions
- Group coaching sessions
- Incentives for goal accomplishment
- Connection to robust community partnerships
- Educational and behavioral support for children

Bios of Management and Relocation Staff

Bios of Habitat/DB property management, relocation and social services staff are listed below and all Team member bios can be found in section A.2 of this Tab. Resumes are attached.

Property Management - Janay Hayes-Mohamed, VP of Affordable Housing, Habitat Affordable Group

As the Vice President of Affordable Housing for the Habitat Affordable Group, Janay has been a committed professional for more than 20 years. Janay's roots are in leasing, management and resident satisfaction, ensuring a superior housing experience by way of exceptional service, thoughtful management and respect for all our residents. Janay holds a Bachelor of Science from the University of Houston and a Master's in Public Administration from Governors State University, and several industry certifications, including housing credit certified professional and tax credit specialist.

Relocation Specialist - Elaine Simpson, Founder & President, Occupancy Solutions

Occupancy Solutions was founded by Ms. Simpson over 15 years ago, to provide operations, marketing, leasing, program compliance services, relocation assistance, training, and consulting services for multifamily professionals of market rate, senior and affordable housing communities. Occupancy Solutions assists communities by providing proven, cost-effective techniques and strategies that achieve increased occupancy, improve resident retention, minimize expenses, and ultimately increasing net operating income.

With over 25 years of experience in the multifamily industry, specializing in the Affordable Housing Industry, Ms. Simpson recognizes and tailors to the unique marketing and leasing challenges faced by affordable and low income communities. Throughout her career, Ms. Simpson has trained new managers across the country, assisted in creating "Best Practices" and procedure manuals, participated in numerous task forces during national mergers, acquisitions, and dispositions, and headed "turn around" teams assigned to troubled and distressed communities.

JANAY HAYES-MOHAMED

Current Position: Vice President, Affordable Housing
Job Category: Habitat Affordable Group

Work Experience:

The Habitat Company LLC, Chicago, Illinois (05/2014 – Present)

Vice President-Affordable Housing, Habitat Affordable Group (05/2022- Present)

- Establish and execute department operations strategies
- Hire, train and supervise Regional Managers and department support personnel
- Develop opportunities for growth for the property management leaders and team members
- Identify, communicate and continuously support working towards improvement in property management best practices
- Responsible for financial controls, people management, facilities, quality and general business operations
- Support company growth and expansion
- Establish and maintain relationships with community stake holders
- Maintain open communication with Owners
- Review budget preparations and submittals, oversee and monitor budget performance

Director of Property Operations, Habitat Affordable Group (08/2018-05/2022)

- Daily supervision of team of Regional Managers, General Managers and Operations Specialist
- Oversee completion of annual budgets for each property, track financial performance and ensure financial goals.
- In conjunction with the Vice President of Affordable Housing establish portfolio goals, projects and objectives as they relate to performance benchmarks, i.e.; budgets, REAC, and service requests.
- Conduct a broad range of analysis of activity including rent collections, occupancy rates, site budgets, building and unit inspections, internal YARDI data input.
- Coordinate the implementation of goals and objectives; establish schedules and methods including coordination of performance and accountability management
- Organize and manage multiple projects
- Monitor and contribute to policies and procedures
- Audit a percentage of intricate areas of our property management activities to identify deficiencies and make recommendations to standardize or improve processes.
- Obtain, review and evaluate housing information on the Department of Housing and Urban Development (HUD) and other housing related websites to determine trends and keep the Habitat Affordable Group informed of new policy/procedures set in place by HUD. Develop and implement policies and processes for Habitat based on requirements.
- Gather and analyze data as required and coordinate appropriate responses to Owner, Governing Agency or team.

Regional Manager, Habitat Affordable Group (05/2014-08/2018)

- Supervisory responsibility of nearly 3000 public housing, project rental assistance, affordable and market rate units including 1,433 units of scattered sites.
- Responsible for approving team budget submissions for presentation to ownership for final approval, oversight and management of financial performance during fiscal year.
- Monitor and manage completion and funding of capital projects.
- Ensure physical integrity of asset through close monitoring of routine, preventive and corrective maintenance.
- Direct supervision of six Community Managers, indirect supervision of forty (40) Union and nonunion site team members and co-supervision of three (3) shared Operating Engineers.
- Relationship management with clients, residents, team members and community stakeholders to ensure community success.

Renaissance Realty Group, Inc. (08/2008 to 02/2014)

Regional Manager, Tax Credit Division Property Manager

- Monitor, facilitate and report the development of all building budgets and capital improvement projects across the regional portfolio
- Regularly monitor financial performance, review productivity reports, analyze Profit and Loss reports in a timely manner and take corrective action when necessary; report to Owners/Investors
- Review Portfolio Safety Programs and monitor all loss and legal claims
- Serve as a member of senior management on task forces and committees participating in the Company's strategic planning efforts addressing Company-wide policy and management issues
- Oversee functions of the regional zone property management teams
- Manage properties in lease-up; manage stabilization phase and beyond as needed.
- Supervise and develop Property Management Assistant(s) and Compliance Personnel
- Develop, train and supervise District Manager(s) and Site Manager(s) as needed
- Lead development of training programs for property management staff
- Create and implement selection strategies that lead to sustainable, high-performing teams

Membership | Professional Licenses | Registrations:

- Licensed Real Estate Broker, State of Illinois
- Housing Credit Certified Professional (HCCP), National Association of Home Builders
- Certified Financial Specialist (CFS), Certified Manager of Maintenance (CMM), Blended Occupancy Specialist (BOS), Certified Financial Specialist (CFS), Tax Credit Specialist (TCS), Certified Manager of Housing-Senior, (CMH-Senior), NCHM
- Certified Occupancy Specialist-Public Housing (COS/P), Nan McKay

Education:

Governors State University, University Park, IL
Master of Public Administration

University of Houston, Houston, TX
Bachelor of Science, Hotel & Restaurant Management



OCCUPANCY SOLUTIONS, LLC

Elaine Simpson is a passionate Businesswoman, International Speaker, Consultant, Author & Trainer specializing in everything property management and multi family. With over 35 years experiencing the good, the bad and the ugly of the industry, Elaine is recognized as the Property Management Expert.

As an identical twin within a set of triplets born on Christmas day, Elaine has always strived to stand out from the pack and goes above and beyond to create and deliver engaging, interactive, high-energy keynotes, presentations, trainings, and workshops that are unique, energizing and equally as engaging. Sharing her positive and not so positive stories about being a triplet, her 30+ years in property management, Elaine uses her experiences, struggles, successes, and stories, to connect and relate to anyone who works in the property management industry. With humor and interactive exercises, Elaine grabs the audience and takes them for a ride that they will enjoy, remember, and learn from.

Occupancy Solutions was founded by Ms. Simpson over 15 years ago, to provide operations, marketing, leasing, program compliance services, relocation assistance, training, and consulting services for multifamily professionals of market rate, senior and affordable housing communities. Occupancy Solutions assists communities by providing proven, cost-effective techniques and strategies that achieve increased occupancy, improve resident retention, minimize expenses, and ultimately increasing net operating income.

Ms. Simpson is the creator of "The Property Management Adult Coloring Book" author of two books "Close the Back Door- Solutions for Retaining Residents" and "The Indispensable Handbook for Property Managers" and founder/editor of the magazine "Occupancy Solutions", the only magazine dedicated to the onsite property management professional.

Elaine is a member of the National Speakers Association, Immediate Past President NSA Arizona Chapter, Secretary of the Michigan Housing Council, certified John Maxwell Coach, Trainer, licensed real estate broker in Michigan and Arizona, a Certified Senior Real Estate Specialist, an Accredited Resident Manager, an NAA EI Faculty member, and a Certified Assisted Housing Manager.



Cheryl P. Johnson

Executive Biography

“One of my greatest achievements is the development of the servant leader that I am today. I honor relationships at all levels and understand deeply my role and purpose for being.”

~ Cheryl P. Johnson

Ask what Metropolitan Detroit, corporate executives social impact leaders, and promising young professionals have in common, and Cheryl P. Johnson is the likely answer. An Integral Life Coach and Chief Executive Officer for COTS, Cheryl P. Johnson is a true servant leader. She not only answers the call and “blooms where she is planted,” Cheryl P. Johnson transforms the constitution of the field.

Purpose-driven and accomplished, Cheryl is dedicated to alleviating suffering in the world wherever she finds it. For over thirty years, she has improved the lives of homeless families in Detroit through her work at COTS. Cheryl leads a staff of committed advocates and, most importantly, serves thousands of families experiencing homelessness annually. A staunch advocate for what is right rather than what is easy, Cheryl has led COTS through popular and unpopular transitions – all with the best interests of families in mind. Perhaps the greatest demonstration of her thought leadership and strategic alliance building on behalf of homeless families is the creation of COTS’s Passport to Self-Sufficiency™ a theory of change, which changes the legacy of poverty for the next generation and beyond.

Informing her work with families, and at the core of her work with executives and other professionals is Cheryl’s training as an Integral Life Coach. For over a decade, Cheryl has applied this holistic approach to coaching that attends to both individuality and social context to increase client self-awareness, intentionality and competence to create long-term success. Keenly aware of how our suffering is often tied to the stories we tell about ourselves and our lives, Cheryl is known for prompting COTS residents and executive coaching clients alike to consider the question: How is my current narrative getting in the way of what’s possible for me? She credits this transformative question

with countless breakthrough insights for herself and others, inspiring people to consciously create the future they desire for themselves, their families, organizations, and communities.

Founder and president of her own independent consulting practice CPJ Consulting Group, Cheryl, leverages her vast knowledge of the nonprofit sector from her executive education in nonprofit management through the Harvard Business School, and teaching experience to provide nonprofit start-up and board development consulting. She develops, adapts and facilitates trainings for senior leadership as well as line staff on topics such as Maximizing the Present, Servant Leadership, Living and Working with Purpose, Strategic Thinking, Jim Collin's Good to Great, and John Maxwell's 21 Irrefutable Laws of Leadership.

Of all of her contributions to founding, leading and growing organizations and people, Cheryl is most proud of founding The Circle. A hallmark creative contribution for Cheryl, The Circle's mission is to provide and nurture a confidential, non-competitive network of intentional African-American women who will advance and advocate for the personal and professional success of its members and create a safe place for them to be their authentic selves, with the objective of uplifting the community, enriching the City, growing the region and impacting the world.

In addition to the profound impact Cheryl has on the individuals, families, and organizations she serves, it is a well-known fact that to work with Cheryl is to respect and love her. Members of her staff who she has mentored and prepared for respected positions in other organizations are often equally excited about their new roles and saddened to leave the unique fold of inspiration, teamwork, and growth opportunities that Cheryl fosters for employees and project team members.

Cheryl also works to further the missions and growth of several local, regional and state organizations through committed board service: New Detroit, Inc., Warrior Women Against Poverty, Member of the Detroit Symphony Orchestra's Committee on Diversity, Equity, & Inclusion, Authority Health, The Empowerment Plan, the University of Michigan – Dearborn's Women's and Gender Studies and Women in Learning and Leadership, GreenLight Fund (Detroit), the state of Michigan's Homeless Action Council and African American Church & Foster Care National Strategy Forum Council are among the boards and Councils on which Cheryl has served.

Among her many awards and honors, Cheryl became the first African American appointed as Board Chair for New Detroit in 2022. She is also a Crain's 40 Under 40 Honoree, has received the 100 Black Men of Metropolitan Detroit Community Service Award, has been recognized by the Women's Informal Network as Most Influential Women in Metropolitan Detroit, was a Michigan Chronicle Women of Excellence 2017 Honoree, and acknowledged as a Crain's Detroit Notable Women In Nonprofits in 2018.

When she is not working, Cheryl enjoys spending time with her husband Gerald Johnson, Jr., their four adult children Dominique, Emmanuel, David, and Mercedes; and their two beautiful granddaughters, Brooklyn and Madison.

Cheryl P Johnson Bio_10312022_AJM



Property Management and Relocation Contact Information

Property Management

Janay Hayes-Mohamed, VP, Habitat Affordable Group
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312-527-7485

Relocation

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References

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Eugene Jones, Atlanta Housing Authority
President & CEO
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Relocation

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Regional Vice President
KMG Prestige
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jtandy@kmgprestige.com

Saki Middleton
Developer & Owner
Midtown Square Apartments
310-801-7622
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smiddleton@johnstanleyinc.com

A.4 Design and Engineering Team Experience and Qualifications

Habitat/DB has assembled a highly skilled architecture and engineering team with extensive experience successfully designing and building affordable and mixed income housing in Detroit. The lead architect and master planner, LBBA, has extensive experience working with Habitat and all of the engineering firms listed in this proposal. Attached are qualifications of the design and engineering team, resumes, and project examples of their work.

Design Team Primary Contact

Jeff Bone (He/Him) | FAIA
Principal
LBBA
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jbone@lbba.com | www.lbba.com

Good
design
is for
everyone.



LBBA



LBBA

1625 W Carroll Avenue, Chicago, IL 60612 312-918-9100 • www.lbba.com

DESIGN TEAM

Architect

LBBA

Chicago, IL

Urban Design + Landscape

Hamilton Anderson Associates (MBE)

Detroit, MI

MEP/FP

Strategic Energy Solutions

Berkley, MI

Structural

IMEG

Detroit, MI

Civil

PEA Group

Detroit, MI

ARCHITECT QUALIFICATIONS

LBBA
Chicago, IL



Chicago Center for Arts and Technology (ChiCAT)

Our practice is committed to the role of housing in creating comprehensive, sustainable, and progressive urban development.

Established

1987

Location

1625 W Carroll Avenue
Chicago, IL 60612

Personnel

2 Founding Principals

5 Principals

1 Senior Associate Architect

1 Associate Architects

20 Project Architects/Designers

2 Administrative

MI License

No. 1301066769

IL License

No. 184.000201

Firm Overview

LBBA is a full-service architectural practice that has earned a strong reputation for bringing responsible, contextual design to multifamily affordable and mixed-income housing and neighborhood planning. The firm's portfolio of projects ranges from large to small scale urban developments; from single-room-occupancy buildings to affordable apartment rehabilitations; from daycare centers to comprehensive community redevelopment efforts. LBBA provides good design in a way that is engaging and respectful to residents, communities, and their neighbors in Chicago and the Midwest.

LBBA is distinguished by our community-based approach, working closely with city officials, neighborhood organizations, CDC's, and developers of affordable and mixed-income housing to create the best possible solutions. The team responds to the context, program, budget, and community concerns while integrating sustainability and health initiatives through engaged collaboration. LBBA's goal is to design comfortable, attractive, secure, and livable environments that help keep residents rooted in their communities. Operating under the philosophy that every person should have a decent place to live and that communities must have comprehensive, sophisticated, and progressive urban design, LBBA designs creative and cost-conscious solutions that reflect the clients' program, site, historical issues, energy usage, and budget constraints.

LBBA is involved with the early stages of development and design, developing large- and medium-sized urban planning and building schemes for market rate, mixed-income, affordable, and subsidized housing projects. We are familiar with community development programs, applicable codes and requirements, and financing options which have helped LBBA establish a framework for best practice design and construction. Our best practices include green initiatives, sustainable development programs, alternative material development, sustainable landscape design, and coordination with the general contractor as a cost-containment measure. We are team players both within our own organization, which includes associate architects, engineers, and technical consultants; and we are team players on the development team as a whole.

CAPABILITIES + SERVICES

Collaborative, Integrated Process

Our integrated design process is one that **brings key project stakeholders together** early in the process to address major issues such as project goals, budget, sustainability, and schedule. It is an approach that empowers everyone impacted by the building and encourages **communication and collaboration** between the owner, architect, engineers, general contractor, consultants, property management, community members, and residents. We encourage **clear and frequent communication** to keep all partners informed and updated on the progress of design and construction.

Community Engagement + Creative Placemaking

Since its inception, LBBA's practice has been centered around relationships—cultivating existing partnerships and **expanding to embrace more people in the process**. Our holistic, tailored approach is informed by three decades of experience working in community-based work, and we are still working with many of the same clients and organizations to **build healthy communities and create new, unique partnerships**.

Strong collaboration acts as a catalyst for more viable, dynamic communities and increases the social sustainability of the building and neighborhood. We are experienced to lead, coordinate, collaborate and assist in a multitude of partnership types and engagement and outreach efforts, **from town halls and community charrettes** to the co-creation of furniture, art, and installation with residents. Some notable examples include:

- A decades-long partnership with community arts non-profit Architreasures to transform people and communities through art-making in many of our mixed-income and supportive housing projects.
- In 2010, the firm founded LBBA Labs, a paid summer internship program for high school students that investigates neighborhood issues related to a current LBBA project through a community engagement process.
- A collaborative deconstruction process with Rebuilding Exchange in our adaptive reuse and rehab work that repurposes materials for walls, furniture, and built-in interior design.
- LBBA has been invited several times to share our design knowledge with Enterprise's Affordable Housing Design Leadership Institute as Design Resource Team members.

What we bring to the table is not only excellent architectural work but also shared **responsibility for a positive impact**.

Supportive Housing and Buildings

Our practice is committed to the role of housing and supportive buildings in creating comprehensive, sustainable, and progressive developments. We have designed over **5,000 units of affordable and supportive housing**, along with **social spaces for programs and services**. The designs strive to be simple but elegant and value the straightforward use of materials. **We design with dignity in mind**. Our holistic approach brings people into the process early and often to understand their needs, the populations served, and the project's relationships to the neighborhood and its surroundings. Together with clients and stakeholders, we create and explore opportunities to build community both in the building's design and use and throughout development stages via community engagement, creative place-making, and outreach. From urban farms to collaborative mosaics, the resulting work **connects people to place and uplifts the human spirit**, while also meeting budget, program, funding, and code requirements. The buildings are safe, secure, accessible, and integrated into the neighborhood.

Sustainable and Energy Efficient Design

We are committed to delivering high-quality architecture through innovative technology, energy efficiency, sustainability and with respect for client needs and project budgets. We have experience in delivering projects in all of the major certified sustainable programs and our goal is to **define environmental objectives with our clients** early in the process to achieve an integrated and cost-conscious design. In fact, LBBA was one of the first signatory firms signed onto the AIA 2030 Commitment—a challenge that calls for all new buildings, developments, and major renovations to be carbon-neutral by 2030.

LBBA's new and rehab projects feature as **tight and well-insulated a building shell** as possible, with high-efficient mechanical equipment to reduce carbon emissions and minimize energy bills. Over the years, we have refined our teams' understanding of sustainable practices, and where budgets and maintenance contracts allow, we specify advanced systems, balancing local utility costs against operation and maintenance costs. Tierra Linda, an affordable housing project developed by LUCHA and located in Chicago's Humboldt Park neighborhood, is one current example of an innovative green approach. This development includes **the first Passive House (PHIUS +2015) multifamily development in Chicago**. The building is part of a larger scattered-site housing project that was conceived and developed to **nurture health and healthy living**.

MEET THE STAFF

Founding Principals

Peter Landon, FAIA, LEED AP

Jeff Bone, FAIA

Principals

Trisha Girdwood, AIA

Jack Schroeder, AIA, LEED AP

Allison Sorenson, Assoc. AIA

Tyler Brown, AIA, LEED AP

Dominik Soltys

Senior Associate

Terran Wilson, AIA

Associates

Ashley Wendela, AIA, LEED AP

Senior Project Architects/Designers

Kate D. Lengacher Cichon, AIA, LEED AP

Matthew McGrane, AIA, LEED AP BD+C, CPHC

Curtis Jones

Alexis Stumpf, AIA

Breah Page, AIA

Jennifer Stanovich, AIA

Project Architects/Designers

Andrew Arkell, AIA

Kevin Taylor, AIA

Jessica Lau

Tad Jameyfield

Ronel Constantin, Assoc. AIA

Julia Mosqueda, Assoc. AIA

Lewis Brown, Assoc. AIA

Clayton Knapp, AIA, NCARB

Mitchell Hawkins

Katie Taylor

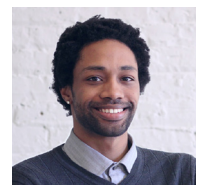
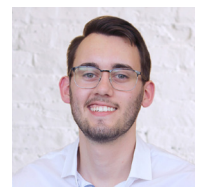
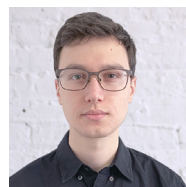
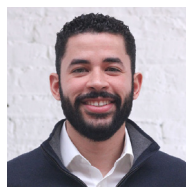
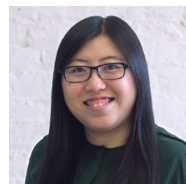
Maleno Quintero

Catherine Ward

Outreach + Operations

Michelle Recker

Perry Howell





JEFF BONE FAIA

Founding Principal

An innovative leader and hands-on champion of affordable housing, Jeff nurtures the firm's grassroots approach to help nonprofit clients translate their vision. He regularly engage community members to co-create inventive, inviting, and sustainable spaces and places that transform lives, revitalize neighborhoods, and regenerate cities.

For a synergistic effect on LBBA projects, Jeff partners with unique non-profits, including Archi-treasures, on whose board he has served for years. This organization transforms people and communities through collaborative art-making. When affordable housing residents make art that becomes part of the architecture, they feel ownership and pride, thereby increasing social sustainability of buildings and neighborhoods.

Jeff has shaped best practices, codes, and policy in many capacities, including volunteering with Affordable Housing Building Code Group of the Business and Professional People for the Public Interest; advocating to preserve SROs and establish best practices in design/construction; and volunteering with Tiny House Working Group to champion new, sustainable and economical housing options. Jeff's built work has been honored with numerous awards, including multiple AIA Chicago Distinguished Building Awards and four prestigious First-Place Richard H. Driehaus Foundation Awards for Architectural Excellence in Community Design.

License

State of Illinois
State of Wisconsin
State of Missouri
State of Michigan
State of Virginia

Affiliations

American Institute of
Architects College of Fellows

Chicago Tiny House Working
Group, 2015–Current

City of Chicago DPD Advisory
Board Member, 5 Year
Housing Plan, 2018–2019

Architects/Designers/Planners
for Social Responsibility
(ADPSR), member

Ball State University College of
Architecture Advisory Board

Archi-treasures, 2004-present,
Board President 2008–2009

AIA Chicago Design for Aging
Committee

Revolution Workshop
Advisory Council

Competitions

AIA Homeless Shelter
Competition, 2015

Architecture for Humanity:
Open Architecture
Challenge—Classroom, 2009

Chicago Public School Design
Competition

City of Chicago, Green Homes
Design Competition

Studio Teaching

School of the Art Institute

Illinois Institute of Technology

Contact

JBone@lbba.com
(312) 212-0776

Education

1987 Bachelor of Architecture, Ball State University, Muncie, IN
1986 Bachelor of Environmental Design, Ball State University, Muncie, IN

Experience

1989–present LBBA, Chicago, IL
1987–1988 Johnson & Partners, London, England
1986–1987 Weese Hickey Weese, Chicago, IL

Select Projects

In-Progress 43 Antioch Kansas City Apartments | Kansas City, MO
New construction of (4) 2-story townhomes, (2) 2-flats, and community center

In-Progress Mariners Inn | Detroit, MI
New Construction of 48,00 sf mixed-used permanent housing development

2022 Ruth Ellis Clairmount Center | Detroit, MI
Multi-use facility; 25-30 units of housing for previously homeless LGBTQ youth

2020 Anthony Place Senior Residences | Ottawa, IL
New construction of a 56-unit, 4-story affordable senior ILF

2019 La Casa Norte Pierce House | Chicago, IL
New construction of mixed-use community center and supportive housing

2017 Phil B. Curls Manor | Kansas City, MO
New construction of 4-story, 54-unit independent living senior facility

2017 Chicago Center for Arts + Technology (ChiCAT) | Chicago, IL
Gut rehab of existing warehouse building for state-of-the-art

2011 Roseland Place Senior Campus | Chicago, IL
New construction of intergenerational and senior independent housing

Select Lectures/Talks

2021 BSU/CAP Lecture: The Power of Good design: How collaboration can Transform Chicago's Neighborhoods.
2019 "Innovative Trends in Design, Sustainability, and Construction (Policy/Process)," IHDA IL Governors Conference
2018 Next Generation SRO Housing in Chicago: Securing the Future Success and Long-Term Stability of an Endangered Housing Type, Enterprise Community Partners

Select Awards

2020 Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, Third Place, CNDA—La Casa Norte
2019 Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, First Place (tie), CNDA—The Carling SRO
2019 AIA Chicago Distinguished Building Award Citation of Merit—ChiCAT



JACK SCHROEDER AIA, LEED AP

Principal

Jack Schroeder is a Principal at LBBA. With a strong commitment to community-based projects, Jack has focused on the field of multi-family housing, completing projects in Chicago, Kansas City, and downstate Illinois. Driven by the understanding that each resident has a unique definition of home, he has learned to approach each project with optimism, enthusiasm, and inclusiveness. In 2012, Jack was awarded the AIA Illinois John Wellborn Root Award which recognizes exemplary, noteworthy service or design talent of an AIA architect licensed less than 10 years, and in 2005 was named a finalist in the USGBC Natural Talent Competition.

His extensive knowledge of green building practices and progressive city planning has helped the firm minimize its buildings' environmental impact and improve the quality of life for residents. He was project manager for La Casa Norte's Solid Ground Supportive Housing Program, the Roseland Senior Campus, and Harvest Commons; three first-place winners of the Richard H. Driehaus Award for Architectural Excellence in Community Design. More recently, he has managed several mixed-use adaptive reuse projects for non-profit clients, including the Chicago Center for Arts and Technology (ChiCAT), La Casa Norte Pierce House, and the Dorchester Art + Housing Collaborative (DA+HC).

License

State of Illinois

Certifications

LEED AP

Affiliations

American Institute of Architects

Mentor + Volunteer

CPS Newhouse Competition

Adopt-a-School

Archi-treasures

After School Matters

Teacher

Marwen

Chicago Architecture Foundation

Design Critic

University of Illinois, Chicago

Illinois Institute of Technology

School of the Art Institute

University of Chicago

Charrettes

Outdoor Sculpture Workshop, archi-treasures, 2012

92nd Street Corridor, Claretian Associates, 2010

Contact

JSchroeder@lbba.com

Education

2001 Bachelor of Architecture & Bachelor of Science in Environmental Design, Ball State University, Muncie, IN

Experience

2002-present LBBA, Chicago, IL

2000-2001 a3 design, Indianapolis, IN

1999-2000 Browning Day Mullins Dierdorf, Indianapolis, IN

Select Projects

In-Progress 43 Antioch Kansas City Apartments | Kansas City, MO

New construction of (4) 2-story townhomes, (2) 2-flats, and community center

In-Progress Mariners Inn | Detroit, MI

New Construction of 48,000 sf mixed-used permanent housing development

2022 Ruth Ellis Clairmount Center | Detroit, MI

Multi-use facility; 25-30 units of housing for previously homeless LGBTQ youth

2019 La Casa Norte Pierce House | Chicago, IL

New construction of mixed-use community center and supportive housing

2017 Phil B. Curls Manor | Kansas City, MO

New construction of 4-story, 54-unit independent living senior facility

2017 Chicago Center for Arts and Technology | Chicago, IL

Gut rehab of 4-story building for state-of-the-art school and community center

2016 Nelson Mandela Apartments | Chicago, IL

Scattered-site new construction of 72 units in 13 multifamily buildings

2015 The Burnham at Woodlawn Park | Chicago, IL

Mixed-use mid-rise with 65 senior apartments and community Resource Center

2014 Dorchester Art + Housing Collaborative | Chicago, IL

Adaptive reuse 32 mixed-income townhouses and new Arts Center

2013 Harvest Commons Apartments | Chicago, IL

Historic preservation of 1920s art deco hotel for mixed-use supportive housing

Presentations

2016 "Green Design for Affordable Housing Development," Enterprise Community Partners Sustainable Buildings Training

2014 "Preservation and Adaptive Reuse of the Viceroy Hotel," Lunch Talks@CAF

Select Awards

2020 Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, Third Place, CNDA—La Casa Norte

2018 Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, CNDA—Chicago Center for Arts and Technology (ChiCAT)

2016 AIA/Hud Secretary's Award for Creating Community Connection—DA+HC



ASHLEY WENDELA, AIA, LEED AP

Associate

Ashley holds a Bachelor of Science in Architecture from the University of Michigan and Masters of Architecture from The University of Pennsylvania. Her past architecture experience ranges from small gallery renovations to complex, large scale corporate projects. Her work at LBBA has a strong focus on community based projects and supportive housing.

Ashley is interested in how architecture frames everyday life, from an urban to intimate scale. She believes architecture can make cities more humane, beautiful, and sustainable, and she pursues these ideals on her projects at LBBA.

License

State of Illinois

Affiliations

LEED AP

American Institute of Architects

Contact

AWendela

@LandonBoneBaker.com

Education

- 2008 Masters of Architecture, University of Pennsylvania, Philadelphia, PA
- 2005 Bachelor of Science in Architecture, University of Michigan, Ann Arbor, MI

Experience

- 2015–present Landon Bone Baker Architects, Chicago, IL
- 2013–2015 Gensler, Chicago, IL
- 2012–2013 G. Goldberg & Associates, Chicago, IL
- 2011–2012 VOA, Chicago, IL

Select Projects

- In-Progress Mariners Inn | Detroit, MI
New construction of 48,000 sf mixed-use permanent housing development
- In-Progress Ruth Ellis Clairmount Center | Detroit, MI
Multi-use facility; 25-30 units of housing for previously homeless LGBTQ youth
- In-Progress National Public Housing Museum | Chicago, IL
Adaptive reuse of Jane Addams Homes into a permanent museum
- In-Progress West Englewood Tiny Home Development | Chicago, IL
10 Tiny Homes and Community Center
- 2019 La Casa Norte | Chicago, IL
New construction of mixed-use community center and supportive housing
- 2018 Tierra Linda | Chicago, IL
43 affordable units in 12 infill, scattered-site buildings for healthy living
- 2017 Kenmore Plaza Senior Apartments | Chicago, IL
Rehabilitation of 324 units in 28-story residential high-rise

Mentor + Volunteer

- 2015–2019 Marwen Career Day
- 2014–2015 Marwen Renovation—Design Volunteer (Gensler Chicago)
- 2014–2015 City Year Design Volunteer (Gensler Chicago)

Exhibitions

- 2016 Chicago Architecture Foundation: 50 Designers, 50 Ides, 50 Wards

Competitions

- 2012 Chicago Prize Competition: Future Prentice, 3rd Place

Select Awards

- 2020 Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, Third Place, CNDA—La Casa Norte



CURTIS JONES

Senior Project Designer

Curtis Jones is a Senior Project Designer at Landon Bone Baker Architects. He received a Bachelor of Architecture from the University of Kansas, with a minor in Intercultural Communications. With over 25 years of architecture experience, Curtis has served as a project architect on a variety of development types including multi-family residential, K-12 education, public sector and institutional projects. His dedication to his practice and the built environment is reflected in his civic and community involvement and mentorship of students.

Through this combined passion for architecture and commitment to community work he developed a specialty in developing the Built Environment and the people who live in it. Curtis has been involved with building communities in multiple roles. He has been a Chef instructor for Common Threads, a national community based culinary and nutrition program for children and families. Curtis has been instrumental in renovating and repositioning numerous public and private schools in the intercity. He is an active member of Kappa Alpha Psi fraternity where he is committed to improving low income and minority communities, and recently helped to establish a successful food pantry in the West Woodlawn neighborhood of Chicago.

Professional + Civic Involvement

SCB Diversity Committee, (2020–Present)

Kappa Alpha Psi Fraternity, Food Pantry Founding Member and Active Manager (2020–Present)

Chicago Hope Academy, EYE Program Mentor (2020–Present)

Chicago Jesuit Academy, Mentor, (2008–Present), Buildings and Projects Committee (2018–2020)

American Institute of Architects (AIA), Multiple Positions) Including Executive Board KCAIA (1995–2005)

National Organization of Minority Architects (NOMA), Founder of KU Chapter and Mentor (1990–Present), Influential in NOMAKC (Charter 2020)

Black Renaissance Outreach (BRO), Vice President & Co-Founder (1997–1999)

Alpha Rho Chi Award for Leadership KU (1995)

FOCUS Magazine, 30 Leaders of the 21st Century (Dec 1998)

Contact

Cjones
@LandonBoneBaker.com

Education

1995 Bachelor of Architecture with minor in Intercultural Communications, University of Kansas, Lawrence, KS

1995 Teacher's Assistant, Spannacia, Italy

1994 Study Abroad Program, Spannacia, Italy

Experience

2021–present Landon Bone Baker Architects, Chicago, IL

2010–2021 Solomon Cordwell Buenz (SCB), Chicago, IL

2007–2010 DeStefano Partners, Chicago, IL

2006–2007 Gonzalez Partners, Chicago, IL

2005–2006 Harding Partner, Chicago, IL

2003–2005 Johnson & Lee Architects, Chicago, IL

2002–2003 Archideas, Chicago, IL

1999–2002 Ross Barney + Jankowski Inc., Chicago, IL

1995–1999 Gould Evans Goodman Assoc., Kansas City, MO

Select Projects

In-Progress Nuestro Green Boulevard | Chicago, IL

Rehab of 145 affordable housing units scattered throughout nine buildings

In-Progress Invest South West Bronzeville | Chicago, IL

New Construction of 25 mixed-use apartments and 12,00 sf commercial space

In-Progress Claretians SF Conversion | Chicago, IL

Completion and addition of a new 1-br basement unit in two single family homes

In-Progress Victory Apartments | Chicago, IL

Rehabilitation of 107 multifamily units scattered throughout nine buildings

In-Progress South Suburban Senior Housing | Harvey, IL

Moderate rehab of 120 units in a 6-story senior mid-rise

In-Progress Chicago Jesuit Academy (SCB) | Chicago, IL

Addition and renovation of existing facility

2020 Easter Seal Recreation Center (SCB) | Chicago, IL

New addition including gymnasium, running track, fitness area and auditorium

Chicago Housing Authority (SCB) | Chicago, IL

Multiple renovation projects including interior, exterior and accessibility upgrades

Chicago Public Schools (SCB) | Chicago, IL

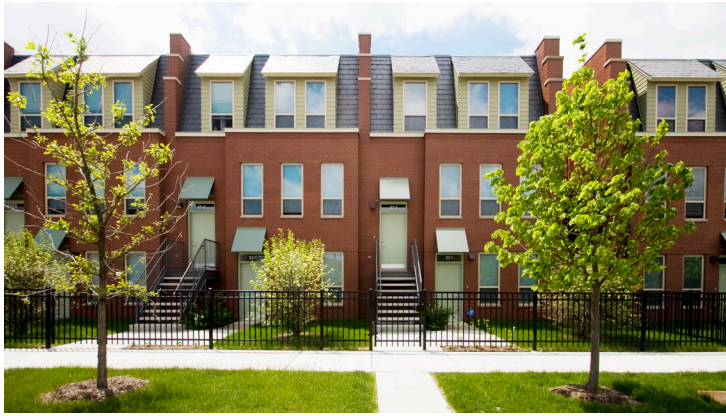
Multiple renovation projects including interior, exterior and elevator installations

St Edmunds Apartments (*previous firm*) | Chicago, IL

Rehabilitation of affordable housing buildings

Park Boulevard Redevelopment (*previous firm*) | Chicago, IL

Multi-family affordable housing



View of 8-Unit Building



Building type H3



9-unit Building Elevation



Community Garden



Community Building



Site Plan

Savoy Square at Legends South

Chicago, IL

Client: Brinshore Development, LLC + The Michaels Development Company

Completed: 2010

The second phase of the Robert Taylor Hope VI Revitalization consists of 220 residential units and a community center on a site of approximately 15 acres. The site is located on the South Side of Chicago and is bounded by 43rd Street to the North, 45th Street to the South, State Street to the East and the Dan Ryan Expressway to the West. Landon Bone Baker Architects and Brook Architecture of Chicago are acting as the design team for this site.

This phase continues the planning format established in Legends South A1. The formerly isolated high-rises of the Robert Taylor Housing Project was replaced with a new site plan containing a variety of 2 and 3 story residential buildings that form the base for a new neighborhood. Traditional planning principles have been used as a model for the site plan. The new site plan incorporates new streets that reconnect the site to the existing city street grid. The size of the blocks were traditionally scaled for comfortable walking distances and cross-interaction between the blocks. The proposed density provides the neighborhood with a sense of public contact and vibrancy. Each block is designed as an individual element, and yet each block is also designed to relate to the whole site plan.

The site contains a mix of CHA rental units, affordable rental units and for-sale market-rate units providing for a variety of housing options on each block and throughout the development.

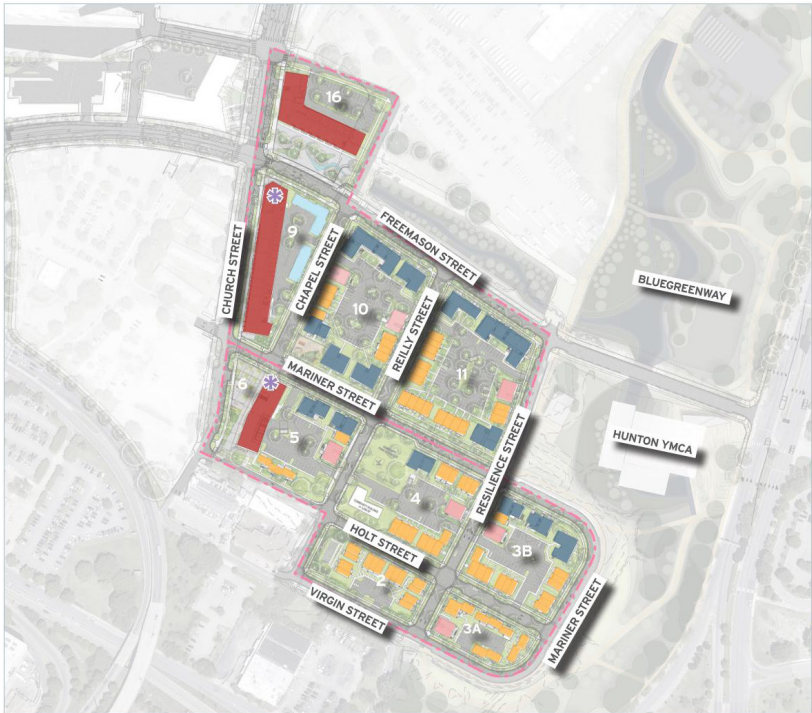
<https://www.landonbonebaker.com/work/legends-south/savoy-square/>



Community Building Interior



Overall Site Aerial Looking Northwest



Site Plan



Streetscape on Mariner Street

St Pauls Tidewater Gardens

Norfolk, VA
Client: Brinshore Development
In-Progress

The Norfolk Redevelopment and Housing Authority and City of Norfolk were awarded a \$30 million HUD Choice Neighborhoods Implementation Grant to build 709 new, mixed-income housing units; improve the neighborhood's landscape by creating new open space and increasing opportunities for local businesses; and improving families' access to quality jobs and education.

The Transformation Plan's neighborhood improvement strategies include restoring the street grid to replace existing super blocks. The Plan also calls for a realignment of Church Street, with buildings on each side to be mixed-use, with ground level retail or community- serving offices. Additional placemaking activities to honor the neighborhood's African-American history and community will also be implemented.

The Housing Plan will simultaneously (1) create new housing options and choices for Tidewater Gardens residents;

(2) connect the St. Paul's area to downtown's mixed- income residential population and economic activity; and protect the neighborhood through storm- and tidal- resilient design. The replacement mixed-income housing will provide new, energy-efficient, attractive, modern housing for residents in a more connected mixed-income setting.



Aerial From Freemason Street and Reiley Street Looking Southeast

St Pauls Tidewater Gardens

Norfolk, VA

Client: Brinshore Development

In-Progress



3-Story Walk Ups on Mariner Street



3-4 Story Elevator Building at Mariner and Church Street



Streetscape



Entrances



Building Cluster



Courtyard Building



Entrance Detail



Site Plan

Hansberry Square at Legends South

Chicago, IL

Client: Brinshore Development,
The Micheals Development Co.

Completed: 2007

The first phase of the Robert Taylor Homes Hope VI Revitalization consists of 253 residential units on a site of approximately 11.5 acres. The site is located on the South Side of Chicago and is bounded by 40th Street to the north, Root Street to the south, State Street to the east and the Dan Ryan Expressway to the west. The design team for this site is Landon Bone Baker Architects and Johnson and Lee Architects of Chicago.

The formerly isolated high-rises of the Robert Taylor Housing Project have been replaced with a new site plan containing a variety of 2 and 3 story residential buildings that form the base for a new neighborhood. Traditional planning principles have been used as a model for the site plan. The new site plan incorporates new streets that reconnect the site to the existing city street grid. The size of the blocks are scaled for comfortable walking distances and cross-interaction between the blocks. The density provides the neighborhood with a sense of public contact and vibrancy. Each block is designed as an individual element, and yet each block is designed to relate to the whole site plan.

The site contains a mix of CHA rental units, affordable rental units and for-sale market-rate units, providing a variety of housing options on each block and throughout the development.

<https://www.landonbonebaker.com/work/legends-south/hansberry-square-2/>



Lowrise Residential Looking NE



Site Aerial Looking NE



Townhomes Looking NE

Brookwood at Antioch

Kansas City, MO

Client: Brinshore Development

Under construction

43 Antioch is a MHDC funded 66-unit multi-building community in The Northland of Kansas City. It is a mix of townhome and apartment flats buildings with a transformed Community Building and extensive site and outdoor programming. The development includes play lots, garden plots, school bus loading zones, workout facilities, a computer lab, and a pre-K learning space. 43 Antioch underwent an extensive and fruitful community process to understand how best to reinvent a blighted former motel complex. The project will be certified under the National Green Building Standard program.

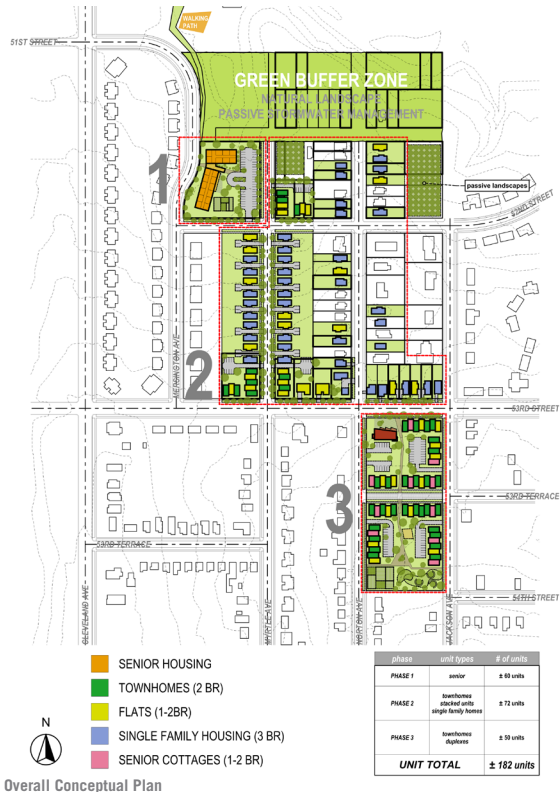
<https://www.lbba.com/work/brookwood-at-antioch/>



Main Entrance



West Elevation



Lobby



Reception

Phil B. Curls Manor at Cleveland Heights

Kansas City, MO
Client: Brinshore Development, LLC
Completed: 2017

Phil B. Curls Manor is the first phase of the Kansas City Intergenerational Community in Kansas City, MO. The 4-story building provides **54 affordable apartments for seniors** and amenities that include a theater, community room, fitness, bike storage, in-unit laundry, and medical exam room. The building is named after longtime Kansas City lawmaker Phil B. Curls who was instrumental in the passage of bills relating to economic development, housing, child and family services, health care, and education. He dedicated his time to increasing education opportunities for disadvantaged youth and expanding the representation of the Kansas City African American community in elective offices.

LBBA planned the Kansas City Intergenerational Community project to build on existing connections within the community and consists of affordable senior housing, mixed senior and intergenerational infill housing, and a new intergenerational village and community hub. Sustainable, natural, and low-maintenance landscapes will facilitate passive storm water management throughout the new neighborhood.

<https://www.lbba.com/work/phil-b-curls-manor/>



View from Washington & Paulina



Entry Artwork



Elevation Detail



Lobby

McCrory Senior Housing

Chicago, IL

Client: First Baptist Congregational Church and Brinshore Development

Completed: 2018

McCrory Senior Apartments is the development of a stretch of ten vacant lots on Chicago's Near West Side into **62 units of affordable housing for low-income seniors**. The project is a transit-oriented development located in a highly desirable area, just three blocks from United Center and walkable or easily accessible to restaurants, retail shops, supportive services, and healthcare facilities.

As growth from the West Loop ventures farther into the Near West Side, McCrory preserves affordability for seniors who may be priced out the neighborhood and provides them community-based, independent living for aging-in-place.

The building is designed to encourage social engagement, offering places for residents to meet and gather. The building's exterior is clad with brick and cast stone, aluminum panel bays, and fiber-cement siding on the rear of the building and features "front porch" seating with a focus on a positive pedestrian experience. The apartments are a mix of 48 one-bedrooms and 14 two-bedrooms with numerous amenities including a community space, fitness room, management office, 24-seat multimedia theater, and rear patio. Additionally, as a partnership of Brinshore Development and neighboring First Baptist Congregational Church (FBCC), the residents benefit by the services, programming, and social activities offered by FBCC.

McCrory Senior Apartments has received Energy Star Certification. The building manages storm water on site with rain gardens and permeable pavers. Other sustainable features include Energy Star appliances and lighting plan; low-VOC wood finishes, paints, sealers, carpet; garbage and recycling chutes for building-wide recycling plan; water-conserving fixtures and faucets; and native, drought-tolerant landscaping.

<https://www.lbba.com/work/mccrory-senior-apartments/>



Midrise from Elm St and Laerabee St



Midrise Main Entry



Walkup Entry Elevation



Midrise Lobby

Elm 551 at Parkside

Chicago, IL

Client: Holsten Real Estate Development Corporation

Completed: 2021

As a part of the Chicago Housing Authority's "Plan for Transformation" on the site of the former Cabrini-Green housing project, Elm 551 at Parkside of Old Town shifts the old high-rise public housing model to one of midrise and low-rise mixed-income housing. Cabrini Green was infamous as a troubled housing development but it also was home to many. Residents were cut off physically and psychologically—they were a city apart—but there was still a sense of community.

As part of the ongoing redevelopment effort, this project's goal is to eliminate barriers through lower-density development, greater income diversity and shared amenities. The project aims to eliminate those imposed barriers through connecting through streets, lower-density development, greater income diversity among tenants, and amenities that attract residents across a broad social and economic range. The building grouping of a corner midrise and the remaining perimeter of the entire block being lined with 3 story walkup apartments all facing the street and opening up to a central landscaped parking area. The secure front and open space in the back gives the entire block a shared identity within the larger community. The rebuilt and reimagined community of both new and returning residents has also become more connected and empowered through the process of design and development—public meetings were led and hosted by local community organizations, a resident group has part ownership of the development which has built trust. The hope and the reality has been to attract residents across a broad social and cultural demographic and rebuild the sense of community in this historically critical neighborhood.

<https://www.lbba.com/work/elm-551-at-parkside/>



Main Entry



Outdoor Patio



North Facing Elevation



Window Bay Detail



Community Building Interior



- City Gardens**
Site Plan
- | | | |
|--------------|--------------------|----------------------|
| 1 Building 1 | 6 Building 6 | 11 Recycling Center |
| 2 Building 2 | 7 Building 7 | 12 Grill Area |
| 3 Building 3 | 8 Building 8 | 13 Play Area |
| 4 Building 4 | 9 Community Garden | 14 Shaded Birch Area |
| 5 Building 5 | 10 Outdoor Patio | |
- Site Map

City Gardens

Chicago, IL

Client: Brinshore Development LLC,
The Michaels Development Company

Completed: 2017

City Gardens is a full block, 76 unit mixed-income redevelopment designed with strong community collaboration to address those needs.

The design of the buildings has two considerations. The 3 exterior street fronts, suggest a strong shoulder to shoulder line up of buildings circling the interior court. The buildings are not soldiers lined up to keep everyone out, however the buildings do give containment to the interior of the block and make it a safe haven for the families who live there. This central core anchors the development and offers natural landscaping and shared space with environmentally-focused amenities such as community gardens, grill stations, a recycling center, shared play space, and a full teaching kitchen with ample gathering and cooking space inside the community building. The slow moving interior car traffic allows the entire courtyard to be a shared pedestrian space. The hope is the residents will take ownership of the “gardens” and use it as their own backyard where they grow, cook and eat healthy food. City Gardens is close to transportation, schools, and has a beautiful new city park directly to the north.

City Gardens uses sustainable landscape design practices such as native/adaptive plantings and an absence of any lawn grass, the use of bioswales between buildings and parking to remove pollution from runoff water, permeable pavers, a recycling center, and green roofs. With thermally-advanced building shells and Energy Star certified buildings, the project exceeds the City of Chicago's Green Housing Initiative requirement.

Awards

ULI Vision Award Project Category for Affordable Housing and Community Creation, 2019

CNDA Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, Co-winner, 2019

American Society of Landscape Architects Merit Award, Residential Design, 2018

<https://www.landonbonebaker.com/work/city-gardens/>



Main Facade Aerial Looking Southwest



Ruth Ellis Quote Mural



Ruth Ellis Mural



Design Engagement Workshop



Design Engagement Workshop

Ruth Ellis Clairmount Center

Detroit, MI

Client: The Ruth Ellis Center and Full Circle Communities

Completed: 2022

The Ruth Ellis Clairmount Center (REC Center) is a new construction in Detroit's Piety Hill neighborhood that will create 43 units of permanent supportive housing for homeless or at-risk LGBTQ youth within a larger mixed-use development offering social services, health care, and employment opportunities.

At approximately 44,000 SF, the building will offer 43 studio and one-bedroom apartments, with community amenities such as a resource library and technology center, community kitchen, salon, art studio, and on-site property management. The project will seek Section 8 project-based rental assistance from MSHDA for 34 units. Eight units will be unassisted, and there will be one employee unit. The market-rate units are intended to serve a permanent supportive housing population that no longer needs rental assistance but still requires residential supportive services. This allows for permanent supportive housing tenants to transition to units without rental assistance as they gain greater independence.

The REC Center will include a physical home for the Ruth Ellis Center, whose mission is to change nationwide systems of care for LGBTQ-identified youth. The Ruth Ellis Center will also create a Youth Entrepreneurial Center offering career training and professional development opportunities for youth in culinary arts, social services, and advocacy work related to their mission.

The Ruth Ellis Center and Henry Ford Health Systems will expand their partnership at a second Health and Wellness Center serving the public within the project. The approximately 3,000 SF clinic will include 4 exam rooms and 4 behavioral health consultation rooms, along with a small laboratory, and an exercise studio for yoga and movement-based therapies.

<https://www.lbba.com/work/ruth-ellis-clairmount-center/>

The Anchor at Mariners Inn

Detroit, MI

Client: Mariners Inn and
Cinnaire Solutions

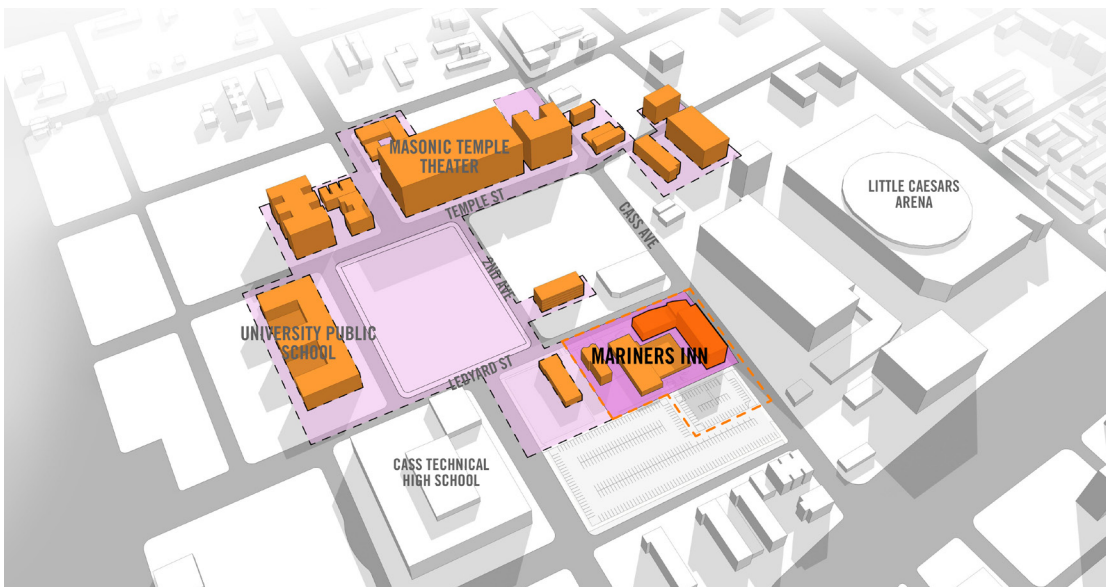
In-Progress

This new 4-story building and campus design will expand and optimize Mariners Inn's nationally acclaimed programming for alleviating the problems of homelessness and substance abuse. The building will include 44 units of permanent supportive housing and 40 units of recovery housing along with a vast range of community services.

The design for the ground floor takes advantage of Mariners Inn's home (since 1955) in the thriving Cass Park neighborhood just north of Detroit's city center. Many commercial storefront spaces and a social enterprise cafe line the thoroughfare of Cass Avenue. A 2-story glazed curtain wall and public lobby at the corner of Cass and Ledyard will connect Mariner Inn's programming to the larger surrounding community. The program also includes meeting and event spaces, case management, therapy and peer counseling, and several resident amenities. The resident amenities include multiple lounges, computer lab, art/making space, fitness room, and a private courtyard. The site design includes expanded parking that will serve residents and employees as well as provide an income stream for the organization when the local stadiums and arenas are in use. The courtyard and garden space that ties the new building with the existing structures include athletic/fitness spaces, meditative space, dining space, and play space for visiting families.



Rendering of Main Entry



Cass Park Historic District Scale/Massing



Interior Lobby Concept



View from Catherine St and 4th Ave



Neighborhood Context



Catherine St and 4th Ave Aerial

121 E. Catherine St

Ann Arbor, MI

Completed: 2010

Client: Avalon Housing

Community Art: Artspace

Green: Elevate

121 E Catherine is a six-story, 68-unit multi-use, affordable housing project in Ann Arbor Michigan co-developed by the City of Ann Arbor and Avalon Housing. This will be the first City of Ann Arbor affordable housing development to aim for Passive House US (PHIUS) Certification. All units will be available to people earning up to 60% AMI and half of the units will be supportive housing units for individuals and families who are exiting homelessness.

In collaboration with Artspace, a Minneapolis-based nonprofit that promotes the use of non-residential space for the arts, 34 units will be available for income-qualifying artists. The ground floor will combine an art gallery and a small business incubator that supports BIPOC business entrepreneurship.

The design proposes 68 units with a mix of 15 efficiencies, 48 one-bedroom, and 5 two-bedroom apartments, with tenant community space and a usable rooftop patio. In alignment with the City's goals of carbon neutrality by 2030, the Catherine Development will be all-electric, with a building shell that minimizes air infiltration and maximizes heating and cooling efficiency. The building will also include highly efficient appliances and water fixtures. The rooftop will maximize the production of renewable energy and rainwater capture through the co-location of a green roof and solar panels.

The project will provide about 24 parking spaces including electric vehicle charging stations, an electric vehicle carshare for residents, and a pedestrian pathway through the site to the Kerrytown Farmers Market and other amenities.

<https://www.lbba.com/work/121-catherine/>



Teen participants at ChiCAT Charrette



Brand New Beginnings Enterprise Planning Charrette



Claretian Associates 92nd Street Charrette



Claretian Associates 92nd Street Charrette



Brand New Beginnings Enterprise Planning Charrette



ChiCAT Charrette Participants

Community Engagement

Since its inception, LBBA's practice has been centered around relationships—cultivating existing partnerships and expanding to embrace more people in the process. Our holistic, tailored approach is informed by these decades of experience working in community-based projects and meeting the needs of these strong, evolving, and unique partnerships.

The work not only creates a sense of place and ownership for residents, but builds trust within the community and can improve the health and well-being of residents. In supportive housing projects in particular, these partnerships are increasingly valued because for the programs and services they can offer, such as teaching kitchens and job training.

We are experienced to lead, coordinate, collaborate, and assist in a multitude of various partnership types, engagement, and outreach efforts, from town halls and community charrettes to the co-creation of art and installation with residents. LBBA's experience is that strong collaboration can act as a catalyst for more viable, dynamic communities and increases social sustainability of the building and neighborhood.

Community Partner:





Field Studies in Humboldt Park, shadeLab 2010



Sensepod Building Workshop, shadeLab 2010



Indoor Air Quality Sensor Workshop, airLab 2011



Interactive Resident Interviews, cityLab 2013



Interactive Resident Interviews, cityLab 2013



Interactive Resident Interviews, cityLab 2013



Chicago Center for Green Technology, airLab 2012

LBBA Labs Youth Engagement Program

Chicago, IL

shadeLab: 2010

airLab: 2011–2012

cityLab: 2013–2015, 2017

bikeLab: 2016

tinyLab: 2018

BUILDLab: 2019

In 2010, the firm founded LBBA Labs, a locally and nationally recognized summer program which employs high school students and college-age mentors. The program provides an entry point for young designers to participate in community design and empowers local residents to affect their environment through the design process. LBBA Community Workshop operates under the philosophy that youth excel when they are integrated in the work of professionals and are given a high degree of responsibility and leadership opportunities. The participants—their work, their idea, and their energy—are the catalyst to encourage broader community involvement and change. The firm has hosted five “Labs” through LBBA Community Workshop to date. Each one led a cadre of talented young adults to craft valuable design recommendations based on a mix of quantitative and qualitative data.

Awards

AIA National Diversity Recognition Program, 2020

USGBC Illinois, Green Innovation for Occupant Engagement (airLab), 2013

The Association of Architecture Organizations, Jury Special Recognition, 2011

<https://www.lbba.com/studio/lbba-labs/>

URBAN DESIGN + LANDSCAPE ARCHITECT QUALIFICATIONS

Hamilton Anderson Associates (MBE)

Detroit, MI



HamiltonAnderson

DIVERSITY IN PRACTICE

Hamilton Anderson Associates (HAA) is an award winning, multi-disciplinary design firm dedicated to improving the built environment through creative, contemporary design. Our design process combines rigorous analysis, intuitive curiosity, and thoughtful execution to create inspiring, contextually responsive solutions.

Our legacy in the architecture community and repeated display of design excellence led us to receive the Architecture Firm of the Year award from the American Institute of Architect's Michigan Chapter (AIAMI) 2019-2020.

Our diversity in background, education, and professional experience is

blended with solid experience working on projects ranging from small scale city parks to regional master plans, and multi-million dollar urban design plans. We are not specialists, but rather

Our mission is to enhance life as we build communities through design excellence. We create memorable places that inspire positive change as we celebrate collaboration, inclusiveness and diversity.

believers in the merit of well-informed, broad professional experience — that when brought together — will inform the basis of superior design.

Using our expertise in both new construction and adaptive reuse, we've provided richly detailed multi-use and residential spaces throughout the City of Detroit for the past 28 years

and counting. We have taken pride in carefully knitting the historic threads of this City together to maintain its character and beauty.

Today, HAA has evolved with emerging, dynamic leaders whose design acumen stretches across a wide array of professional services. Our team has extensive experience working with diverse populations and neighborhoods throughout Michigan. We offer fine grained knowledge of not only the physical environment, but the cultural, political and economic



TEAM HAA AT
ELTON PARK, DETROIT, MI

We've been **Designing Detroit** for nearly three decades

SERVICES:

Agency Review / Approval
Architectural Lighting
Architecture
Architecture - Design and
Documentation
Blue / Green Infrastructure
Civil Engineering
Community Engagement
Construction Contract
Administration
Construction Documents
Cost Estimating
Design Guidelines
Exterior Signage
Facilities Assessment
Feasibility Analysis
Graphic Design
Historic Preservation

Interior Design
Landscape Architecture
LEED Certification
Master Planning
Planning
Programming
Retail Tenant Manual
Signage and Wayfinding
Site Design
Site Evaluation / Selection
Space Planning
Stakeholder Engagement
Stormwater Management
Strategic Planning
Sustainable Design
Tax Credit Assistance
Urban Design
Urban Planning

LOCATION

1435 Randolph Street
Suite 200
Detroit, MI 48226
313 964 0270
www.hamilton-anderson.com

Certified Minority Business Enterprise (MBE)

MI Corporation

COMPANY SIZE

37 personnel
22 Architects/Designers
3 Landscape Architects
3 Interior Designers
4 Project Managers
5 Administrative Staff

YEARS IN BUSINESS

Since 1994



HamiltonAnderson

Rainy has a comprehensive understanding of the design industry and has built a practice that has accomplished national, award-winning designs. Rainy has a keen ability to quickly develop design solutions, organize and solve complex issues and craft solutions that are environmentally responsible and financially feasible. Known as a client-focused professional who recognizes the importance of effective communication, Rainy provides leadership and organization for complex, multi-phased, multi-million dollar projects for urban and campus sites. He has focused his career on the rebuilding of the economic and physical fabric of urban communities. Rainy has performed project development and implementation, including project management, programming, budgeting, design, construction documentation, value enhancement and forecasting to our projects.

RAINY HAMILTON JR. FAIA, NOMA, NCARB

Principal-in-Charge
Architect

EDUCATION

Bachelor of Architecture University of
Detroit, 1979

REGISTRATIONS

- Architect, Michigan #1301029042, 1982
- Architect, Mississippi #3006, 1998
- Architect, Ohio #A0213103, 2003
- Architect, Nevada #4918, 2005
- Architect, N. Carolina #13704, 2016
- Architect, Georgia #RA012028, 2007
- Architect, West Virginia #4850, 2008
- Architect, Arizona # 48496, 2008
- Architect, Massachusetts # 236675, 2013
- Architect, Maryland #17140, 2012
- Architect, Tennessee #105819, 2016
- NCARB Certified

PROFESSIONAL AFFILIATIONS

- American Institute of Architects College of Fellows, 2011
- American Institute of Architects, Housing Awards Juror
- Detroit Chapter, American Institute of Architects, President, 2001
- Detroit Chapter, National Organization of Minority Architects Member, 1994-present
- Detroit Chapter, University District Community Association - Board Secretary, 1999- 2006 (currently acting as community liaison)
- Detroit Historic District Commission, Member, 1999-2009
- Detroit Public Television, Board of Trustees 2010- present
- Focus:HOPE, Board of Directors, 2008-present

- Michigan Board of Architects, Chair 1992-2003
- Michigan Board of Professional Surveyors 1992-2003
- Michigan Chronicle Men of Excellence, 2009
- New Center Community Mental Health, Advisory Board
- Music Hall Center for the Performing Arts, Board Member. 2009- present
- National Organization of Minority Architects, President 2011
- University of Detroit Mercy School of Architecture, Board of Advisors
- University District Community Association - Board Member (1994 – Present)
- University District Development Corporation 501(c)3 – Chair
- Youth Development Commission, Board of Commissioners

SELECT EXPERIENCE

Hudson's Site Redevelopment
Detroit, MI

MSU Multicultural Center
Feasibility Study
East Lansing, MI

Motown Museum Expansion
Historic Renovation
Detroit, MI

Castleberry Station
Mixed-Use Development
Atlanta, GA

Centennial Yards
Mixed-Use Development
Atlanta, GA

Aretha Franklin Amphitheater
Detroit, MI

Brush Park
Neighborhood Vision Plan
Detroit, MI

Campus Martius Master Plan
Detroit, MI

CityCenter Mixed-Use Development
Las Vegas, NV

Detroit East & West Riverfront
Planning
Detroit, MI

Historic Belle Isle
Master Plan
Detroit, MI

Elton Park
Mixed-Use Development
Detroit, MI

Historic Fort Wayne
Feasibility and Land Use Study
Detroit, MI

Historic Harmonie Park
Development
Detroit, MI

Historic Rivertown
Orleans Landing
Mixed-Use Development
Detroit, MI

Detroit Housing Commission
Program Manager:
Gardenvue Estates, Woodbridge
Estates & Charles Terrace Homes
Affordable Housing Development
Detroit, MI



MELISSA COX

Senior Project Manager

EDUCATION

Bachelor of Science in Architecture
Lawrence Technological University

Bachelor of Science in Interior Architecture
Lawrence Technological University

AWARDS

- Outstanding Quality Award/ URS Quality Management

Melissa’s work has offered her broad exposure to projects with varying levels of complexity, budgets, and schedules requiring strong technical, organizational, and decision-making skills. She is accustomed to taking a proactive approach and remaining flexible while coordinating multiple projects simultaneously in a fast-paced work environment. Her primary responsibilities have been to directly manage, organize and execute all aspects of large and small scale construction projects.

SELECT EXPERIENCE

Woodward and California Highland
Park Plaza Development Highland
Park, Michigan

Woodward West
Detroit, Michigan

Industry Detroit
Detroit, Michigan

Hitsville USA Detroit, Michigan

Motown WGB Plaza Detroit,
Michigan

UDM Student Center Detroit,
Michigan

The Excelsior Club
Charlotte, North Carolina

Wayne State University Anthony
Wayne Drive Retail
Detroit, Michigan

Aretha Franklin Amphitheater Toilet
Room Addition
Detroit, Michigan

Warren Yard Trailhead Comfort
Station and Pavilion
Detroit, Michigan

North Terminal Signage Renaming
Romulus, Michigan

Bet MGM Casino del Mar La Concha
Resort
San Juan, Puerto Rico

Eden Park Community Project
Master Plan
Detroit, Michigan

DTMB Belle Isle Athletic Complex
Handball/Racquetball Courts
Detroit, Michigan

Tuskegee Airmen Museum
Detroit, Michigan

Detroit Historical Museum Detroit,
Michigan

WNDR Museum Building Analysis
Detroit, Michigan

Detroit Community Schools
Detroit, Michigan

DPS Master Plan
Detroit, Michigan

6200 Second Avenue Lofts
Detroit, Michigan*

42 Burroughs Lofts
Detroit, Michigan*

The Landings at Chandler Crossing
East Lansing, Michigan*

The Shops at Northeast Village
Detroit, Michigan*

Charter One Banks
Detroit Area, Michigan *

The Shops at Lafayette Park
Detroit, MI *

*Services performed at previous employer

EXPERIENCE

Woodward and California Highland Park Plaza Development Highland Park, Michigan	*Strata Oncology Building 4 Office Building Building 1 and 3 Lab Renovation Ann Arbor, Michigan	*No Thai! Ann Arbor, Michigan
Industry Detroit Detroit, Michigan	*INVIA Innovations Office Renovation Ann Arbor, Michigan	*6200 Second Avenue Lofts Detroit, Michigan
Hitsville USA Detroit, Michigan		*42 Burroughs Lofts Detroit, Michigan
Motown WGB Plaza Detroit, Michigan	*Encore Theatre Dexter, Michigan	*The Landings at Chandler Crossing East Lansing, Michigan
Woodward West Apartments Detroit, Michigan	*O3 Sports Renovation and Addition Saline, Michigan	*Comerica Bank Birmingham, Michigan
UDM Student Center Detroit, Michigan	*Henry Street Residential Ann Arbor, Michigan	*The Shops at Northeast Village Detroit, Michigan
The Excelsior Club Charlotte, North Carolina	*Grace Bible Church Addition Ann Arbor, Michigan	
Wayne State University Anthony Wayne Drive Retail Detroit, Michigan	*URS Corporation Office Tenant Improvements Program Nationwide	*Faith Christian Outreach Center Detroit, Michigan
Aretha Franklin Amphitheater Toilet Room Addition Detroit, Michigan	*Oakland University Hannah Hall Lab Renovation Rochester, Michigan	*Charter One Banks Detroit Area, Michigan
Warren Yard Trailhead Comfort Station and Pavilion Detroit, Michigan	*Spectrum Health Helen DeVos Children's Hospital and Pedestrian Bridge Grand Rapids, Michigan	*The Shops at Lafayette Park Detroit, MI
North Terminal Signage Renaming Romulus, Michigan		*Von Braun Center Huntsville, Alabama
Bet MGM Casino del Mar La Concha Resort San Juan, Puerto Rico	*Flats East Bank Development Cleveland, Michigan	*Cornell University Lynah Ice Rink Ithaca, New York
Eden Park Community Project Master Plan Detroit, Michigan	*Compuware Headquarters Detroit, Michigan	*USTA Players Area White Plains, New York
DTMB Belle Isle Athletic Complex Handball/Racquetball Courts Detroit, Michigan	*Greektown Hotel Detroit, Michigan	*Chicago Fire Soccer Stadium Village of Bridgeview, Illinois
Tuskegee Airmen Museum Detroit, Michigan	*Greektown Casino (Permanent Facility) Detroit, Michigan	*Jewish Community Center Farmington Hills, Michigan
Detroit Historical Museum Detroit, Michigan	*Palace of Auburn Hills North Entry Addition and Courtside Suites Auburn Hills, Michigan	*Freedom Hill Sterling Heights, Michigan
WNDR Museum Building Analysis Detroit, Michigan	*The Monarch Troy, Michigan	*City of West Covina Sports Park West Covina, California
Detroit Community Schools Detroit, Michigan	*Plaza El Segundo El Segundo, California	*Ontario Arena Ontario, California
DPS Master Plan Detroit, Michigan	*Starbucks Multiple locations, Ohio	*Orange County Community College Costa Mesa, CA
*Boater's Choice Showroom Brooklyn, Michigan	*Pizza Hut Multiple locations, Ohio	*Saginaw Valley State Saginaw, Michigan



JAKE HAMILTON
RLA
Landscape Architect II

EDUCATION

Master of Architecture
University of Michigan

Bachelor of Science: Horticulture,
Landscape Design, Construction and
Management, Michigan State University

REGISTRATIONS

- Registered Landscape Architect, MI
- Certified Wetland Delineator: Mid-west Biodiversity Institute – July 2018

AFFILIATIONS

- American Society of Landscape Architects, August 2014 - Present

AWARDS

- William D. Drake Prize Recipient
Issued by William D. Drake Family · March, 2013
- The Anthony and Johanna Van Sweden Landscape Architecture Award, Issued by School of Natural Resources and Environment · Mar 2014
- Coaches Award Recipient, Issued by Michigan State University: Varsity Track and Field · Apr 2010

Jake is an experienced Project Manager with a demonstrated history of working in the landscape architecture and civil engineering industries. Skilled in AutoCAD Civil 3D, landscape architecture and lighting design, Sketchup, Lumion, Adobe Creative Suite, full plan set design, permitting, and proposal writing. Strong team-oriented operations professional with a Master's Degree focused in Landscape Architecture from the University of Michigan. Jake is also a certified wetland specialist and a former registered forester in the state of Michigan

SELECT EXPERIENCE

Municipal, Private Development
Boss Engineering
Howell, MI*

Municipal, Private, Mixed-Use
Development
Nowak and Fraus Engineers
Pontiac, MI*

Public and Private Schools,
Commercial and Private Building
Design – New and Retrofit
Mitchell and Mouat Architects
Ann Arbor, MI*

Municipal and Private Road and
Sewer Construction
Diponio Contracting
Shelby Township, MI*

Private development, Master
Planning Resorts
Johnson Hill Land Ethics Studio:
Ann Arbor, MI*

Park Planning, Municipal
Development
Grissim Metz Andriese Associates
Northville, MI*

Matthaei Botanical Gardens and
Nichols Arboretum
Trail Design and Construction,
Volunteer Leader
Ann Arbor, MI*

*Completed with other firms

BRUSH PARK A+B MIXED-USE DEVELOPMENT

Detroit, MI



Once the neighborhood of Detroit's founding families, Brush Park has suffered decades of divestment leaving the neighborhood bereft of much of its historic homes; those that remain are mostly in disrepair. HAA collaborated with Bedrock Real Estate Services to develop a Neighborhood Plan in Detroit's historic Brush Park. The development of Parcels A+B, 8.4 acres in the heart of Brush Park, in tandem with a comprehensive strategic development plan for all of Brush Park, is considered the first phase towards reinventing Detroit's new 'urban lifestyle' – a sustainable, walkable environment for a diverse community of existing and future residents. Parcels A+B contains 43 vacant parcels and four historic structures. The project averages 40 residential units per acre and will include approximately 337 proposed residential units, 470,500 SF of residential space, 8,000-10,000 SF of retail/commercial space and 71,715 SF of open space.

Awards

2016 CNU Top Prize
MiASLA Merit Award

SERVICES

Architecture
Site Design
Master Planning
Design Guidelines
Feasibility Analysis
Planning
Programming
Urban Design

CLIENT

Steve Rosenthal
Bedrock Real Estate Services
1074 Woodward Ave.
Detroit, MI 48226

DETAILS

Size: 8.4 acres
Completed: 2021

HamiltonAnderson



124 ALFRED (CITY MODERN DETROIT)

Detroit, MI



The Flats at 124 Alfred were the first of six apartment buildings to open at the City Modern development in Detroit's historic Brush Park neighborhood. Hamilton Anderson Associates (HAA) served as architect for the innovative affordable housing project, which features a variety of sustainable elements for modern senior living. The five-story, 81,686 SF development features a total of 54 one- and two-bedroom units and below-grade parking. Additionally, 18 percent of the units are Type A Accessible, which exceeds standards set by the International Code Council. The building is designed to meet Enterprise Green Community's sustainability criteria and meets EnergyStar performance standards.

Using the City of Detroit's industrial heritage and nearby historic homes as inspiration, the HAA team designed a contextually responsive building which employs playful massing that mediates the larger scale along John R and single-family scale along Alfred Street. The exterior features textured primary skin with metal red and a brick base at retail and walk-up level, which compliments Brush Park's predominantly red palette. Custom metal screens for cost-saving heating units were created by the design team, adding an additional facade element. The interior of the units were intentionally designed with a muted palette to absorb the colors and desires of tenants. Units feature floor-to-ceiling windows to bring in natural light and provide tenants with superior views of the neighborhood. Most units also feature a walk-out balcony. There are numerous in-unit and shared amenities for tenants, including a ground floor bike room; an outdoor terrace on the fifth (top) floor offering a view of Downtown Detroit; a meeting room; community kitchen; and exercise room.

SERVICES

Architecture
Interior Design
Landscape Architecture
Construction Administration

CLIENT

Bedrock Detroit
(888) 300-9833

DETAILS

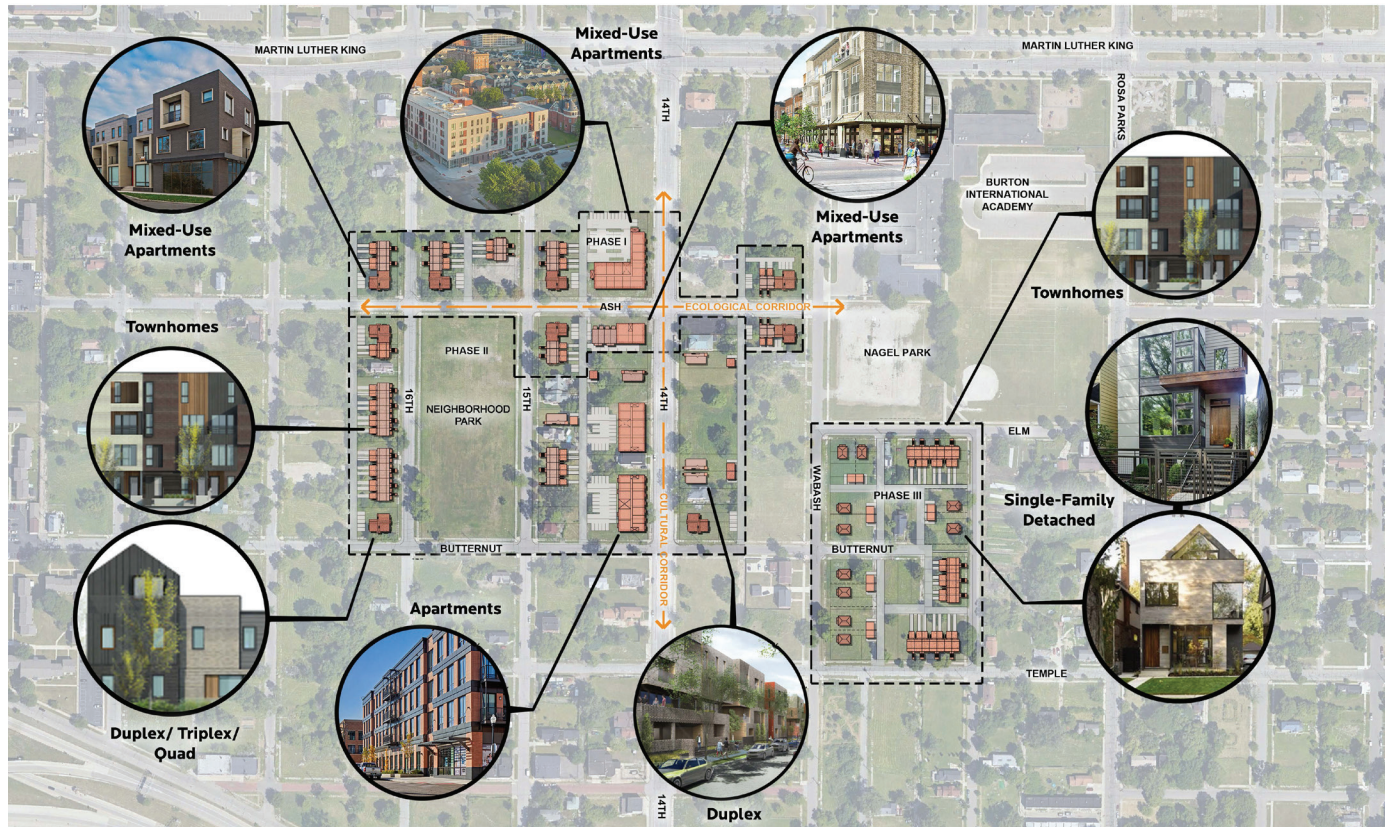
Size: 81,686 SF, 54 units
Construction Cost: \$18.5M
Schedule: November
2016 — April 2019
Status: Complete

HamiltonAnderson



CORKTOWN CNI

Detroit, MI



The City of Detroit, in pursuit of a HUD grant through the Choice Neighborhoods Initiative, released an RfP in 2020. The Community Builders (Columbus, OH) approached HAA to be their architect for this opportunity and, once selected, we compiled a package of design concepts for three separate sites. The smallest site is located at Bagley & Wabash near the Michigan Central Station and comprises a 4-story mixed-use residential building. The P.A.L. site at Cherry & Harrison is a large-scale development of two, five-story mixed-use residential buildings featuring ground floor retail and includes a multi-story deck of structured parking. The third site is located in North Corktown and focuses on properties near 14th & Ash Streets, the heart of this neighborhood. Distilled from the architectural precepts discussed in the 2020 Framework Plan for North Corktown, HAA created a master plan of housing choices configured in several building types including townhomes and multi-family apartment buildings. Broken into two separate phases, the North Corktown development also offers innovative strategies for storm-water management solutions, creative pocket parks for vehicular parking, and curated open spaces for use by the entire community. The site plan process will begin in 2021 and the first phase of construction will be complete in 2023.

SERVICES

Architecture
Urban Planning

CLIENT

The Community Builders
(TCB), Columbus, OH

DETAILS

Size: TBD
Budget: Withheld at Owner's Request
Status: currently in design



THE PRESERVE ON ASH I, II, & ESTATES

TYPICAL BUILDING ELEVATIONS



MIXED USE BUILDING [A-1]: 3-STORY APARTMENT BUILDING FEATURES ON-SITE PARKING, PRIVATE BALCONIES, GROUND FLOOR COMMUNITY/RETAIL, AND RESIDENT AMENITIES.



APARTMENT BUILDING: MODEST WALK-UP STYLE RESIDENTIAL BUILDING ADDRESSES STREET FRONTS ON TWO SIDES.



DUPLEX: MULTI-FAMILY LIVING IN A SINGLE FAMILY FOOTPRINT WITH DETACHED GARAGE.



SINGLE DETACHED: TO-OWN WITH PRIVATE YARD AND DETACHED GARAGE.



MIXED USE BUILDING [A-2]: SMALL SCALE APARTMENT LIVING WITH COMMUNITY OR RETAIL SPACE ON GROUND FLOOR AND ON-SITE PARKING.



TOWNHOMES: SINGLE FAMILY FEEL WITH OUTDOOR LIVING AT MULTIPLE LEVELS.



MIXED USE BUILDING [A-3]: 3-STORY APARTMENT BUILDING WITH ON-SITE PARKING, 3RD FLOOR TERRACE, GROUND FLOOR COMMUNITY/RETAIL, AND RESIDENT AMENITIES.



0 40 80 120FT

ELTON PARK CORKTOWN

Detroit, MI



Elton Park Corktown, located along Michigan Avenue and Trumbull in Detroit, began in 2015 as an approach to introduce new market-rate residential opportunities within several vacant parcels near the former Tiger Stadium. Nearly five years later, Elton Park Corktown is providing new residences for Detroit's community. HAA designed and documented five separate buildings comprising the development. One additional building (the Checker Cab) was also renovated.

Together, 151 multi-family housing units, active ground floor retail spaces, a new activated public alley, and concealed and protected spaces for vehicular parking, all comprise Elton Park Corktown. With the announcement two years ago that Ford Motor Company plans to renovate the Michigan Central Depot for its autonomous vehicle research team as well as the city's launch of a new framework plan for historic Corktown, Elton Park Corktown has emerged as a bellwether for the neighborhood. Indeed, Corktown has come a long way since Daniel Burnham's original sketches for Corktown's train station.

The vision of HAA was to introduce several low-rise / high-density buildings that would add the density the developer desired. Balancing the necessary density with balconies, roof terraces, and overhauling a historic alley for pedestrian programs, the HAA architects were organized into separate design and production teams in order to assure the creation of five, distinct building expressions. In fact, each building boasts a specific place-name (The Robertson, The Crawford, 2100 Trumbull & 2120 Trumbull and the 8th Street Row townhomes), tied to historic places and individuals.

SERVICES

Architecture
Design Guidelines
Feasibility Study
Master Planning
Programming
Urban Design
Site Design

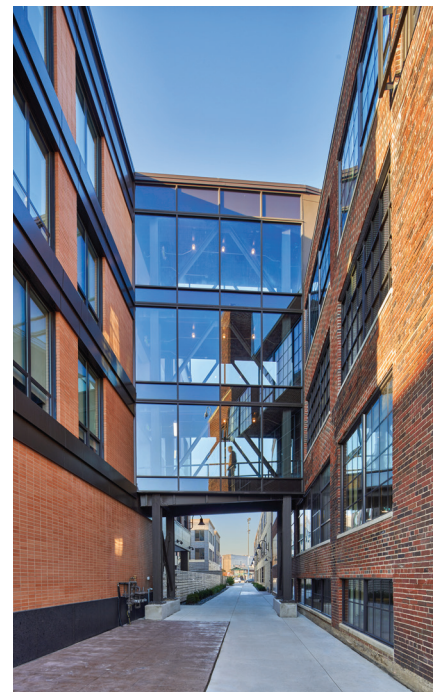
CLIENT

Tysen McCarthy
Soave Enterprises
3400 E. Lafayette
Detroit, MI 48207
810 588 8914

DETAILS

Size: 123K SF, 103 units
Construction Cost: \$30M
Status: Completed 2019

HamiltonAnderson



NORTH END LANDINGS

Detroit, MI

OVERALL SITE PLAN



The North End Landing Project proposes new construction housing in Detroit's Historic North End. The project will result in a mixed income community with a variety of innovative rental options that are sensitive to the existing neighborhood, buildings, and residents. Its 180 rental units will be distributed across two apartment buildings (one for seniors) and ten two story buildings. North End Landing is a mix of architectural styles yet retains a cohesive design through similar massing, form and materials.

North End Landings will attract a healthy mix of people to live in the community that will include current Detroit residents who want to relocate to the city center; transplants who are committed to living near mass transit; people who work or attend school in the area; empty-nesters who want to down size and enjoy city living; and long-term residents of the North End. The project incorporates best practices in planning and development, utilizes modular construction for building efficiency and material conservation, and seeks to capitalize on the transit oriented development conditions of this strategic location. The developments features shared community amenities, improved streetscapes, screened parking, and landscaped gardens and stoops.

SERVICES

Architecture
Site Design
Urban Planning

CLIENT

Avanath Development, LLC
Vanguard Community Development
RMC Development, LLC

DETAILS

Size: 160,000 GSF
Budget: \$32 million
Status: currently in design

UNIT TYPOLOGY: STACKED FLATS ON SMITH



BUILDING ELEVATIONS: APARTMENT BUILDING NO. 2A



ORLEANS LANDING

Detroit, MI



Located within an historic district in downtown Detroit, Orleans Landing is a new mixed-use residential community designed with the intent to serve as a catalyst for future development in the area. The construction of Orleans Landing is part of Detroit's decade-long effort to develop the Riverfront into an upscale, verdant, urban neighborhood.

Serving as landscape architect and architect of record, Hamilton Anderson Associates (HAA) provided a blend of architecture and site design elements to create exceptional urbanism complementary of the existing waterfront, brick industrial buildings, greenways, and historic streets. HAA thoughtfully crafted design responses to achieve a variety of objectives, including:

- Knitting the new development into the surrounding district while connecting the Dequindre Cut and waterfront;
- Creating an active and walkable environment;
- Bringing much-needed economic activity to the Detroit Riverfront, a sector of the city that already possesses unique and diverse assets.

The resulting development consists of 278 units including both one- and two-bedroom apartments and townhomes — all of which are sustainably built to Enterprise Green Community standards and are Energy Star for Homes certified — and offers both affordable and market rate options available, ultimately creating a vibrant community in a popular Detroit destination.

SERVICES

Architecture
Construction Contract Administration
Interior Design
Landscape Architecture
Site Design

CLIENT

Richard Baron
McCormack Baron Salazar
720 Olive Street, Suite 2500
St. Louis, MO 63101
314 355 2856

DETAILS

Size: 5 city blocks - 278 units
Construction Cost: \$50M
Dates: December 2013 - April 2017
Status: Completed

HamiltonAnderson



WOODWARD WEST

Detroit, MI



Situated in the heart of Detroit's Midtown community, Woodward West, located on Woodward and Stimson, is the city's newest mixed-use residential project. Developed by Queen Lillian and The Platform and constructed by Sachse Construction, this 5-story building has a variety of attractive retail spaces available on the ground floor and feature a number of tenant amenity spaces that rivals any development in town. The building's design attempts to recognize the subtle shift in the Woodward street grid, recognizing that Woodward is not perpendicular to the cross-streets in much of Midtown. The building also achieves a vertical character by orienting the materials and incised balconies in a way that reflects the architectural context of this important parcel. Located directly across the street from the historic Bonstelle Theater, designed by Albert Kahn, as well as The Max, Woodward West is convenient to the Q-Line patrons.

SERVICES

Architecture
Schematic Design
Construction Documents
Construction Observation
Interior Design/ Space Planning
Landscape Architecture
Site Design

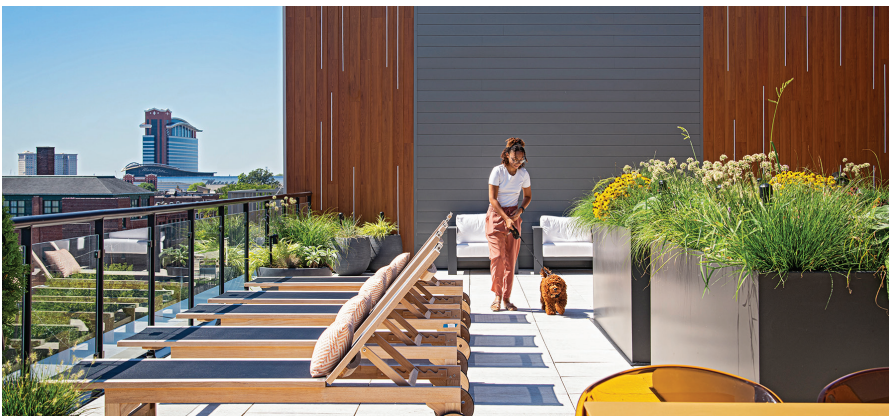
CLIENT

Queen Lillian LLC
3011 W Grand Blvd, Ste 2300
Detroit MI 48202

The Platform
Fisher Bldg,
2937 E Grand Blvd
Detroit, MI 48202
(313) 446-8718

DETAILS

Size: 90,000 SF, 5 story
Status: completed 2022



HamiltonAnderson



MEP/FP ENGINEER QUALIFICATIONS

Strategic Energy Solutions

Berkley, MI

At Strategic Energy Solutions, Inc. ® (SES), we have been delivering professional engineering consulting services to the architectural and construction industries since 1997. Our team of progressive professionals has a deep understanding of how a building consumes energy, and is dedicated to providing mechanical and electrical engineering solutions to clients, owners and end-users. Our strength and experience spans market sectors and involves both renovation and new construction.

A traditional MEP engineering firm with a passion for economically-sound and environmentally-responsible practices, we are industry leaders in practical and efficient energy systems. We stay ahead of the curve, and not only talk-the-talk, but also walk-the-walk. Our corporate office, a former brownfield industrial space, is the only building in Berkley to achieve LEED Gold Certification and Energy Star Certified. A geoexchange HVAC system, designed and installed by SES, is one of the main features of our office, which also serves as a demonstration site for sustainable design technologies.

We have successfully completed more than two hundred multi-tenant residential projects across twelve states. Our experience covers over 12 million square feet, and results in over \$1.7 billion of construction.

Services Provided:

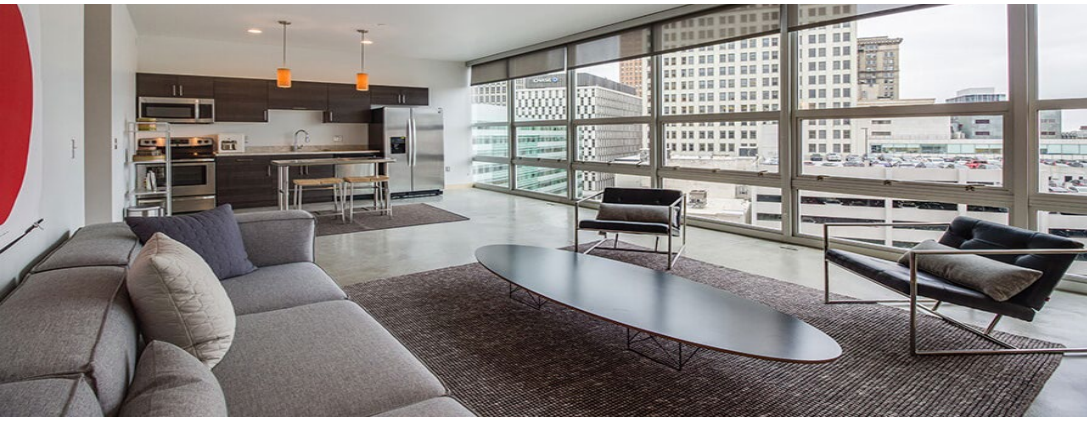
- Mechanical
- Electrical
- Plumbing
- Fire Protection
- Lighting Design
- Low Voltage/IT
- Geothermal
- Commissioning
- Energy Management
- Sustainable Design
- Energy Modeling
- Alternative Energy
- Facility Assessments
- Life Cycle Cost Analysis

MARKETS SERVED

-  MultiTenant Residential
-  Senior Living
-  Parking
-  Corporate
-  Higher Education
-  K12 Education
-  Government/Municipal
-  Healthcare
-  Hospitality
-  Retail/Food Service
-  Industrial
-  Historic
-  Sustainable/LEED



- City Modern, 200 Edmund | 36 units
- City Modern, 320 Edmund | 37 units
- City Modern, 124 Alfred | 52 units 🏠🌱
- City Modern, 2660 John R | 30 units
- City Modern, 2665 Brush | 31 units
- City Modern, 440 Alfred | 87 units
- Metro Tower Apartments | 364 units
- Midtown Place | 362 units 🏠
- Town Residences | 312 units
- The Leland | 298 units 🏠
- Lafayette Park Apartments | 210 units 🌱
- Woodward West | 208 unit 🏠
- Confidential MTR Development | 204 units 🏠
- Traverwood Apartments | 165 units 🌱
- Albert Kahn Building | 162 units
- The Preserve | 160 units 🏠
- Lofts of Merchants Row | 157 units
- 6565 Woodward | 150 units
- United Artist Building | 148 units 🏠
- The Strathmore | 129 units 🏠🌱
- Broderick Tower | 124 units
- The Berdan | 115 units 🏠
- The Corner | 111 units
- David Whitney Hotel & Residences | 108 residential units & 125 hotel rooms
- Zaragon West | 99 units
- The Durant | 93 units 🏠
- Fort Industry Square | 92 units
- Mariners Inn | 84 units
- North Maple Apartments | 83 units 🏠🌱



- The Farwell | 82 units 🏠
- The Griswold | 80 units
- Walter French Housing | 76 units 🌱
- Standart Lofts | 75 units 🏠
- The Plaza | 75 units
- Overmyer Lofts | 75 units
- The Brooke on Bagley | 70 units
- Liberty Lofts | 68 units
- Garden Theater Apartments | 62 units 🏠
- The Auburn | 58 units 🏠
- Fort Shelby | 56 residential units & 200 hotel rooms
- Lofts at New Amsterdam | 56 units
- The COE 2 | 54 units
- Checker Building | 53 units
- Alternatives for Girls | 45 units

- Ruth Ellis Center | 43 units 🏠 🌱
- Graphic Arts Lofts | 40 units
- Research Lofts | 38 units
- Canfield Lofts | 35 units
- Studio 56 Flats | 34 units
- The Assembly | 34 units
- Greybar Lofts | 30 units
- Newberry Hall | 28 units 🌱
- 609 East Kirby Lofts | 26 units
- Rouge Woods Apartments | 25 units
- 71 Garfield | 22 units

🏠 Low-Income/Affordable Housing

🌱 Sustainable/Energy-Efficient Systems

Pam Hartsell

PMP, CPD

PROJECT MANAGER

PROJECT EXPERIENCE

Ruth Ellis Clairmont Center

New 45,000SF mixed-use building with community spaces, and 43 residential units for homeless and at-risk LGBTQ+ youth, designed for Enterprise Green Community Certification

Mariners Inn

New 72,000SF sustainable residential and outpatient treatment center that provides shelter, transitional housing, and substance abuse treatment. The building features 84 living units, community rooms, and support spaces, as well as 6,000SF of retail space.

Alternatives for Girls, Miller Grove Center

New three-story, 50,000SF multi-family building with 45 residential units, as well as space for community room, activity room, and attached daycare facility

City Modern

New construction of a large mixed-use development consisting of twenty buildings, with a total of more than 400 living units in a mix of low-income and market-rate apartments, townhomes, duplexes, and carriage homes, as well as commercial/retail space

David Whitney Hotel & Residences

\$94 million renovation of an historic high-rise, transforming the 18-story skyscraper into Michigan's first boutique hotel, the 125-room Aloft Detroit, as well as 108 residential apartment units and the Grand Circus Park People Mover Station

Broderick Tower

\$53 million renovation of a 35-story historic high-rise into a new mixed-use development with high-end residential lofts, offices and retail spaces

Uptown Apartments

New construction of a residential community with nine buildings, each featuring 20 one- and two-bedroom units for a total of 180 living units, as well as a 5,000SF community building with a pool

Kirby Center Lofts

\$6.6 million renovation of an historic school building into 26 loft-style apartments, community room, courtyard, and rooftop deck



A Project Management Professional (PMP) and Certified Plumbing Designer (CPD), Pam is well-versed in the practices of both mechanical and electrical engineering design and documentation. An active member of the engineering community, she recently served as President of the Eastern Michigan Chapter of the American Society of Plumbing Engineers (ASPE). Always looking to expand her knowledge base and get involved, she regularly attends local chapter meetings of ASHRAE and the Project Management Institute (PMI), as well as several other organizations that promote women in engineering.

INDUSTRY EXPERIENCE

31 years

EDUCATION

AA, Business Administration
Oakland Community College

CERTIFICATIONS

- Certified Plumbing Design (CPD)
- Project Management Professional (PMP)

MEMBERSHIPS

- American Society of Plumbing Engineers
- Engineering Society of Detroit
- Project Management Institute
- Commercial Real Estate Women
- Women in Healthcare

Pam Hartsell

PMP, CPD

PROJECT MANAGER

PROJECT EXPERIENCE

Knapp's Centre

Conversion of a five-story, 195,000SF department store building into a new mixed-use facility with parking, retail/restaurant spaces, offices, and two floors of residential units

Woodward Garden Block Apartments

New construction of a six-story multi-tenant building with 61 residential units and lower-level retail space

Olympia Residential

New construction of an 88,000SF multi-tenant residential building with lower level retail/restaurant space

The Preserve

First phase of a new 61-building residential development with a mix of living options, including apartment buildings, townhomes, and duplexes, as well as commercial tenant spaces

Killian Lakes Townhomes

New construction of a series of townhomes totaling 10 buildings, each with 6 residential units



Dale DeCocker

SENIOR ELECTRICAL DESIGNER

PROJECT EXPERIENCE

Ruth Ellis Clairmont Center

New 45,000SF mixed-use building with community spaces, and 43 residential units for homeless and at-risk LGBTQ+ youth, designed for Enterprise Green Community Certification

Mariners Inn

New 72,000SF sustainable residential and outpatient treatment center that provides shelter, transitional housing, and substance abuse treatment. The building features 84 living units, community rooms, and support spaces, as well as 6,000SF of retail space.

Alternatives for Girls, Miller Grove Center

New three-story, 50,000SF multi-family building with 45 residential units, community room, activity room, and attached daycare facility

101 North Washington

Historic redevelopment of a former bank building into 80 market-rate apartments atop two stories of office space

Confidential MTR Project

Rehabilitation of an entire city block totaling seven historic buildings to create a new residential development with both affordable and market rate housing, as well as community and retail space

Aloft South Bend

Rehabilitation of a 25-story former office building into ten floors of residential apartments, four levels of enclosed parking, and the new Aloft South Bend boutique hotel

The Farwell

Renovation of an historic building into new multi-tenant residential units with lower level retail tenant space

The Berdan

Repurpose of a four-story, historic warehouse into 115 loft apartment units, office spaces, and ground floor retail

The Corner

Redevelopment of the iconic Tiger Stadium site, creating an entire mixed-use block with retail shops, cafes, and modular apartments

The Plaza

Repurpose of a 12-story medical office building into a residential development with 75 apartment units, 2,000SF of retail space, and a new glass facade



Dale has been involved in CAD work and electrical design since he was a student in high school. He has provided services for all types of facilities, including parking facilities, multi-tenant residential, commercial, healthcare, and educational projects. As a senior electrical designer on the SES team, he is responsible for code research, and design and specification of power distribution and lighting systems for both new construction and renovation projects.

INDUSTRY EXPERIENCE

23 years

EDUCATION

AS, Study of Computer Information Systems

Macomb Community College

Matt Palumbo

LEED AP

MECHANICAL ENGINEER

PROJECT EXPERIENCE

Alternatives for Girls, Miller Grove Center

New three-story, 50,000SF multi-family building with 45 residential units, community room, activity room, and attached daycare facility

The Strathmore

Renovation of an abandoned historic hotel into a residential building with 129 living units, as well as first-floor retail space

Fort Industry Square

Renovation of an entire city block, consisting of 11 historic buildings, creating a new mixed-use development with 97 residential apartments, as well as retail, restaurant, and office tenant spaces

Woodward West

New 180,000SF multi-family residential building with approximately 204 living units and lower level retail space

Aloft South Bend

Rehabilitation of a 25-story former office building into ten floors of residential apartments, four levels of enclosed parking, and the new Aloft South Bend boutique hotel

101 North Washington

Historic redevelopment of a former bank building into 80 market-rate apartments atop two stories of office space

Overmyer Lofts

Renovation of an existing eight-story warehouse into 77 residential units with ground floor office space

The Farwell

Renovation of an historic building into new multi-tenant residential units with lower level retail tenant space

The Berdan

Repurpose of a four-story, historic warehouse into 115 loft apartment units, office spaces, and ground floor retail

6565 Woodward

New 26-story mixed-use development with ground level retail, three levels of above-grade parking, and 125-150 residential units

The COE 2

New residential development featuring two buildings: a 41,380SF apartment building with 50 units, and a townhouse building with four units



A LEED Accredited Professional in Building Design & Construction, Matt has been designing mechanical systems for more than two decades. He has worked on several high-profile projects for end-users such as the US Army, US Navy, and the Minnesota Twins. As a jack-of-all-trades, Matt brings a broad range of technical skills and abilities to any project team, including three-dimensional modeling in Revit, developing and following design narratives, and estimating large, multi-million dollar projects. He is proficient in energy modeling and analysis software, including HAP 4.6 and Trace 700 - both recognized by the US Department of Energy - as well as Integrated Environmental Solutions VE Pro.

INDUSTRY EXPERIENCE

24 years

EDUCATION

BS, Engineering
University of Michigan

CERTIFICATIONS

- LEED Accredited Professional, Building Design + Construction



STRUCTURAL ENGINEER QUALIFICATIONS

IMEG
Detroit, MI

ABOUT US

WWW.IMEGCORP.COM



IMEG is the leading U.S.-based engineering design firm that delivers a rare combination — the broad expertise of a national leader with the personal relationships and deep collaboration of a local firm. We are employee-owned and results driven with a passion for transforming environments and communities through high-performance design and infrastructure. But what really sets IMEG apart?

- Our **market-sector team structure** allows our engineers to specialize and become industry experts – providing data-driven solutions and innovation.
- We value a **culture of learning** and development – sharing our knowledge to help impact industry trends and solve complex design problems.
- Through organic and strategic acquired growth we have an extensive **breadth of expertise and deep bench of client knowledge** – helping transform environments and communities.
- We have been driving design innovation for decades delivering many “firsts” in sustainable design – helping clients become **energy stewards** and reduce impact.
- We bring extensive national, regional, and local knowledge to every client relationship – with a commitment to deliver high quality, cost-effective outcomes through a **collaborative and flexible project approach**.

We are employee-owned and results driven with a passion for transforming environments and communities through high-performance design and infrastructure.

AT-A-GLANCE

- Top 10 Engineering Firm in U.S. (BD+C)
- 100% Employee-Owned
- Full-service Engineering & Consulting
- 70 Locations
- 2,000 Team Members
- \$276M in Annual Revenue
- #71 / Top 500 Design Firm List (ENR)

SERVICES

Civil
Structural
Mechanical
Electrical
Plumbing/Piping
Fire Protection
Technology
Security
Commissioning
Land Survey
Materials Testing
Acoustics
Architectural Lighting
Medical Equipment Planning
Building Performance Analysis
Building Certification

FIRM HISTORY

In 2015 KJWW Engineering (1961) and TTG Engineers (1955) merged to form IMEG Corp. Since the initial merger, we have welcomed more than 20 new firms into our ONE IMEG family — broadening our national expertise through local connections. Our overall firm history dates back to 1919.



[CLICK HERE TO READ INDUSTRY INSIGHTS FROM IMEG EXPERTS.](#)

ABOUT Us

WWW.IMEGCORP.COM



We are employee-owned and results driven with a passion for transforming environments and communities through high-performance design and infrastructure.

AT-A-GLANCE

- Top 15 Multifamily Engineering Firm in the U.S. (BD+C)
- 250 housing projects
- \$3B in construction value
- 100% Employee-Owned
- Full-service Engineering & Consulting
- 2,000 Employees
- 70 Locations
- 500+ Licensed Engineers
- 200+ LEED AP's
- #71 / Top 500 Design Firm List (ENR)

PROJECT TYPES

High-Rise
Mid-Rise
Mixed-Use Developments
Senior Living
Student Housing (on and off-campus)
Parking Structures

IMEG is a leading housing engineering design firm that delivers a rare combination — the broad expertise of a national leader with the personal relationships and deep collaboration of a local firm. But what really sets IMEG apart?

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Housing



CONCORD TOWNHOMES, DETROIT, MI
Renovation

THE METROPOLITAN, ELEMENT, DETROIT, MI
Renovation

THE PEARL APARTMENTS, BIRMINGHAM, MI
New Construction

ORLEANS LANDING EAST RIVERFRONT DEVELOPMENT, DETROIT, MI
New Construction

FOX RUN RETIREMENT VILLAGE, NOVI, MI
New Construction

THE WURLITZER BUILDING, DETROIT, MI
Renovation

DAVENPORT APARTMENTS, DETROIT, MI
Renovation & Restoration

644 CHARLOTTE APARTMENTS, DETROIT, MI
Renovation & Restoration

200 RIVERPLACE LOFTS, DETROIT, MI
Renovation

LINCOLN PARK LOFTS, LINCOLN PARK, MI
Renovation

BOOK TOWER, DETROIT, MI
Assessment

ADDISON APARTMENTS, DETROIT, MI
Historical Restoration

4244 BURROUGHS, DETROIT, MI
Facade Restoration & Loft Conversion

CASS AVENUE, LELAND LOFTS, DETROIT, MI
Renovation

ZARAGON PLACE I LOFTS, ANN ARBOR, MI
New Construction

ZARAGON PLACE II LOFTS, ANN ARBOR, MI
New Construction

BELLA VISTA APARTMENTS, HIGHLAND PARK, MI
Renovation

888 APARTMENTS, TROY, MI
Renovation & Restoration

WESTIN BOOK CADILLAC HOTEL, DETROIT, MI
Historical Restoration & Renovation

WILEY'S OVERLAND LOFTS, DETROIT, MI
Historical Renovation, Facade & Conversion

MADISON BUILDING, DETROIT, MI
Renovation

CASS AVENUE LELAND LOFTS, DETROIT, MI
Renovation of existing school building to residential lofts

CASS APARTMENTS, DETROIT, MI
Historical Restoration

CADILLAC SQUARE LOFTS, DETROIT, MI
Renovation

DAVID WHITNEY BUILDING, DETROIT, MI
Historic Renovation

THE VERNOR, DETROIT, MI
Historic Renovation

Athanacios Nasr, PhD, PE, SECB

MANAGING PRINCIPAL/PROJECT EXECUTIVE



Nasr is currently Principal/Project Executive with IMEG. Since 1974, he has been involved in academia on a part time basis: University of Alexandria, Egypt (Instructor 1975-1980), Wayne State University, Detroit, MI (Instructor 1981-1986) University of Detroit, Detroit, MI (Adjunct Professor 1987-1989), University of Windsor, Windsor, Ontario, Canada (Post Doctor Fellow 1987-1989), Lawrence Tech University, Southfield, Michigan (Adjunct Professor 1992-2000) teaching graduate and undergraduate courses, including theory of structures, steel design, concrete design, foundation design, geotechnical engineering, surveying and engineering drafting.

Nasr's work experience includes geotechnical engineering, structural hydraulic construction engineering, special foundation design, noise and vibration control. Project types extend from office buildings, school and hospital buildings, hotels and convention centers, shopping centers, housing and educational facilities, religious facilities, sports and recreation facilities, to industrial complexes such as auto and semi-conductors facilities, as well as major renovations and structural investigations and legal expert witness. Personal responsibilities for the structural engineering projects extend from schematic phases, preparation of construction documents to construction phases and field supervision.

PROJECT HIGHLIGHTS

- COTS Peterboro, Detroit, MI
- Lincoln Park Lofts, Lincoln Park, MI, Renovation
- Orleans Landing, Detroit, MI, Phase I
- 4244 Burroughs Lofts, Detroit, MI, Loft Conversion/Facade
- Amber Oak Town Houses, Royal Oak, MI
- Sedgebrook/Erickson Community Housing, Lincolnshire, IL
- Addison Apartments, Detroit, MI, Historical Renovation
- Martin Street Condominiums, Birmingham, MI
- Woodhaven Retirement Community, Livonia, MI, 20,000 SF Addition
- 1475 East Jefferson, Detroit, MI
- 615 Griswold, Ford Building, Detroit, MI
- Atwater Lofts, Detroit, MI, Residential, Retail & Parking
- 200 River Place, River Place Lofts, Detroit, MI, Renovation/Adaptive Re-use
- West Village, Dearborn, MI, 10-story Residential, Retail & Parking
- Pavilions of Troy, Troy, MI
- Merchant's Row, Detroit, MI, Adaptive Re-use Apartment Lofts
- 41-47 Burroughs Lofts, Detroit, MI, Renovation to Loft Condominiums
- 6200 Second Street, Detroit, MI, Renovations to Living Space
- Riverfront Towers, Detroit, MI, New 27-Story Towers Design & Const. Review

Experience

48 Total, 34 with IMEG

Education

University of Alexandria, Egypt, BSCE

University of Alexandria, Egypt, MS

Geotechnical Engineering

Wayne State University, PhD, Civil Engineering

Registrations

Professional Engineer

Michigan (62010-30603)

Pennsylvania (PE074034)

Texas (99038)

Affiliations

ASCE

EICE

CIVIL ENGINEER QUALIFICATIONS

PEA Group
Detroit, MI



Setting the Standard.
Pushing the Limits.

PEA
GROUP

Office Locations

Auburn Hills, MI
Brighton, MI
Detroit, MI
Houston, TX
Lansing, MI
Washington, MI

Business Status

Privately Owned Corporation
Established 1947
Fed ID: 38-1813731

Current Staff Level

175 staff members
50+ licensed professionals

Services

Civil Engineering
Ecological Consulting
Facility Consulting
Geotechnical Engineering
Landscape Architecture
Land Surveying

PEA Group is an award-winning, multidisciplinary site design firm offering a full roster of services to assist our partners and clients through the site design process. Since 1947, our engineers, landscape architects, land surveyors, and consultants have been providing creative site design solutions for various projects, from education and senior living to residential and industrial.

Our integrated, multidisciplinary service structure allows the PEA Group staff to collaborate on all aspects of your project seamlessly. We design for real-world scenarios — bringing creativity and discipline to every project, partnering with clients to produce dynamic spaces that work beyond the moment, standing the test of time. We harness our team's shared knowledge and experience, creating solutions with the utmost attention to the fine details while always having the bigger picture in mind. We believe the best solutions are those that go beyond expectations.

Others see spaces, we see possibilities for *something better*.

Services



Civil Engineering

Engineering Design
Infrastructure System Design and Management Plans
Permitting and Regulatory Agency Assistance
Site Planning and Zoning Consulting
Site Due Diligence
Stormwater Management Plans
Floodplain and Floodway Studies
Soil Erosion Plans/Inspection
Earthwork Analysis
Hydrology and Hydraulic Engineering

Facility Consulting

Capital Expenditure Plans
Property Management Procedure
Assessment Landscape Assessment
Irrigation Assessment
Site Lighting Assessment
Site Signage Assessment
Grading and Drainage Assessment
ADA Compliance and Assessment
Vehicular and Pedestrian Pavement Assessment
Site Amenity Assessment
Roofing Assessment
Underground Utility Conditions and Capacity Assessment
3D Mapping and Modeling
Stormwater Management Assessment
Floodplain Management Assessment

Geotechnical Engineering

Geotechnical Investigations
Foundation Recommendations and Design
Site Work Recommendations
Groundwater Control Recommendations
Pavement Design and Evaluation
Retaining Wall Design
Slope Analysis
Infiltration Testing
Failure Analysis
Electrical Resistivity Testing
Vibration Analysis
Construction Material Testing
Steel Inspection and Special Inspections

Landscape Architecture

Master Planning
Land Use Planning
Commercial Landscape Design
Specialty Gardens
Shoreline and Waterfront Design
Parks and Trails
Green Infrastructure
Grant Writing
Interpretive Signage
Wayfinding Signage
Site Lighting Design

Land Surveying

Topographic Surveys
Property Boundary Surveys
ALTA/NSPS Land Title Surveys
Land Title and Easements
Easement Exhibit
Ecological Surveys
Natural Feature Surveys
Route Surveys
Seismic Surveys
Stream Surveys
Subsurface Utility Surveys
Precision Monitoring
Aerial Photography and LiDAR
Construction Staking
UAV Photography and Data Collection
Floodplain Mapping
Utility Mapping
Laser Scanning

Ecological Consulting

Wetland and Floodplain Analysis and Mitigation
Wetland Delineation
Wetland Permitting
Wetland Mitigation Design
Threatened and Endangered Species
Tree Inventory
Habitat Restoration
Streambank Stabilization
Stream Restoration



PEA Group

45 W Grand River Avenue,
Suite 501
Detroit, MI 48226
t. 313.769.5770
peagroup.com

Additional Office Locations

Auburn Hills, MI
Brighton, MI
Lansing, MI
Washington, MI
Houston, TX

Business Status

Privately Owned Corporation
Established 1947
Fed ID: 38-1813731
Detroit Based Business

Services

Civil Engineering
Ecological Consulting
Geotechnical Engineering
Landscape Architecture
Land Surveying

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Others see spaces, we see possibilities for *something better*.



Related Project Experience

Ruth Ellis Center, Detroit, MI
5800 Michigan Avenue Mixed-Use Development, Detroit, MI
Bradby Multi-family Development, Detroit, MI
Genesis Hope Village Multi-family Housing, Detroit, MI
Grandmont Rosedale Senior Housing Development, Detroit, MI
MLK and Second Multi-Family Housing Development, Detroit, MI

Burke Jenkins, PLA, ASLA, LEED AP



Senior Project Manager



PEA
GROUP

Burke Jenkins manages PEA Group's Detroit office and has over 20 years of experience designing and managing projects from concept through construction. His project experience includes urban design, parks and recreation, green infrastructure, greenways, higher education, mixed-use, and public/private landscape developments in Michigan, Louisiana, Maryland, and Nevada. With a diverse portfolio, all of his projects share the same goal of meeting and exceeding his clients' expectations, while also benefiting the communities that surround them. Burke's experience has given him an acute understanding of the design process, technical applications, construction, and permitting. This understanding benefits the teams he leads, resulting in exceptional projects.

Education

Michigan State University,
BLA in Landscape
Architecture,
1999

Licensure

Professional Landscape
Architect:
MI 3901001359,
OH 1601395,
MD 3823

Years of Practice

1999-Present

Certifications

Leadership in Energy &
Environmental Design LEED
Accredited Professional
(LEED AP BD+C), 2004

Professional Affiliations

American Society of
Landscape Architects, MI
Chapter

Select Project Experience

Pullman Parc Lafayette Multi-Family Housing Development, Detroit, MI
Lafayette West Multi-Family Housing Site Design, Detroit, MI
Ruth Ellis Center, Detroit, MI
Liftbuild Gratiot Park, Detroit, MI
Brush Park John R Mixed-Use Development Site Design, Detroit, MI
Bradby Multi-Family Housing Site Design, Detroit, MI
Eastern Market Framework Plan and Centralized Stormwater Feature,
Detroit, MI
Genesis Hope Multi-Family Housing, Detroit, MI
Riverside Park Phase 3 and 4, Detroit, MI
Mariners Inn, Detroit, MI
Grandmont Rosedale Senior Housing, Detroit, MI
Grandmont Rosedale Outer Drive Apartments Rehabilitation, Detroit, MI
Detroit Loyola High School Renovations and Addition, Detroit, MI
5800 Michigan Avenue LIHTC - Multi-family Housing, Detroit, MI
MLK and Second LIHTC - Multi-family Housing, Detroit, MI
Elementa Multi-Family, Detroit, MI
Grosse Pointe War Memorial, Grosse Pointe Farms, MI
Detroit Highland Park Industrial Center, Detroit/Highland Park, MI
Alternatives for Girls, Detroit, MI
4th Street Residential Infill, Detroit, MI
4515 Trumbull Townhomes, Detroit, MI

Emil Bunek, PE

Project Manager



Emil Bunek has over 15 years of experience as a civil engineer and leads PEA Group's Detroit Office Civil Engineering Department. Emil's professional experience includes responsibility for major public and private developments in Detroit and throughout Southeast Michigan. Emil has extensive in all aspects of civile negineering design and documentation, agency coordination, permits, bidding, and construction administration. His eye for detail and creative engineering provides his clients with the best possible solution, regardless of the project complexity.

Education

University of Detroit Mercy,
BS in Civil Engineering,
2006

Licensure

Professional Engineer:
MI 6201058445

Years of Practice

2004-Present

Select Project Experience

Ruth Ellis Center, Detroit, MI

Liftbuild Gratiot Park, Detroit, MI

Chandler Park Pathway Project, Detroi, MI

Chandler Park Outdoor Classroom, Detroit, MI

Pullman Parc Lafayette Multi-Family Housing, Detroit, MI

Bradby Multi-Family Housing Site Design, Detroit, MI

East Jefferson Retail, Detroit, MI

4515 Trumbull Townhomes, Detroit, MI

Grandmont Rosedale Outer Drive Apartments Rehabilitation, Detroit, MI

Detroit Loyola High School Renovations and Addition, Detroit, MI

5800 Michigan Avenue LIHTC - Multi-family Housing, Detroit, MI

Genesis Hope Village, Detroit, MI

Brush Park John R Mixed-Use Development Site Design, Detroit, MI

Regency at Chene Green Site Design, Detroit, MI

Ideal Contracting Group Stormwater Master Plan, Detroit, MI

Central Park Apartments, Courtyard Redesign, Detroit, MI

Gordie Howe Bridge Infrastructure Temporary Traffic Control Plans, Detroit, MI

Mariners Inn, Detroit, MI

Grandmont Rosedale Senior Housing, Detroit, MI

Elementa Multi-Family, Detroit, MI

Grosse Pointe War Memorial, Grosse Point Farms, MI

Rachel Wandmacher, PE



Project Engineer



Rachel Wandmacher has over six years of experience in the field of civil engineering. As a project engineer, she is responsible for developing responsible engineering solutions to maximize the value of every site.

Rachel has designed for educational, residential, and retail projects across Michigan including Detroit and Ann Arbor. Rachel has an acute attention to detail allowing her to complete projects efficiently and on schedule.

Education

Michigan State University, BS
in Civil Engineering, 2015

Licensure

Professional Engineer:
MI 70055

Years of Practice

2015-Present

Professional Affiliations

Urban Land Institute

Select Project Experience

4515 Trumbull Townhomes, Detroit, MI

Grandmont Rosedale Outer Drive Apartments Rehabilitation, Detroit, MI

Detroit Loyola High School Renovations and Addition, Detroit, MI

5800 Michigan Avenue LIHTC - Multi-family Housing, Detroit, MI

Genesis Hope Village, Detroit, MI

Brush Park John R Mixed-Use Development Site Design, Detroit, MI

Regency at Chene Green Site Design, Detroit, MI

Central Park Apartments, Courtyard Redesign, Detroit, MI

Mariners Inn, Detroit, MI

Grandmont Rosedale Senior Housing, Detroit, MI

Elementa Multi-Family, Detroit, MI

A.B. Ford Park/Lenox Center, Detroit, MI

Ralph C. Wilson, Jr. Centennial Park, Detroit, MI

Downtown Boxing Gym, Detroit, MI

Grosse Pointe War Memorial, Grosse Pointe Farms, MI

Venoy Dorsey Boat Launches, Wayne, MI

Grosse Pointe Park Green Parking Lot Improvements,
Grosse Pointe Park, MI

Industrial

Innovo, Detroit, MI

Metro Delivery, Ann Arbor, MI*

Higher Education

University of Michigan Catherine St. Tunnel

Improvements, Ann Arbor, MI*

K12

Washtenaw Intermediate School District, New High

Point School, Scio Township, MI*

Government

Lenox Center AB Ford, Detroit, MI

Venoy Dorsey Boat Launches, Wayne, MI

Detroit Parks Parking Lots – Romanowski Park,
Detroit, MI

Grosse Pointe War Memorial, Grosse Pointe Farms, MI

Residential

Montebello Estates, Novi, MI*

The Glen/Ann Arbor Signature Collection Hotel, Ann
Arbor, MI*

2050 Commerce, Ann Arbor, MI*

LBBA SUPPLEMENTAL MATERIALS



PROJECT VALUES

Why are we doing this? To develop successful projects LBBA establishes qualitative goals and priorities for the project early in the design process that we can measure and track throughout the duration.





PROJECT VALUES

Sustainability

Lasting Innovative buildings. Make a building that is both good for the Earth + will be around for awhile.

Access + Equity

Make design accessible to all. Innovative for everyone's betterment and to enhance lives.

Ownership

Identity. Uplift the community, be inclusive, and create spaces of warmth, balance, and comfort.

Many [Evolving] Voices

Research + Input. Be collaborative, expand to include more people in the process, and seek broad feedback. Open to more than one answer. Explore what is needed vs what is wanted and find different solutions.

Relationships to Surroundings

Connected to the community. Work within the context and celebrate what makes a particular place unique.

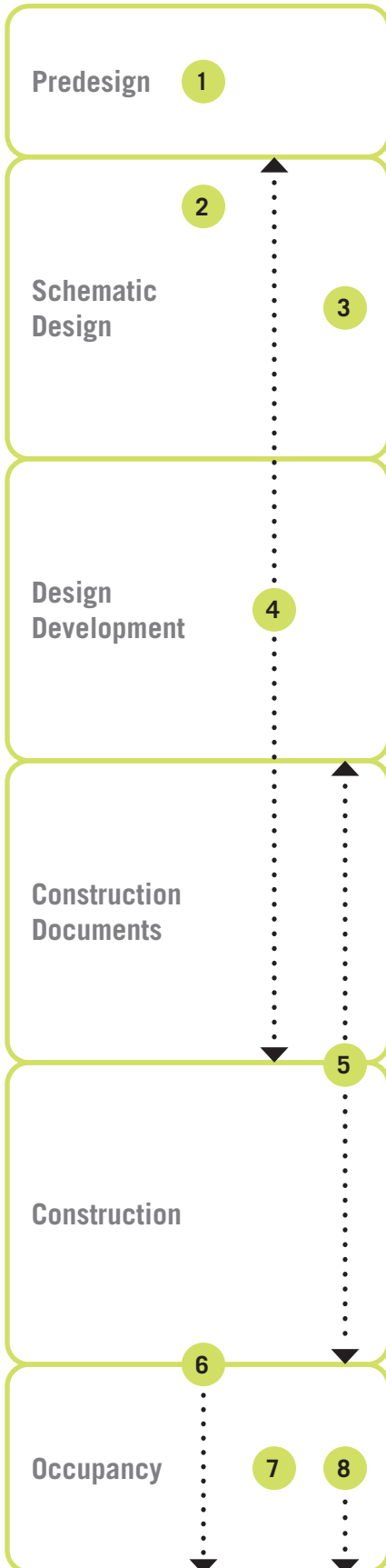
Delight + Joy

Beyond the user's expectation. Create spaces that are surprising, intriguing, enticing, and stimulating.

LBBA INTEGRATED DESIGN WORKSHOP



WHEN?



WHAT?

1. Owners Project Requirements

The Owner's Project Requirements (OPR) document memorializes the owner's goals and metrics for success for the project. The OPR is a living document that gets refined throughout the design process and is informed by stakeholder engagement.

2. Integrated Design Workshop

The Integrated Design Workshop (IDW) tests options for achieving those goals based on the owner's priorities. The IDW also illuminates synergies and describes potential trade-offs when thinking about design questions in a holistic manner.

3. Basis of Design

The Basis of Design (BOD) document distills the information from the OPR and IDW into a set of parameters and strategies for how the design team intends to achieve the qualitative and quantitative goals for the project.

4. Design Documents

The Design Team then documents the materials, systems, and design strategies into the project's Construction Drawings, Specifications, and Sustainability Guidelines. Energy modeling memorializes the predicted energy performance on the building.

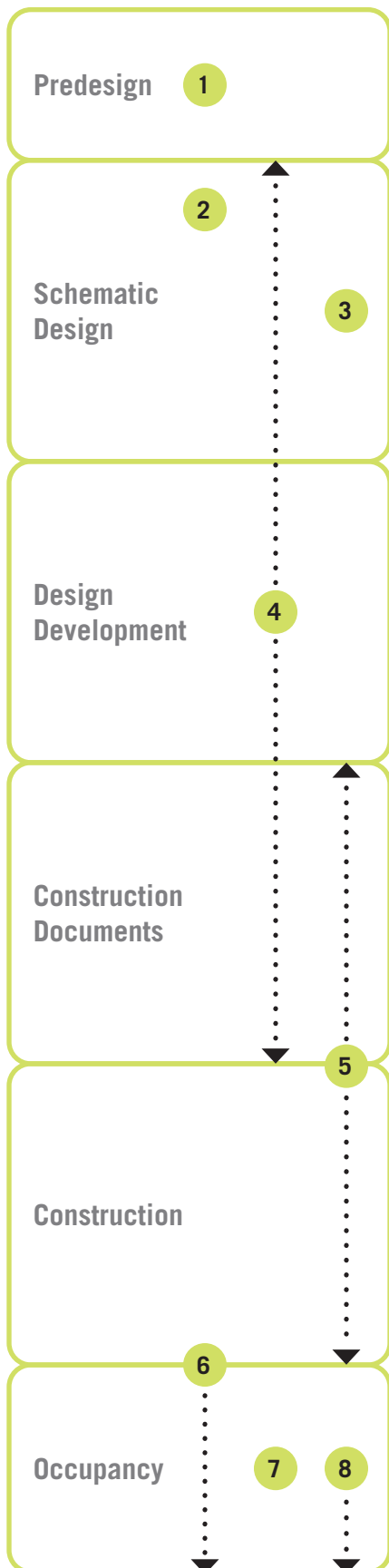
WHO?



INTEGRATED DESIGN PRINCIPLES



WHEN?



WHAT?

5. Commissioning

Commissioning (Cx) ensures that building system performance as described in the Design Documents, the OPR, & the BOD is constructed and tested to specifications. Cx can include MEP systems, building enclosures & renewable energy. Building staff is properly trained in maintenance and operations.

6. Sustainability Certification

The Design Team and Contractor track progress on key sustainability metrics during construction, and document final performance when construction is complete. Depending on the certification, this may require a performance period post-occupancy.

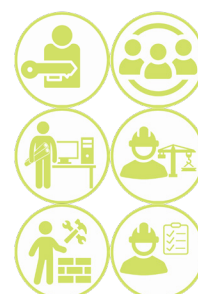
7. Benchmarking

Once construction is complete, the Design Team gathers the project data on key performance metrics. Some metrics are used for public reporting (i.e. AIA 2030 Commitment) while others are retained internally for knowledge-sharing and best practices. The information gathering is both quantitative and qualitative.

8. Post-Occupancy Assessment

Following a performance period, the project owner, stakeholders and staff are surveyed to see if the building is operating as intended. If there are issues, the Design Team, along with the Cx agent and Contractor assist the owner in making necessary adjustments.

WHO?



PLANNING + URBAN DESIGN

In-Progress Kansas City, MO	Kansas City Project Preliminary planning and development for a mixed-income, intergenerational neighborhood
In-Progress Chicago, IL	Parkside of Old Town CHA Plan for Transformation Phase IIB, Terrace 459 (2016): 106 units in 2 buildings; Chicago Green Homes Phase III (2021): 102 units in one midrise and two walk ups; Enterprise Green Communities Phase IV (In-progress): New construction of midrise and walk ups
In-Progress Chicago, IL	Westhaven Park CHA Plan for Transformation; Phased redevelopment of the former Henry Horner Homes; Land planning, PD submission package, site coordination; Hope VI Program Phase II A (2007): New construction of 60 units Phase IIB (2008): New construction of 73 units Phase IIC (2010): New construction of 44 units Villages of Westhaven (2019): Upgrades and rehab of 200 units Phase IID (In-Progress): New construction of hi-rise and walk ups
2018 Omaha, NE	Highlander Purpose-built Community; 1st phase: 36 units mixed-income housing
2017 Chicago, IL	City Gardens CHA Plan Forward Program; 76 units mixed-income housing
2017 Chicago, IL	Park Place Land planning and phased revision of previous PD; mixed-income development; 78 units
2016 Chicago, IL	Legends South CHA Plan for Transformation; Phased redevelopment of the former Robert Taylor Homes; Land planning, PD submission package, site coordination; Hope VI Program A-1 Hansberry Square (2007): 181 mixed-income units, 73 home ownership units A-2 Savoy Square (2010): 220 mixed-income units and community center C-3 Gwendolyn Place (2016): 71 units scattered-site, infill housing
2015 Chicago, IL	Woodlawn Park HUD Choice Neighborhood; Phase redevelopment of the former Grove Parc development; Land planning, PD submission The Jackson (2011): 67 mixed-income units The Grant (2013): 33 mixed-income units The Burnham (2015): 65 senior units
2011 Chicago, IL	Roseland Ridge New Homes for Roseland Phase I (1994): 21 single-family homes scattered site Roseland Ridge Apartments (2000): 40 unit affordable housing and garden development New Homes Phase II (2005): 16 single-family homes, 21 two-flats scattered-site Roseland Senior Campus (2011): 60-unit senior building, 10-unit grand-family building
2010 Urbana, IL	Crystal View Apartments 70 units of new affordable, mixed-income housing
2010 Chicago, IL	Rosa Park Apartments 92 units in 8 buildings; Planning and building design of LEED Silver development
2007 Chicago, IL	Park Boulevard CHA Plan for Transformation; HOPE VI; Redevelopment of former Stateway Gardens; 40 units
2006 Champaign, IL	Douglass Square Redevelopment 50 units of new, mixed-income housing
2004 Chicago, IL	Archer Courts Archer Courts Phase I (2001): CHA senior housing mid-rise rehabilitation; 167 units Archer Phase II Townhouses (2004): Site development and planning; DOH Homestart Program

NEW MULTI-UNIT BUILDINGS

In-Progress Norfolk, WV	St. Paul Tidewater Gardens; Norfolk, WV; 709 units; 709 units; New mixed-income neighborhood; HUD Choice Neighborhoods Grant
In-Progress Detroit, MI	Mariners Inn 84 units; New addition of supportive housing
Under Construction Detroit, MI	Ruth Ellis Center and Apartments Multi-use facility that includes 25-30 units of housing for previously homeless LGBTQ youth
2022 Chicago, IL	Lucy Gonzalez Parsons Apartments New construction TOD consisting of 100 units of affordable housing
2019 Chicago, IL	La Casa Norte Pierce House New construction of mixed-use community center and supportive housing
2018 Chicago, IL	Tierra Linda Scattered-site, green rehab and infill affordable housing for healthy living
2017 Urbana, IL	Highland Green New construction of 33 single-family homes and apartment duplexes
2017 Kansas City, MO	Phil B Curls Manor 54 independent senior housing units within new intergenerational neighborhood
2017 Chicago, IL	IFF Access Housing New construction of 2 and 3-flats on 13 vacant lots and renovation of 12 2-flats
2017 Chicago, IL	Nelson Mandela Apartments 72 units; Affordable rental apartments
2017 Chicago, IL	City Gardens 76 mixed-income units and management/community building; CHA Plan Forward
2017 Chicago, IL	Park Place Planned development with 78 multi-family, affordable rental units
2016 Chicago, IL	West Humboldt Place 13 apartments with on-site supportive services
2014 Chicago, IL	Dorchester Art + Housing Collaborative 32 townhomes and new arts center
2011 Zion, IL	A Safe Place 20 units; Supportive housing
2007 Chicago, IL	Park Boulevard 36-unit mid-rise; 4-unit townhouse; HOPE VI development; CHA Plan for Transformation
2005 Chicago, IL	Harold Washington Unit Co-Operative 87 units; Affordable tax credit co-op housing development

“The firm works hard to ensure a high quality of design. They take a craftsman approach instead of a cookie-cutter approach.”

Hume An, Vice President of Acquisitions and Development
The Michaels Development Company

REHAB MULTI-UNIT BUILDINGS

2022 Chicago, IL	Victory Apartments Rehabilitation of scattered-site consisting of 107 units in 9 low-rise structures
2021 Milwaukee, MI	37th Street School Apartments 49 units; Adaptive reuse of a historic school into senior housing
2018 Chicago, IL	Villages of Westhaven Rehabilitation of 200 units of mixed-income housing in 21 buildings
2018 Chicago, IL	POAH NSP Roll Up Scattered site neighborhood restabilization project; 196 units in 16 buildings
2018 Chicago, IL	Carling SRO Historic preservation and gut rehab of existing SRO Hotel
2017 Chicago, IL	IFF Access Housing Renovation of 12 2-flats and new construction of 2 and 3-flats on 13 vacant lots
2016 Chicago, IL	Lafayette Terrace 52 units in a mid-rise building; 42 units in family townhomes
2014 Chicago, IL	Dorchester Art + Housing Collaborative 32 townhomes and new arts center
2014 Chicago, IL	Buffett Place Gut rehab of SRO Hotel into 51 supportive housing units
2013 Evanston, IL	Northwestern University Chapin Hall Dormitory Renovation of NU 3-story dormitory built in 1901; Historic preservation
2013 Chicago, IL	Borinquen Bella Apartments 47 units; Multi-building and historic mural restoration
2013 Chicago, IL	Harvest Commons Apartments 89 units and ground floor supportive services
2012 Chicago, IL	Westwood Apartment Rehabs Renovation of 7 existing apartment buildings consisting of 102 units
2011 Chicago, IL	Uptown Preservation Apartments Multi-unit apartment buildings; 4 phases
2011 Chicago, IL	Neighborhood Stabilization Program LUCHA – 2 units in Humboldt Park; The Resurrection Project – 4 buildings in Back of the Yards; Preservation of Affordable Housing – 2 multi-family buildings in Woodlawn
2008 Chicago, IL	Pullman Place 6 units; Gut rehabilitation of a Historic Landmark building
2007 Chicago, IL	The Solid Ground Supportive Housing Program 16-bed transitional residence and supportive services
2007 Chicago, IL	Lawndale Restoration Project 1920's multi-family apartment buildings; 170 units with Holsten Development; 54 units with Lawndale Christian Development Corporation
2002 Chicago, IL	Los Vecinos Supportive Housing 62 units; SRO building with Heartland Housing
2001 Chicago, IL	Barbara Jean Wright Courts 268 units; Multi-building and site work

SENIOR HOUSING

Under Construction Chicago, IL	Heiwa Terrace Rehabilitation of 13 story senior residential hi-rise
2020 West Dundee, IL	Springhill Senior Housing Amenity-rich, independent senior housing for aging in place
2018 Chicago, IL	McCrary Senior Housing 62 independent senior housing units
2017 Kansas City, MO	Phil B Curls Manor 54 independent senior housing units within new intergenerational neighborhood
2017 Chicago, IL	Kenmore Plaza Rehabilitation of 324 senior units in 28-story high-rise
2015 Chicago, IL	The Burnham at Woodlawn Park 65-unit independent senior housing and community resource center
2013 Chicago, IL	Cambridge Manor Senior Apartments 309-unit affordable independent senior housing; rehab
2011 Chicago, IL	Roseland Place Senior ILF 60-unit affordable independent senior housing
2011 Chicago, IL	Village Apartments Grandfamily Apartments 10-unit intergenerational housing

“More and more we realize that LBBA shares our mindset—we both think about housing, human rights, and dignity.”

Angela Hurlock, Executive Director
Claretian Associates

SUPPORTIVE HOUSING

In-Progress Chicago, IL	Inspiration Square Mixed-income community with on-site supportive services; 60 apartments and 44 small houses
In-Progress Chicago, IL	West Englewood Tiny Home Development 10 Tiny Homes and Community Center
2022 Detroit, MI	Ruth Ellis Center and Apartments Multi-use facility that includes 25-30 units of housing for previously homeless LGBTQ youth
2021 West Dundee, IL	Springhill Senior Housing Amenity-rich, independent senior housing for aging-in-place
2019 Chicago, IL	La Casa Norte Pierce House New construction of mixed-use community center with supportive permanent housing
2018 Chicago, IL	McCrary Senior Housing 62 independent living housing units for seniors
2017 Kansas City, MO	Phil B Curls Manor 54 units for independent senior living within new intergenerational neighborhood
2016 Chicago, IL	West Humboldt Place New construction of a community center, offices, and 13 apartments with on-site services
2015 Chicago, IL	The Burnham at Woodlawn Park 65-unit independent senior housing and community Resource Center
2014 Chicago, IL	Buffett Place Gut rehab of SRO Hotel into 51 supportive housing units
2013 Chicago, IL	Cambridge Manor Senior Apartments 309-unit affordable independent senior housing; rehab
2013 Chicago, IL	Harvest Commons Apartments 89 units and ground floor supportive services
2011 Chicago, IL	Roseland Place Senior ILF 60-unit affordable independent senior housing
2011 Chicago, IL	Village Apartments Grandfamily Apartments 10-unit intergenerational housing
2011 Zion, IL	A Safe Place 20 units; Supportive housing
2007 Chicago, IL	The Solid Ground Supportive Housing Program 16-bed transitional residence and supportive services
2002 Chicago, IL	Los Vecinos Supportive Housing 62 units; SRO building with Heartland Housing

“As soon as you walk in here, you feel warmth, you feel the proportions, the lighting, the color, the energy... everything about this speaks love.”

Mark Ishaug on Buffett Place
CEO, Thresholds

CULTURAL + COMMERCIAL

In-Progress Chicago, IL	Bronzeville Police Station Renovation Adaptive reuse into artist studio, pottery education and manufacturing, and community café with public restrooms
In-Progress Chicago, IL	KOCO's headquarters (Kenwood Oakland Community Organization) Rehab of existing building for café, youth services, emergency food assistance, employment planning and training, Bronzeville Hunger Network and community organizing and training.
In-Progress Chicago, IL	National Public Housing Museum Adaptive reuse of Jane Addams Homes into a permanent museum
Under Construction Chicago, IL	BUILD Chicago Rehab of existing 10,000 sf building; and new construction of a 37,000 sf facility
2019 Chicago, IL	La Casa Norte Pierce House New construction of mixed-use community center with supportive permanent housing
2017 Chicago, IL	Chicago Center for Arts and Technology (ChiCAT) Adaptive reuse of a 4-story building for state-of-the-art school and community center
2017 Chicago, IL	The Schwartz Center for Integrated Health Adaptive reuse and interior buildout of 15,000 sf industrial space for integrated medical center
2016 Chicago, IL	SkyART, nfp Adaptive reuse for a non-profit youth arts center
2016 Chicago, IL	West Humboldt Place New construction of a community center, offices, and 13 apartments
2013 Evanston, IL	Northwestern University Chapin Hall Dormitory Renovation of NU 3-story dormitory built in 1901; Historic preservation
2012 Chicago, IL	Spanish Coalition for Housing Offices 7,500 sf office addition and adaptive reuse for a non-profit
2012 Chicago, IL	Puerto Rican Arts Alliance (PRAA) Cultural Center Adaptive reuse and renovation for new cultural center; LEED Silver rating
2012 Evanston, IL	Northwestern University 629 Colfax Preservation and adaptive reuse of 1920's Tudor house for NWU Study Abroad office
1997 + 2008 Grinnell, IA	Grinnell College Science Library Interior design, build-out, and furnishings for new Kistel Science Library
2008 Chicago, IL	Healthcare Alternative Systems 2,100 sf second story addition for nonprofit
2007 Chicago, IL	Thresholds Mother's Project 3,500 sf interior renovation and build-out

“LBBA is a Chicago firm working in the local idiom, respectfully. The firm employs an outlook that not just downtown buildings will save the city.”

Firm Of The Year Juror
AIA Chicago

LOW INCOME HOUSING TAX CREDIT PROJECTS

LBBA has extensive experience designing Low Income Housing Tax Credits (LIHTC) financed projects. To date, the firm has completed over 2,000 LIHTC-funded units. The full list of the firm's completed and in-process LIHTC projects is copied below:

In-Progress	St. Paul's Tidewater Gardens; Norfolk, VA; 175 units
In-Progress	Mariners Inn; Detroit, MI; 84 units
In-Progress	AFG Burt Road; Detroit, MI; 45 units
In-progress	Raymond E. Sheppard House; Ferndale, MI; 53 units
In Permit	The Chicago Lighthouse; Chicago, IL; 76 units
In Permit	Westhaven IID; Chicago, IL; 96 units
Under Construction	43 Green; Chicago, IL; 91 units
Under Construction	43 Antioch; Kansas City, MO; 66 units
2022	Ruth Ellis Center; Detroit, MI; 42 units
2022	Victory Apartments; Chicago, IL; 107 units
2021	37th Street School Senior Housing; Milwaukee, WI; 49 units
2020	Mercy—Miriam Apartments; Chicago, IL; 66 units
2020	Anthony Place Senior Residences; Ottawa, IL; 56 units
2020	Spring Hill Senior Residences; West Dundee, IL; 61 units
2019	The Marshall Hotel; Chicago, IL; 90 units
2018	East Park Apartments; Chicago, IL; 153 units
2018	Highlander; Omaha, NE; 85 units
2018	The Carling Hotel; Chicago, IL; 80 units
2018	McCrary Senior Housing; Chicago, IL; 62 units
2017	Highland Green; Urbana, IL; 33 units
2017	IFF Access Housing; Chicago, IL; 54 units
2017	City Gardens; Chicago, IL; 76 units
2017	Phil B. Curls Manor; Kansas City, MO; 54 units
2016	Lafayette Terrace Apartments; Chicago, IL; 42 units
2016	Casa Heritage; Chicago, IL; 143 units
2015	West Humboldt Place; Chicago, IL; 13 units
2015	The Burnham at Woodlawn Park; Chicago, IL; 65 units
2014	Dorchester Art+Housing Collaborative; Chicago, IL; 32 units
2014	Fred & Pamela Buffet Place; Chicago, IL; 51 units
2013	LUCHA Borinquen Bella Apartments; Chicago, IL; 47 units
2013	The Grant at Woodlawn Park; Chicago, IL; 33 units
2013	Harvest Commons; Chicago, IL; 89 units
2013	9100 S. Burley; Chicago, IL; 8 Units
2012	Westwood Apartments Rehab; Chicago, IL; 102 units
2011	A Safe Place; Zion, IL; 20 units
2011	Village Apartments Grandfamily; Chicago, IL; 10 units
2011	Roseland Place Senior ILF; Chicago, IL; 60 units
2010	Rosa Parks Apartments; Chicago, IL; 94 units
2010	Westhaven Park IIC; Chicago, IL; 44 units
2010	Crystal View Townhomes; Urbana, IL; 50 units
2009	The Jackson at Woodlawn Park; Chicago, IL; 67 units
2008	Renaissance Apartments; Chicago, IL; 54 units
2008	Park Boulevard; Chicago, IL; 36 units
2007	Harriet Tubman Apartments; Chicago, IL; 28 units
2006	Douglass Square; Champaign, IL; 50 units
2005	Harold Washington; Chicago, IL; 87 units
2004	LUCHA Affordable Housing; Chicago, IL; 61 units
2004	Woodson Complex; Chicago Heights, IL; 16 units
2004	Archer Courts Townhouse; Chicago, IL; 43 units
2001	Barbara Jean Wright Courts; Chicago, IL; 268 units
2000	Roseland Ridge Apartments; Chicago, IL; 40 units

HUD-FUNDED PROJECTS

In-progress	St. Paul Tidewater Gardens; Norfolk, WV; 709 units;
In-Progress	Island Terrace Apartments; Chicago, IL; 240 units;
Under Construction	Heiwa Terrace; Chicago, IL; 201 units;
Under Construction	43 Antioch; Kansas City, MO; 66 units;
Under Construction	43 Green; Chicago, IL; 99 units;
2022	Carlton Apartments; Chicago, IL; 156 units;
2022	Victory Apartments; Chicago, IL; 107 units;
2022	Major Jenkins Apartments; Chicago, IL; 70 units;
2020	Miriam Apartments; Chicago, IL; 66 units;
2019	Villages of Westhaven (formerly Henry Horner Homes); Chicago, IL; 200 units;
2019	West Town Housing Preservation; Chicago, IL; 318 units;
2018	East Park Apartments; Chicago, IL; 153 units;
2018	McCrary Senior Apartments; Chicago, IL; 62 units;
2017	Kenmore Plaza Apartments; Chicago, IL; 318 units;
2017	Highlander Phase I; Omaha, NE; 85 units;
2017	Highland Green; Urbana, IL; 33 units;
2017	Casa Heritage Apartments; Chicago, IL; 143 units;
2017	Phil B Curls Manor; Kansas City, MO; 54 units;
2016	Terrace 459 at Parkside of Old Town; Chicago, IL; 106;
2015	The Burnham at Woodlawn Park (former Grove Parc Plaza); Chicago, IL; 65 units;
2015	Gwendolyn Place at Legends South (former Robert Taylor Homes); Chicago, IL; 71 units;
2013	The Grant at Woodlawn Park (former Grove Parc Plaza); Chicago, IL; 33 units;
2013	Cambridge Manor; Chicago, IL; 309 units;
2012	Westwood Rehabs; Chicago, IL; 102 units;
2011	Savoy Square at Legends South (former Robert Taylor Homes); Chicago, IL; 220 units;
2011	The Jackson at Woodlawn Park (former Grove Parc Plaza); Chicago, IL; 67 units;
2011	Roseland Place Senior ILF; Chicago, IL; 60 units;
2011	Roseland Village Apartments; Chicago, IL; 10-units;
2010	Westhaven Park Phase IIC (formerly Henry Horner Homes); Chicago, IL; 44 units;
2008	Westhaven Park Phase IIB (formerly Henry Horner Homes); Chicago, IL; 73 units;
2007	Hansberry Square at Legends South (former Robert Taylor Homes); Chicago, IL; 254 units;
2007	Westhaven Park Phase IIA (formerly Henry Horner Homes); Chicago, IL; 60 units;
2007	Lawndale Restoration; Chicago, IL; 54 units;
2006	850 W Eastwood; Chicago, IL; 231 units;

SELECT GREEN & SUSTAINABLE DEVELOPMENT

We are committed to delivering high-quality architecture through innovative technology, energy efficiency, sustainability and with respect for client needs and project budgets. We have experience in delivering projects in all of the major certified sustainable programs and our goal is to define environmental objectives with our clients early in the process to achieve an integrated and cost-conscious design.

Passive House–PHIUS+ | Tierra Linda 6 Flat

LEED Certified | La Casa Norte Pierce House
Chicago Center for Arts and Technology (ChiCAT)
The Burnham at Woodlawn Park
PRAA Cultural Center
Rosa Parks Apartment

LEED for Homes | Woodlawn Park
The Jackson
The Grant

Energy Star | McCrory Senior Housing
Westhaven Park
Phase IIB
Phase IIC
Phase IID
Nelson Mandela Apartments
IFF Access Housing
City Gardens
Park Place
West Humboldt Place
Legends South
Hansberry Square
Savoy Square
Gwendolyn Place
Dorchester Art + Housing Collaborative
LUCHA NSP

Indoor airPLUS | Tierra Linda

Enterprise Green Community | La Casa Norte Pierce House
Tierra Linda
Marshall Hotel
Carling Hotel
IFF Access Housing
Nelson Mandela Apartments
Woodlawn Park
The Jackson
The Grant
Legends South
Gwendolyn Place
Fred and Pamela Buffet Place
Harvest Commons

National Green Building Standard | Phil B Curls Manor, Bronze
Spring Hill Senior Residences, Gold

DCEO Grant	La Casa Norte Pierce House West Dundee Senior IFF Access Housing Nelson Mandela Apartments City Gardens West Humboldt Fred and Pamela Buffett Place Harvest Commons The Jackson at Woodlawn	A Safe Place Roseland Place Senior ILF Roseland Village Apartments Crystal View Townhomes Rosa Parks Apartments Harold Washington Unity Co-Operative Hamilton Place Grandfamily Woodson Complex Los Vecinos SRO
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AMERICAN INSTITUTE OF ARCHITECTS DESIGN AWARDS

2021	AIA Illinois Capitol Award Tierra Linda
2020	AIA/HUD Secretary's Award for Community-informed Design Tierra Linda
2020	AIA Diversity Recognition Program LBBA Labs
2019	AIA Chicago Distinguished Building Award Special Recognition Tierra Linda Passive House
2019	AIA Chicago Distinguished Building Award Citation of Merit Chicago Center for Arts and Technology (ChiCAT)
2019	AIA/HUD Secretary's Housing and Community Design Award for Housing Accessibility IFF Access Housing
2018	AIA Chicago Lifetime Achievement Award Peter Landon
2017	AIA Illinois Crombie Taylor Award Dorchester Art + Housing Collaborative
2017	AIA Illinois Daniel Burnham Award Woodlawn Park
2016	AIA + HUD Secretary's Creating Community Connection Award Dorchester Art + Housing Collaborative
2016	AIA Chicago Presidential Citation Catherine Baker
2016	AIA Chicago Distinguished Building Award, Citation of Merit Terrace 459 at Parkside of Old Town
2016	AIA Chicago Distinguished Building Award, Special Recognition Dorchester Art + Housing Collaborative
2015	AIA Small Project Design Competition: Honorable Mention Sheltering Chicago, Homeless Shelter
2014	AIA Chicago Firm of the Year Landon Bone Baker Architects
2014	AIA Illinois Crombie Taylor Honor Award Harvest Commons Apartments
2013	AIA Chicago Distinguished Building Award Harvest Commons Apartments
2012	AIA Illinois John Wellborn Root Award Jack Schroeder
2011	AIA Chicago Distinguished Building Award Rosa Parks Apartments
2005	AIA Chicago Distinguished Building Award Harold Washington Unity Co-Operative
2002	AIA Chicago Distinguished Building Award Archer Courts
2001	AIA Chicago Interior Architecture Award David H Baukol Dentistry
2001	AIA Chicago Distinguished Building Award Roseland Ridge Apartments
2001	AIA Chicago Young Architect Award Jeff Bone
1993	AIA Chicago Interior Architecture Award Open Door Shelter

CHICAGO NEIGHBORHOOD DEVELOPMENT AWARDS

2022	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 3rd Place McCrary Senior Apartments
2020	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 3rd Place La Casa Norte
2020	The Polk Bros. Foundation Affordable Rental Housing Preservation Award Bickerdike Redevelopment Corporation for West Town Preservation
2019	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 1st Place (tie) City Gardens
2019	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 1st Place (tie) The Carling SRO
2019	The Polk Bros. Foundation Affordable Rental Housing Preservation Award IFF Access Housing
2018	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 2nd Place Chicago Center for Arts and Technology (ChiCAT)
2017	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 3rd Place Terrace 459 at Parkside of Old Town
2016	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 2nd Place Dorchester Art + Housing Collaborative
2015	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 1st Place Buffett Place
2014	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 1st Place Harvest Commons Apartments
2014	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 3rd Place The Jackson at Woodlawn Park
2012	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 1st Place Roseland Senior Campus
2008	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design, 1st Place The Solid Ground Supportive Housing Program
2005	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design Archer Townhouses
2002	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design Archer Courts
2001	Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design Roseland Ridge Apartments

OTHER DESIGN AWARDS

2022	City of Milwaukee Mayor's Design Awards 37th Street School Apartments
2020	Novogradac Historic Rehabilitation Awards, Residential Major Community Impact Miriam Apartments
2020	Affordable Housing Finance Magazine Readers' Choice Award Miriam Apartments
2019	PHIUS Passive House Project Competition Bets Overall Project Tierra Linda Passive House
2019	American Society of Landscape Architects Illinois Chapter Honor Award Chicago Center for Arts and Technology (ChiCAT)
2019	Architreasures Gem of the Community Award Landon Bone Baker Architects
2019	Urban Land Institute Vision Award Winner, Project Category City Gardens
2019	Urban Land Institute Vision Award Winner, Program Category The Carling SRO
2019	The Charles L. Edson Tax Credit Excellence Award for Preservation of Affordable Housing The Carling SRO
2019	Ball State University College of Architecture and Planning's Distinguished Alumni Award Catherine Baker
2019	PCI Multi-Family Building Award+All-Precast Concrete Solution Award Honorable Mention Nelson Mandela Apartments
2018	Chicago Tribune Chicagoans of the Year 2018 Peter Landon, Jeff Bone, Catherine Baker
2018	Landmark Illinois Richard H. Driehaus Foundation Preservation Award for Advocacy The Carling SRO
2018	Urban Land Institute Vision Award Winner, Program Category IFF Access Housing
2018	Urban Land Institute Vision Award Finalist, Program Category Chicago Center for Arts and Technology (ChiCAT)
2018	American Society of Landscape Architects Merit Award City Gardens
2016	American Society of Landscape Architects Merit Award Buffet Place
2016	American Society of Landscape Architects Honor Award The Burnham at Woodlawn Park
2016	The Affordable Housing Finance Readers Choice Award Finalist Gwendolyn Place
2016	Society of Architectural Historians Excellence in Design, Planning, and Sustainability Peter Landon
2016	Architect Newspaper Best of Design: Landscape Dorchester Art + Housing Collaboration
2016	PCI Retirement/Assisted Living Winner + All Precast Solution Co-Winner The Burnham at Woodlawn Park
2016	PCI Multi-Family Winner + All Precast Solution Co-Winner Terrace 459 at Parkside of Old Town
2016	Residential Architect Affordable Housing Award Terrace 459 at Parkside of Old Town
2016	Illinois American Society of Landscape Architects Merit Award Dorchester Art + Housing Collaborative

OTHER DESIGN AWARDS

2016	Charles L. Edson Tax Credit Excellence Awards: Green Housing Honorable Mention Gwendolyn Place (Legends South C-3 Offsite)
2016	Real Estate Forum Best of Development Placemaker Award Parkside of Old Town Phase IIB (Terrace 459)
2016	Chicago Reader Best Rehab of a Public Housing Project Into Artists' Housing Dorchester Art + Housing Collaborative
2015	Urban Land Institute Vision Awards: Project Category Dorchester Art + Housing Collaborative
2015	Urban Land Institute Vision Awards: Program Category Woodlawn Park
2015	Landmarks Illinois: Project of the Year (Adaptive Use) Dorchester Art + Housing Collaborative
2015	Honorable Mention for HUD Property Preservation Woodlawn Park – Charles L. Edson Tax Credit Excellence Awards
2015	Good Neighbor Awards: Bruce Abrams Award Buffett Place
2014	ASHRAE Illinois Excellence in Engineering Award Harvest Commons Apartments
2014	Multifamily Executive Affordable Housing Merit Award Buffett Place
2014	Affordable Housing Finance Readers' Choice Award Winner: Overall & Master-Planned The Grant at Woodlawn Park
2014	ASHRAE Regional Technology Award Rosa Parks Apartments
2014	Charles L. Edson Tax Credit Excellence Awards: Green Housing Honorable Mention Buffett Place
2014	Affordable Housing Finance Readers' Choice Award: Special-Needs Finalist Buffett Place
2014	Affordable Housing Finance Readers' Choice Award The Grant at Woodlawn Park
2014	City of Evanston's Award for Innovative Solution in Preservation Chapin Hall
2014	Chicago Landmark Award for Preservation Excellence Harvest Commons Apartments
2014	Urban Land Institute Chicago Vision Awards Winner Harvest Commons Apartments
2014	LUCHA Legacy Award Landon Bone Baker Architects
2013	National Historic Preservation Advocacy Week, Preservation's Best of 2013 Harvest Commons Apartments
2013	ASHRAE Illinois Excellence in Engineering Award Rosa Parks Apartments
2013	Excellence in Historic Preservation: Most Innovative Adaptive Reuse Harvest Commons Apartments – J. Timothy Anderson Award
2013	Residential Energy Efficiency Award for Multifamily Woodlawn Center South – State and Local Energy Report
2013	Evanston Preservation & Design Award for Sensitive Alteration & Adaptive Reuse 629 Colfax Street
2013	Affordable Housing Finance Readers' Choice Award Winner Harvest Commons Apartments



LBBA

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TAB B: RESIDENT, PHA AND COMMUNITY INVOLVEMENT

B.1. Resident, PHA and Community Planning & Engagement

Industry-Leading Experience

Members of the Habitat/DB Team have extensive experience with resident and community planning and engagement for public housing and similar large-scale neighborhood revitalizations. Our Team prides itself on its close working and cooperative relationships with municipal leaders, non-profit partners, community groups and other stakeholders. This has consistently allowed us to maintain working relationships with our community partners during the pre-development, construction and ongoing during management to ensure the needs of our residents are prioritized.



Our Team's community and resident planning will be led by our project architect and master planner LBBA, with assistance from Hamilton Anderson Associates ("HAA"). Since its inception, LBBA's practice has been centered around relationships—cultivating existing partnerships and expanding to embrace more people in the process. Their experience includes all aspects of project development from stakeholder engagement and visioning; needs assessments and surveying; and developing consensus driven neighborhood revitalization plans and the architectural design for new energy-efficient housing. LBBA and HAA include planners and urban designers who are skilled in collecting, analyzing, and using data for real time decision-making and ongoing project/program improvements.

The Habitat/DB Team certifies that it will create a comprehensive resident and community engagement and planning process, including holding design charrettes, open houses and other meetings to ensure residents have input into the planning and design of the new community.

Planning and Engagement Tools

We will proactively engage in a highly participatory and interactive process that brings to bear the full range of individual and institutional knowledge and insights. The process will create compelling and economically viable master plans and conceptual designs that encompass the best ideas and talents of all stakeholders. This collaborative process will enable us to generate a realizable vision for each site that is "Owned" by the community, establishing a solid foundation for subsequent development, while also building momentum and enthusiasm for the project. Our goal is to design socially, economically and environmentally viable communities.

To facilitate a process of active participation by all entities and stake holders, our Team has developed many tools over the years to engage current residents, community groups and neighbors in envisioning their future and understanding the language of planning and design, such as engaging the public in modeling games we've invented, and techniques designed to engage youth in the process. The following are information gathering and data analysis tasks LBBA and HAA use for planning coordination:

- Public Meetings, Community Events & Open Houses
- Steering Committees, Breakout Sessions & Focus Groups
- Design Charrettes
- Stakeholder Interviews
- Social Media & Web-based community engagement
- Geographic Information Systems (GIS) mapping
- Census demographics data compilation and analysis
- Online surveys
- Project web page / blog
- Google Maps placed based feedback
- Digital visual preference surveys
- Physical surveys and analysis of results/published reports



To facilitate a process of active participation by all entities and stake holders, LBBA has developed many tools over the years to engage current residents, community groups and neighbors in envisioning their future and understanding the language of planning and design, such as engaging the public in modeling games we've invented, and techniques designed to engage youth in the process. LBBA and HAA employ multi-lingual staff, including many native Spanish speakers, to facilitate conduct of the meetings.

Resident & Community Engagement during COVID

The Habitat/DB Team has continued to engage with housing authorities, public housing residents and communities across the country despite the move to an on-line/remote video conferencing environment. Strategies MN and Grice have been employing in the current environment are summarized below.

Strategies & Recent Experience

- Engage residents in ways in which they as individuals are most comfortable.
- Diligence on identifying ways to reach residents (via phone hotlines, web sites, Facebook, text, zoom, reaching out through a relative, leaving notes and flyers at residents' doors).
- Holding resident meetings outdoors following COVID-19 safety precautions, including bringing masks and sanitizer to the meeting. Residents were also informed of safety precautions that they must take in order to attend meetings.
- Our Team regularly engages with residents and the community with zoom meetings, with break-out rooms to discuss plans with residents in small groups.
- Contacting residents through drop boxes at each site – Residents can use drop boxes for notes and letters, or dropping off applications and supporting income documentation.

Housing Authority Engagement

Habitat/DB believes that our team can work collaboratively and creatively to work through any challenges associated with successful housing development with DHC. Our Team is able to draw on its decades of experience working with PHAs of all sizes, and incorporates lessons learned and best practices into each new project. Throughout this process it will be essential to communicate directly with DHC staff and have regular conference calls where we review the status of key milestones, the financial feasibility of the project, and the status of communications with partners and stakeholder. We establish a development schedule and calendar

at the outset of the development process which specifically identifies how frequently meetings will take place, whether in person or by phone, and the agenda topics to be covered.

Many factors besides financial feasibility inform decision making about affordable housing development and these need to be reviewed and understood during the planning process. It is therefore imperative that our Team and DHC staff work together to work through the issues impacting development, which may include environmental conditions of the site and NEPA review requirements, relocation, demolition, physical conditions of the site and buildings, site and neighborhood standards and fair housing, zoning and building code, real estate market and neighborhood conditions, DHC operational concerns, and other matters.

Issues can also arise when the expectations of development partners, including PHAs, for the design and construction of developments differ from those of the developer. Based on our experience working with housing authorities across the country, we address this item by working closely with housing authority staff, involving them in all team meetings and decisions which impact design and construction. Habitat/DB's goal is to be as inclusive as possible with all stakeholders throughout the design process so that expectations are aligned. We seek the involvement of PHAs in the review of all project plans, specifications, and other design documents. We take minutes for all our meetings and establish future agendas based on those minutes to ensure that issues raised, and comments made by all team members are recorded and addressed.

Some concerns of PHAs, as with all development partners, center on budget and schedule changes. We have established a process to address this by establishing these important documents early in the development process and reviewing them with the Authority at that time. Furthermore, whenever new information becomes available, Habitat/DB reviews updated budgets and schedules with all partners, providing a summary of changes to these documents since the last version

B.2. Section 3 and Diversity

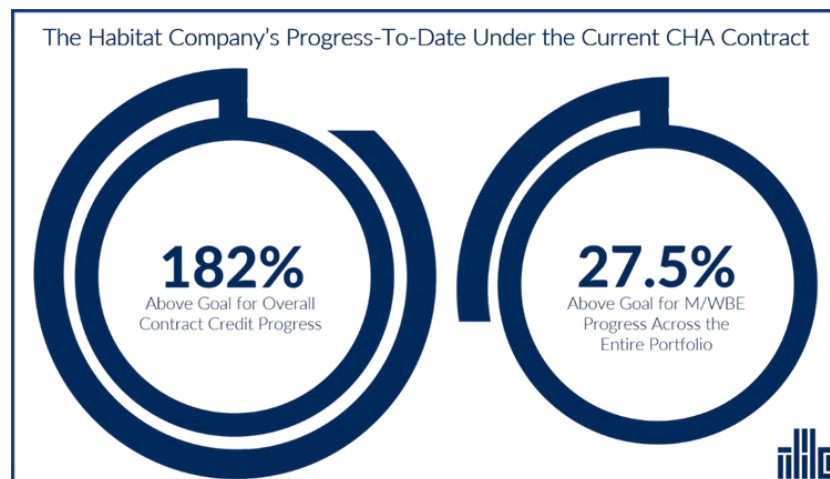
Experience with DBE/MBE/WBE and Section 3 Contracting and Employment

Our Development Team is committed to providing meaningful employment opportunities to Minority and Women owned firms during every phase of the development process. The Habitat/DB Team understands the importance of this project to the community and its residents. We will work closely with DHC and its consultants to develop a program that establishes partnerships to ensure a high level of participation in contracting opportunities by MBE/WBEs and Section 3 businesses as well as a high rate of participation in employment opportunities by Section 3 eligible residents.

At the developer level, with respect to MBE/WBE participation, Duvernay + Brooks LLC is a state-certified Woman-Owned Business Enterprise. In addition, many of our Team members are M/WBEs, including Hamilton Anderson Associates, Abide Capital and the Renaissance Group.

The Habitat Company and D+B are proud of their demonstrated record of doing business with qualified small business enterprises (SBE), minority business enterprises (MBE), women business enterprises (WBE), and disadvantaged business enterprises (DBE) throughout the firms' history. We have consistently performed above targeted levels in contracting with MBE/WBE and local small businesses, and bring a level of experience and sophistication that is second to none when it comes to creating economic opportunity through strong participation of M/WBE/Section-3's and local businesses.

Our Team will work aggressively to achieve the following minimum levels of participation in the development and will pursue every available opportunity to contract with Disadvantaged, Minority-Owned, Women-Owned and Section-3 Business Enterprises and local small businesses. As is discussed below, we typically far exceed these minimum participation levels, and as discussed in Tab 4 of this proposal our Team includes a highly experienced Section 3/MWBE/DBE contracting and employment consultant, Renaissance Groups, which will assist us in developing, implementing and monitoring Section 3 and M/WBE/DBE plans.



The Habitat Company and D+B also have a demonstrated record of meeting and exceeding the expectations of our clients as to the goals for Section 3 Participation. Habitat considers it an obligation to make a positive impact on the diverse communities and people that we serve. Its objectives are consistently achieved through The Habitat Company's strategic employment, training, and subcontracting plans for Section 3 Residents and Businesses.

For example, Habitat developed a successful partnership with a local job training organization, Cara Collective, to fill a broad range of property management positions at its properties around Chicago. Cara has great success in identifying local talent, often among the untapped pool of people that experience homelessness and poverty. Cara has a proven ability to increase the employability of its participants, which has become a critical resource for Habitat in filling dozens of positions throughout its portfolio. Habitat's internal efforts, together with the efforts of its community partners,

have resulted in 80 Section 3 hires throughout the company. Habitat has hired 12 Section 3 applicants with a retention rate of 83%. Habitat was proud to receive The Cara Program's "Good Neighbor" award.

As part of its ongoing Ogden Commons development in Chicago's North Lawndale community, Habitat has participated in the creation of a multi-faceted employment network that includes the Chicago Housing Authority, the Cara Collective and the North Lawndale Employment Network. This multi-phase development is expected to create over 200 jobs in health care, retail services, banking, and property management.

D+B also has a successful track record in Section 3 employment. Examples include:

Heritage Landing Phases I-IV – Memphis, TN

Phase I: Section 3 – 51.7% new hires

Phase II: Section 3 – 63.8% new hires

Phase III: Section 3 – 46.9% new hires

Phase IV: Section 3 – 35% new hires

Prospect Plaza – Brooklyn, NY

Phase I: 60% new hires

Phase II: 75% new hires

Phase III: 75% new hires

DBE/MBE/WBE Employment and Contracting

Minority Subcontractor Utilization - Contractors will be required to set-aside for Minority Businesses a minimum of **35% of the total construction work**.

Minority/Female Trades worker Participation - **35% of the total project construction workforce**, by trade, shall at minimum be worked by minority and female trades-workers.

The Habitat/DB Development Team is committed to doing its best to meet the goals set by DHC by providing business opportunities across the full array of work categories, ranging from such categories as semi-professional and professional services to construction and material supplies. As part of this effort Habitat/DB would implement an outreach plan that will increase the opportunities for MBE/WBE businesses, which would generally consist of the following:

- **Set strategic goals** that establish higher goals on a trade-by-trade basis in certain construction contracts where there is substantial M/WBE capacity and competition, and the potential exists for targeting areas of higher participation.
- **Coordinate outreach efforts** with local employment and supportive services providers and government agencies which serve disadvantaged populations.
- **Develop and maintain a certified M/WBE data base.**
- **Contract with area MBE/WBE certifying organizations**, local trade organizations and business associations to identify M/WBE subcontractors; Contact Associated Builders & Contractors for a listing of M/WBE subcontractors in the various trades.

Our Team will also work to create contracting opportunities:

- **Create challenging, but achievable, contracting opportunities**, at both the prime and sub-tier level.
- **Divide construction trade contracts** into as many sub-components as possible. This strategy levels the playing field for M/WBEs and small businesses that do not have the capacity to take on large contracts.

- **Targeted trade packages**, specifically structured to accommodate limited bonding capacity, bid solely to M/WBE firms.
- **Establish delivery schedules**, where possible, in a manner which encourages participation by M/WBEs and small businesses.
- **Facilitate or help enhance** the administrative, technical, or financial capabilities of participating firms.
- **Encourage joint venture relationships** between MBE/WBE/Section 3 firms.

Section-3

The Habitat/DB Team is committed to partnering and sharing in the success of our projects with MBE/WBE/Section 3 businesses and Section 3 residents. **We will target a Section 3 employment goal of 50% participation.** We will actively work with DHC and locally-based organizations on a plan to include DHC's local, small business, and resident participation goals so that our team can support the diverse community. Our team recognizes that community/stakeholder outreach is a critical component to the success of this project, and we believe in working with resident organizations, community leaders and City and County officials to achieve these goals.

Our Team's Section 3 plan design and implementation will be led by the Habitat/DB Group, which has extensive experience implementing HUD Section 3 hiring practices and is committed to providing economic opportunities for low- and very low-income persons.

- **Job Advertisements** - The Habitat/DB Group will ensure that announcements of employment and training opportunities are adequately disseminated in areas where prospective employees will be able to access them. In particular, we post advertisements in area print and web-based newspapers and with local job training and employment programs. Some local programs include the Detroit Workforce Investment Board and the City's Human Resources Department. Opportunities will also be posted at local technical and trade schools, and community colleges.
- **General Contractor Selection** - The Habitat/DB Group will work closely with the project general contractor to meet the Section 3 requirements. The Habitat/DB Group will select a general contractor for the proposed project who has the willingness and ability to create and implement strategies to meet the Section 3 requirements. Specifically, all interested general contractors will be asked to provide a plan to train and employ low- and very low-income residents in the area as part of their competitive bid submitted for the project. Our Team will ensure that all contractors and subcontractors that are awarded a contract in excess of \$50,000 will take all necessary and reasonable steps to provide meaningful, full-time, permanent employment and training to Section-3 eligible hires allowing such hires to develop marketable skills and, where possible, permanent positions with the contracting firm.
- **Job Fair** - The Habitat/DB Group and the general contractor will work with the Detroit Workforce Development Board and Detroit at Work Career Centers, and other local employment programs, to hold a job fair to reach out to low- and very low-income residents in the project area who are looking for employment. Interested applicants are asked to fill out an application form to verify they have a low- or very low-income, confirm they live in the project area, and describe their experience qualifications. Qualified applicants will be interviewed with the goal of awarding subcontracts and/or hiring individuals with low- and very low-incomes to work on the proposed project.

The job fair will be advertised on the City's Human Resources and the websites of the Workforce Development Board and Detroit at Work Career Center websites, and in the local newspapers and their websites. Informational flyers will be created which advertise the job fair and the availability

of jobs and will be posted at public libraries in the project area, DHC developments and offices, municipal offices, and local social service agencies.

- **Letter to Union Halls** - The general contractor will give subcontractors a form letter to send to the local trade unions which introduces the new project, describes open job positions, and advertises a preference for employing Section 3 eligible residents.
- **Referrals to Trades** - The Habitat/DB Group will work with the general contractor for the project to create and maintain a list of job applicants who are low- or very-low income, live in the project area, and meet basic experience qualifications. Job applicants on the list are referred to the union halls and subcontractors who are bidding on the project.
- **Sponsorship & Training Program** - The Habitat/DB Group and the general contractor pay for and arrange to sponsor at least one eligible job applicant in an apprentice training program with a construction trade.
- **YouthBuild** - The Habitat/DB Group and the general contractor will reach out to the Metro-Detroit YouthBuild regarding potentially working on the project. YouthBuild trains low-income youth in the construction trades.

TAB C: DEVELOPMENT VISION

Conceptual Site Plan

Attached is a conceptual site plan for the redevelopment of the Villages at Parkside. As discussed below, the conceptual site plan is intended to demonstrate one approach to the redevelopment, and includes representative images of potential building types and site amenities. As discussed in Tab B, the Habitat/DB Team would engage DHC, its residents and the community in a robust engagement and planning process to ensure that the vision for the redevelopment of Parkside is a shared vision.

Development Vision

The redevelopment of the Villages at Parkside is not just an opportunity to create new and better housing, but also an opportunity to revitalize an entire community. Our proposal seeks to create a connected, cohesive neighborhood of walkable streets, with a mix of residential and community uses, serving a diverse group of residents, with a strong sense of identity and place. The revitalized Villages at Parkside will provide high quality housing that is affordable, sustainable, state of the art and market competitive. The redeveloped Parkside would consist of a variety of building types and units to attract families with a range of incomes and household sizes. These buildings will present a bright modern palette of materials and details that will be indistinguishable from well-designed market rate housing elsewhere in the city.

Design Principles

Our proposed conceptual site plan is based on two fundamental ideas that are essential for a successful neighborhood transformation: 1) re-creating urban connections and 2) integrating the design of buildings and open spaces into a cohesive neighborhood. Further guiding the redevelopment plan are the following key design principles:

- **VISIONARY:** Embody the aspirational future of Detroit residents
- **SUSTAINABLE:** Transformational design that sets a precedent for sustainable neighborhoods in the city
- **COMFORTABLE STREETSCAPES:** Every street is designed for people first, providing slow streets that are safe, beautiful and comfortable
- **CONTEMPORARY COMPATIBLE:** Architecture responds directly to residents' desire for a unique new place that seamlessly blends with a historic city
- **FAMILY-CENTRIC DESIGN:** A development that supports the needs of families
- **AMENITY PACKED:** Every block has unique amenities that give back to the community
- **DIVERSE NEIGHBORHOOD OF CHOICES:** Variety of housing types and scales for people to choose
- **CELEBRATES HISTORY AND CULTURE:** Celebrate history as a way to lift the community up and move the city forward

Major Design and Program Components

- Sensitivity to adjacent neighborhood density and design while proposing increased housing density is a critical component to successful implementation and to the well-being and safety of the neighborhood and the long term economic viability of the new development, as it prevents the redevelopment being stigmatized as another “project.” Creating a family of buildings that has a cohesive architectural expression, but each building having its own identity and urban presence, is essential to create a dynamic, new community that enhances the value of the surrounding neighborhood.
- Create strong connections to Chandler Park through the development of a walkable community and on-site green spaces that complement and create linkages to the Park. The new outdoor spaces (greenways and green commons) would embrace defensible space principles.

- The attached conceptual plan is an all-new construction approach to replacing the existing buildings with a mix of building types, including two story townhouses, three story duplex, six-plex and garden apartment buildings, and a 4 to 5 story elevator building for seniors.
- The proposed plan would increase density from the current 276 units (of which only 153 are occupied) to approximately 400 units, targeting a mix of incomes.
- Our design creates outdoor and year-round activity spaces for the residents, including a 40,000 square foot community center, which may include (subject to planning with residents and DHC) a resident lounge and community kitchen, resident computer room/business center, fitness center, covered outdoor space, and space for the provision of community and social services by third party providers for both residents and the larger community, and a management and leasing office. As noted on the plan, additional resident common areas and resident amenity spaces, and a day care center and other services, could be located in the ground floors of the residential buildings.
- Outdoor amenities include new landscaped opens space/plazas, a community garden, playgrounds, walking and bike paths.
- Extensive sustainable design features. The design will at minimum achieve the requirements for Enterprise Green Communities, and EPA's Energy Star certification, and would target LEED design requirements.
- The proposed development would be implemented in phases. It would be the intent of our Team to minimize resident relocation and the disruption that entails by building first in vacant areas of the site keeping, to the extent possible, all relocation on site and minimizing the number of moves residents would have to make.

Urban Design and Open Space

The redeveloped Parkside will feature new streets, plazas, landscaped open space, parking, and infrastructure throughout the site. Divided into four, pedestrian-scale blocks, buildings, streets, and open spaces mutually reinforce each other to create strong relationships between individual residential buildings and shared communal spaces. The buildings would work together as a whole and reinforce the open space plan. Buildings face tree lined streets, providing a clear sense of identity, orientation, and scale, and are organized around central greens on each block.

Walkable streets and a series of green commons create more intimately scaled opportunities for recreation and outdoor activities for the benefit and enjoyment of both residents and the larger community. Each building would have a clear sense of identity and orientation, with building entrances contributing to a sense of activity and safety of the new streets. Materials and colors of the buildings will vary, creating a vibrant streetscape. The streetscape is meant to encourage both vehicular and pedestrian circulation. The street design is integrated with the buildings to create a sense of scale and place

The new development would feature an abundance of landscaped open space, including new central green commons on each block. The open space would include both active and passive uses, inspired by Active Design Standards to encourage opportunities for physical activity, such as adult fitness stations incorporated into the landscape, Tai-Chi, and gardening.

Master and Community Planning Process

As discussed in Tab B, Section B.1., Our Team commits to, and has extensive experience with, a comprehensive resident and community planning process that, through meetings and open houses, design charrettes, surveys, newsletters and a development website, will actively engage residents and the community and keep them informed as planning and development progress.

Vacant Parcel

Given the size of the Parkside site and time and resources necessary to develop it, and the additional infrastructure costs that would be incurred in developing the vacant parcel for housing, our Team's initial concept for the vacant parcel would be to develop it with educational, recreational, cultural, community facility or commercial space that would complement the redevelopment of Parkside, and serve as a further connection between the development and the Park through the design of active and passive green space. Our Team will be able to draw on the expertise and resources of IFF, a non-profit and community development financial institution, that specializes in educational and community facility financing and development, and Abide Capital, which raises equity for a variety of non-residential and mixed use development types, to help review options. One alternative may be, in whole or in part, a public park or other green space, as in, for example, D+B's Prospect Plaza public housing redevelopment in Brooklyn, for which we developed a new park that was deeded to the City's Parks Department after completion, with an on-going operating contribution to the park from the development.

Our Team would work closely with DHC to undertake the necessary site and market investigations and jointly plan the best approach.

TAB D: BUSINESS TERMS

Proposed Business Terms

Habitat/DB is open to a variety of structures for ownership, management and development roles and responsibilities, and has extensive experience working with PHAs of all sizes to insure DHC meets its policy and financial objectives. We are committed to DHC being a full partner in every aspect of the redevelopment process. In our experience a master development agreement with a housing authority can be a lengthy document, but the key business terms are developer fee sharing, ownership of managing member/GP interest during and post LIHTC compliance periods, ground lease term and economics, cash flow from operations and rights upon disposition of the assets and property and asset management fees.

While these terms cannot all be proposed and quantified prior to the development of a master budget and discussion of the items raised in this section, we can begin to describe a general approach to these key terms. We look forward to working closely with DHC as our development plans take shape to reach agreements on each of these terms as part of a comprehensive development agreement.

The outlined business terms below provide a flexible system for both Habitat/DB and DHC to work together to mold a development scheme that fits the community and evolves with time. The proposed compensation plan has been designed to provide DHC with the following diversified streams of income and interest:

- Long-term property ownership and control.
- Secure and immediate capital returns in the form of developer fee
- Ongoing stable cash flows from property/asset management fees.
- Upside participation, in the form of managing member/GP cash flows and long-term ownership

Certifications

As requested in the RFQ, Habitat/DB fully commits to:

- Increasing the number of handicap accessible units at Parkside. The building types included in the conceptual plan in this proposal would accommodate meeting and exceeding all State and HUD requirements for accessible, visitable and adaptable units.
- Engaging in a highly participatory planning process with residents that also includes increasing site safety by creating defensible space through building and open space design, improved site lighting, controlled access to buildings, and, potentially, parking areas, a camera and security system, and, potentially, on-site security personnel. Our Team would be happy to discuss the strategies we are employing on comparable developments throughout the country.
- Provide recreation facilities and community spaces in the redeveloped project. The conceptual site plan includes a new 45,000 square foot community center, which would house resident amenity and social service space and, working with Team member COTS and other service providers, serve as a location for the provision of services to residents and the larger community. Buildings throughout the site would have ground floor space to dedicate to resident community spaces, including fitness rooms, laundry facilities, and resident lounges and seating areas.
- Engage residents consistently throughout the design process. As discussed in Tab B, Section B.1., Habitat/DB commits to a comprehensive resident and community planning process that will ensure the redeveloped Parkside is a shared vision between DHC, its residents, the community and our Team. Our planning process, which we have incorporated into similar public housing redevelopments across the country, would include design charrettes, numerous open houses and meetings, newsletters, surveys and on-line tools to keep residents informed and engaged in the planning and development process.

- As discussed below, Habitat/DB commits to funding all predevelopment costs.
- Habitat/DB commits to making DHC a partner at every step in the process, from initial planning through construction and into management and operations.
- Habitat/DB commits to working in good faith to achieve closing of the first phase within 24 months of contract award. Our Team has the necessary capacity to begin work immediately to achieve this timeline.

Ownership Structure

Typically, during the 15-year LIHTC compliance period, a single purpose entity affiliate of Habitat/DB would be the managing member of the general partner/managing member and an affiliate or instrumentality of DHC would be a non-managing member.

Long-term Ownership/Purchase Rights

Following the expiration of the compliance term, Habitat/DB would support DHC having a purchase option/right of first refusal at a price equal to the sum of the minimum purchase price set forth in the Internal Revenue Code, plus third-party out of pocket costs and expenses incurred in connection with the exercise of such an option.

Ground Lease

DHC will retain fee ownership of the land the projects are built on. We propose that DHC leases the land under long-term (typically 65 to 99-year) ground leases to the entity that will own the project. The leases would typically be for a nominal price as the economics of the transaction will flow to DHC and Habitat/DB through the developer and owner entities. The form of ground will be negotiated and ultimately acceptable for both parties and must be vetted and deemed 'fully financeable' by both debt providers and tax credit equity investor(s).

Guarantees and Developer Fee

Habitat/DB would provide all guarantees required by lenders and investors to complete the developments, as well as all predevelopment costs, and would be responsible for all design, entitlements and public approvals, financing and construction activities to successfully implement the redevelopment plans.

Habitat/DB proposed fee split with DHC is:

- For developments with developer fees of less than \$2 million, Habitat/DB would receive the first 25% of the developer fee to cover overhead. (The amount of fee would be determined in aggregate, including both fee paid through permanent conversion and deferred, and if multiple phases are being developed simultaneously through different financing mechanisms, such as combined 9% LIHTC and bond/4% LIHTC phases, those fees would also be considered in combination);
- Then 70% to Habitat/DB and 30% to DHC, paid at the same time and on a pari passu basis as Habitat/DB.

For projects/phases where the total developer fee is equal to or greater than \$2 million:

- 70% to Habitat/DB
- 30% to HDC, paid at the same time and on a pari passu basis as Habitat/DB.

Habitat/DB

TAB D: BUSINESS TERMS

Predevelopment Funding

Habitat/DB would provide all predevelopment funding in the form of a loan (at no cost to DHC or the projects) repaid at closing from project funding sources.

Cash Flow Participation

DHC would be entitled to 50% of available net cash flow after debt service, reserves, repayment of deferred developer fee, etc. as cash flow participation in the managing member/general partner, with the understanding that the structure for DHC's participation would be determined in cooperation with DHC and the equity investor(s).

Property Management

Our Team has experience with many management arrangements that PHAs have used for redevelopment projects. For example, we have recently worked with PHAs to structure management and partnership agreements wherein the housing authority retains day-to-day maintenance and management responsibilities while its developer partner provides asset management oversight and is responsible for tax credit compliance. In such an arrangement, management fee would be shared, subject to negotiation regarding specific roles and responsibilities.

Business Terms Summary Chart

	Habitat/DB	DHC
Proposed Predevelopment Costs	100%	None
Developer Fees	70% (for projects with total developer fee of less than \$2 million, Habitat/DB would receive 25% of the fee to cover overhead prior to distribution)	30%
Property Management Fee	Subject to negotiation based on DHC role and responsibilities, and investor and lender approval.	
Cash Flow Participation	50%	50%
Completion/Development Guarantees through 8609s/ Permanent Conversion	All	None, other than traditional non-recourse carve outs
Long-Term Operating and Tax Credit Guarantees	All	None (If DHC were to take over sole ownership and management, it would become responsible for long-term operating and tax credit guarantees.)

TAB E: CERTIFICATIONS

Certifications and Representations of Offerors

Non-Construction Contract

U.S. Department of Housing and Urban Development Office of Public and Indian Housing

Public reporting burden for this collection of information is estimated to average 5 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

This form includes clauses required by OMB's common rule on bidding/offering procedures, implemented by HUD in 24 CFR 85.36, and those requirements set forth in Executive Order 11625 for small, minority, women-owned businesses, and certifications for independent price determination, and conflict of interest. The form is required for nonconstruction contracts awarded by Housing Agencies (HAs). The form is used by bidders/offers to certify to the HA's Contracting Officer for contract compliance. If the form were not used, HAs would be unable to enforce their contracts. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

1. Contingent Fee Representation and Agreement

(a) The bidder/offeror represents and certifies as part of its bid/offer that, except for full-time bona fide employees working solely for the bidder/offeror, the bidder/offeror:

- (1) ☐ has, ☒ has not employed or retained any person or company to solicit or obtain this contract; and
- (2) ☐ has, ☒ has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(b) If the answer to either (a)(1) or (a) (2) above is affirmative, the bidder/offeror shall make an immediate and full written disclosure to the PHA Contracting Officer.

(c) Any misrepresentation by the bidder/offeror shall give the PHA the right to (1) terminate the resultant contract; (2) at its discretion, to deduct from contract payments the amount of any commission, percentage, brokerage, or other contingent fee; or (3) take other remedy pursuant to the contract.

2. Small, Minority, Women-Owned Business Concern Representation

The bidder/offeror represents and certifies as part of its bid/offer that it:

- (a) ☐ is, ☒ is not a small business concern. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding, and qualified as a small business under the criteria and size standards in 13 CFR 121.
- (b) ☐ is, ☒ is not a women-owned small business concern. "Women-owned," as used in this provision, means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business. Duvernay and Brooks is a WBE
- (c) ☐ is, ☒ is not a minority enterprise which, pursuant to Executive Order 11625, is defined as a business which is at least 51 percent owned by one or more minority group members or, in the case of a publicly owned business, at least 51 percent of its voting stock is owned by one or more minority group members, and whose management and daily operations are controlled by one or more such individuals.

For the purpose of this definition, minority group members are:

(Check the block applicable to you)

- | | |
|---|---|
| ☐ Black Americans | ☐ Asian Pacific Americans |
| ☐ Hispanic Americans | ☐ Asian Indian Americans |
| ☐ Native Americans | ☐ Hasidic Jewish Americans |

3. Certificate of Independent Price Determination

(a) The bidder/offeror certifies that—

- (1) The prices in this bid/offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other bidder/offeror or competitor relating to (i) those prices, (ii) the intention to submit a bid/offer, or (iii) the methods or factors used to calculate the prices offered;
- (2) The prices in this bid/offer have not been and will not be knowingly disclosed by the bidder/offeror, directly or indirectly, to any other bidder/offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and
- (3) No attempt has been made or will be made by the bidder/offeror to induce any other concern to submit or not to submit a bid/offer for the purpose of restricting competition.

(b) Each signature on the bid/offer is considered to be a certification by the signatory that the signatory:

- (1) Is the person in the bidder/offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or
- (2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above (insert full name of person(s) in the bidder/offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the bidder/offeror's organization);
(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

- (c) If the bidder/offeror deletes or modifies subparagraph (a)2 above, the bidder/offeror must furnish with its bid/offer a signed statement setting forth in detail the circumstances of the disclosure.

4. Organizational Conflicts of Interest Certification

- (a) The Contractor warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest which is defined as a situation in which the nature of work under a proposed contract and a prospective contractor's organizational, financial, contractual or other interest are such that:
- (i) Award of the contract may result in an unfair competitive advantage;
 - (ii) The Contractor's objectivity in performing the contract work may be impaired; or
 - (iii) That the Contractor has disclosed all relevant information and requested the HA to make a determination with respect to this Contract.
- (b) The Contractor agrees that if after award he or she discovers an organizational conflict of interest with respect to this contract, he or she shall make an immediate and full disclosure in writing to the HA which shall include a description of the action which the Contractor has taken or intends to eliminate or neutralize the conflict. The HA may, however, terminate the Contract for the convenience of HA if it would be in the best interest of HA.
- (c) In the event the Contractor was aware of an organizational conflict of interest before the award of this Contract and intentionally did not disclose the conflict to the HA, the HA may terminate the Contract for default.
- (d) The Contractor shall require a disclosure or representation from subcontractors and consultants who may be in a position to influence the advice or assistance rendered to the HA and shall include any necessary provisions to eliminate or neutralize conflicts of interest in consultant agreements or subcontracts involving performance or work under this Contract.

5. Authorized Negotiators (RFPs only)

The offeror represents that the following persons are authorized to negotiate on its behalf with the PHA in connection with this request for proposals: (list names, titles, and telephone numbers of the authorized negotiators):

6. Conflict of Interest

In the absence of any actual or apparent conflict, the offeror, by submission of a proposal, hereby warrants that to the best of its knowledge and belief, no actual or apparent conflict of interest exists with regard to my possible performance of this procurement, as described in the clause in this solicitation titled "Organizational Conflict of Interest."

7. Offeror's Signature

The offeror hereby certifies that the information contained in these certifications and representations is accurate, complete, and current.



11/21/2022

Signature & Date:

Jeffrey Head

Typed or Printed Name:

Authorized Representative

Title:

The Habitat Company LLC

US Department of Housing and Urban Development
Office of Housing/Federal Housing Commissioner

US Department of Agriculture
Farmers Home Administration

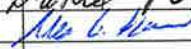
Part I to be completed by Controlling Participant(s) of Covered Projects (See instructions) Reason for submission:		For HUD HQ/FmHA use only	
1. Agency name and City where the application is filed Detroit Housing Commission		2. Project Name, Project Number, City and Zip Code Parkside RFQ	
3. Loan or Contract amount \$ TBD	4. Number of Units or Beds TBD	5. Section of Act	6. Type of Project (check one) ☐ Existing ☐ Rehabilitation ☒ Proposed (New)

7. List all proposed Controlling Participants and attach complete organization chart for all organizations showing ownership %

Name and address (Last, First, Middle Initial) of controlling participant(s) proposing to participate	8 Role of Each Principal in Project	9. SSN or IRS Employer Number (TIN)
Levin, Daniel E., The Habitat Company LLC ; 350 W Hubbard St, Chicago, IL 60654	Member/Manager	30-0023745
Fiascone, Matthew G, The Habitat Company LLC; 350 W Hubbard St, Chicago, IL 60654	Member/Manager	30-0023745

Certifications. The controlling participants(s) listed above hereby apply to HUD or USDA FmHA, as the case maybe, for approval to participate as controlling participant(s) in the role(s) and project listed above. The controlling participant(s) certify that the information provided on this form and in any accompanying documentation is true and accurate. I/we acknowledge that making, presenting, or submitting a false, fictitious, or fraudulent statement, representation, or certification may result in criminal, civil, and/or administrative sanctions, including fines, penalties, and imprisonment. The controlling participants(s) further certify to the truth and accuracy of the following:

1. Schedule A contains a listing, for the last ten years, of every project assisted or insured by HUD, USDA FmHA and/or State and local government housing finance agencies in which the controlling participant(s) have participated or are now participating.
2. For the period beginning 10 years prior to the date of this certification, and except as shown on the certification
 - a. No mortgage on a project listed has ever been in default, assigned to the Government or foreclosed, nor has it received mortgage relief from the mortgagee;
 - b. The controlling participants have no defaults or noncompliance under any Conventional Contract or Turnkey Contract of Sale in connection with a public housing project;
 - c. There are no known unresolved findings as a result of HUD audits, management reviews or other Governmental investigations concerning the controlling participants or their projects;
 - d. There has not been a suspension or termination of payments under any HUD assistance contract due to the controlling participant's fault or negligence;
 - e. The controlling participants have not been convicted of a felony and are not presently the subject of a complaint or indictment charging a felony. (A felony is defined as any offense punishable by imprisonment for a term exceeding one year, but does not include any offense classified as a misdemeanor under the laws of a State and punishable by imprisonment of two years or less);
 - f. The controlling participants have not been suspended, debarred or otherwise restricted by any Department or Agency of the Federal Government or of a State Government from doing business with such Department or Agency;
 - g. The controlling participants have not defaulted on an obligation covered by a surety or performance bond and have not been the subject of a claim under an employee fidelity bond;
3. All the names of the controlling participants who propose to participate in this project are listed above.
4. None of the controlling participants is a HUD/FmHA employee or a member of a HUD/FmHA employee's immediate household as defined in Standards of Ethical Conduct for Employees of the Executive Branch in 5 C.F.R. Part 2635 (57 FR 35006) and HUD's Standard of Conduct in 24 C.F.R. Part 0 and USDA's Standard of Conduct in 7 C.F.R. Part 0 Subpart B.
5. None of the controlling participants is a participant in an assisted or insured project as of this date on which construction has stopped for a period in excess of 20 days or which has been substantially completed for more than 90 days and documents for closing, including final cost certification, have not been filed with HUD or FmHA.
6. None of the controlling participants have been found by HUD or FmHA to be in noncompliance with any applicable fair housing and civil rights requirements in 24 CFR 5.105(a). (If any controlling participants have been found to be in noncompliance with any requirements, attach a signed statement explaining the relevant facts, circumstances, and resolution, if any).
7. None of the controlling participants is a Member of Congress or a Resident Commissioner nor otherwise prohibited or limited by law from contracting with the Government of the United States of America.
8. Statements above (if any) to which the controlling participant(s) cannot certify have been deleted by striking through the words with a pen, and the controlling participant(s) have initialed each deletion (if any) and have attached a true and accurate signed statement (if applicable) to explain the facts and circumstances.

Name of Controlling Participant	Signature of Controlling Participant	Certification Date (mm/dd/yyyy)	Area Code and Tel. No.
Levin, Daniel E., The Habitat Company LLC; 350 W Hubbard St, Chicago, IL 60654		11/22/2022	312-527-5400
Fiascone, Matthew G, The Habitat Company LLC; 350 W Hubbard St, Chicago, IL 60654		11/22/2022	312-527-5400
This form prepared by (print name)		Area Code and Tel. No.	

Schedule A: List of Previous Projects and Section 8 Contracts. Below is a complete list of the controlling participants' previous participation projects and participation history in covered projects as per 24 CFR, part 200 §200.214 and multifamily Housing programs of FmHA, State and local Housing Finance Agencies, if applicable. **Note:** Read and follow the instruction sheet carefully. Make full disclosure. Add extra sheets if you need more space. Double check for accuracy. If no previous projects, write by your name, **"No previous participation, First Experience"**.

1. Controlling Participants' Name (Last, First)	2. List of previous projects (Project name, project ID and, Govt. agency involved)	3. List Participants' Role(s) (indicate dates participated, and if fee or identity of interest participant)	4. Status of loan (current, defaulted, assigned, foreclosed)	5. Was the Project ever in default during your participation Yes No If yes, explain		6. Last MOR rating and Physical Insp. Score and date
See attached						

Part II- For HUD Internal Processing Only

Received and checked by me for accuracy and completeness; recommend approval or refer to Headquarters after checking appropriate box.

Date (mm/dd/yyyy)	Tel No. and area code	☐ A. No adverse information; form HUD-2530 approval recommended. ☐ B. Name match in system	☐ C. Disclosure or Certification problem ☐ D. Other (attach memorandum)
Staff	Processing and Control		
Signature of authorized reviewer		Signature of authorized reviewer	Approved ☐ Yes ☐ No
			Date (mm/dd/yyyy)

Schedule A

Developer: The Habitat Company LLC

Controlling Participant	Project Name	Government Agency	Address	Role (a)	Status of Loan	Was project ever in Default	Last MOR rating
The Habitat Company LLC	Jade Garden Apartments	City of Chicago, Department of Housing	336 W Cermak, Chicago, IL	d/jv 1996 to present	current	no	Satisfactory
The Habitat Company LLC	Heritage House/Casa Heritage	Illinois Housing Development Authority	10315 Palmer Ave, Melrose Park, IL	d/jv 1991 to 2018	unknown	unknown	Satisfactory
The Habitat Company LLC	East Park SRO	City of Chicago, Department of Housing	3300 W Maypole, Chicago, IL	d/jv 1998 to presnt	current	no	Satisfactory
The Habitat Company LLC	Renaissance West	City of Chicago, Department of Housing	2515 W Fullerton, Chicago, IL	O – owner 2017 to present	current	no	Satisfactory
The Habitat Company LLC	Eden Green/Riverside Village	City of Chicago, Department of Housing	13215 S Indiana Ave, Chicago, IL	d/jv 2006 to present	current	no	Satisfactory
The Habitat Company LLC	Lyndale Place	City of Chicago, Department of Housing	2517 W Lyndale, Chicago, IL	O – owner 2017 to present	current	no	Satisfactory
The Habitat Company LLC	43 Green Phase 1	City of Chicago, Department of Housing	321 43 rd St, Chicago, IL	d/jv 2021 to present	current	no	N/A
The Habitat Company LLC	Asbury Plaza	HUD	750 N Dearborn St. Chicago, IL	D 1979 to present	current	no	Satisfactory
The Habitat Company LLC	Eden Commons	HUD	2701 & 2727 S Indiana, Chicago, IL	D 2017 to present	current	no	N/A
The Habitat Company LLC	Elm Street Plaza	HUD	1130 N Dearborn, Chicago, IL	D 1976 to present	current	no	Satisfactory
The Habitat Company LLC	Long Grove House	HUD	2001 S Michigan Ave, Chicago, IL	D 1971 to present	current	no	Satisfactory
The Habitat Company LLC	Pines of Edgewater Phase 1	HUD	5439 N Kenmore, Chicago,IL	D 1977 to present	current	no	Below Average

The Habitat Company LLC	Pines of Edgewater Phase 2	HUD	5439 S Kenmore, Chicago, IL	D 1979 to present	current	no	Below Average
The Habitat Company LLC	West Point Plaza	HUD	300 S. Damen Ave, Chicago, IL	D 1985 to present	current	no	Satisfactory

(a) ROLE: Indicate the role or roles you played in the development of each property listed. If developed as part of a joint venture, indicate such by adding JV to the respective role (e.g., D/JV).
D=Developer; B=Builder; GC= General Contractor; CM=Construction Manager; F=Provided Financing; O=Other (specify)

US Department of Housing and Urban Development
Office of Housing/Federal Housing Commissioner**US Department of Agriculture**
Farmers Home Administration

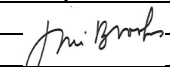
Part I to be completed by Controlling Participant(s) of Covered Projects (See instructions) Reason for submission:		For HUD HQ/FmHA use only	
1. Agency name and City where the application is filed Detroit Housing Commission, Detroit, MI		2. Project Name, Project Number, City and Zip Code Parkside Development Partner RFQ, Detroit, MI 48213	
3. Loan or Contract amount \$ TBD	4. Number of Units or Beds TBD	5. Section of Act TBD	6. Type of Project (check one) ☐ Existing ☐ Rehabilitation ☒ Proposed (New)

7. List all proposed Controlling Participants and attach complete organization chart for all organizations showing ownership %

Name and address (Last, First, Middle Initial) of controlling participant(s) proposing to participate	8 Role of Each Principal in Project	9. SSN or IRS Employer Number (TIN)
Joni Brooks, Member, Duvernay + Brooks, LLC, 2095 Broadway, Ste. 404, NY, NY 10023	Member/Developer Partner	58-2472927

Certifications: The controlling participants(s) listed above hereby apply to HUD or USDA FmHA, as the case maybe, for approval to participate as controlling participant(s) in the role(s) and project listed above. The controlling participant(s) certify that the information provided on this form and in any accompanying documentation is true and accurate. I/we acknowledge that making, presenting, or submitting a false, fictitious, or fraudulent statement, representation, or certification may result in criminal, civil, and/or administrative sanctions, including fines, penalties, and imprisonment. The controlling participants(s) further certify to the truth and accuracy of the following:

- Schedule A contains a listing, for the last ten years, of every project assisted or insured by HUD, USDA FmHA and/or State and local government housing finance agencies in which the controlling participant(s) have participated or are now participating.
- For the period beginning 10 years prior to the date of this certification, and except as shown on the certification:
 - No mortgage on a project listed has ever been in default, assigned to the Government or foreclosed, nor has it received mortgage relief from the mortgagee;
 - The controlling participants have no defaults or noncompliance under any Conventional Contract or Turnkey Contract of Sale in connection with a public housing project;
 - There are no known unresolved findings as a result of HUD audits, management reviews or other Governmental investigations concerning the controlling participants or their projects;
 - There has not been a suspension or termination of payments under any HUD assistance contract due to the controlling participant's fault or negligence;
 - The controlling participants have not been convicted of a felony and are not presently the subject of a complaint or indictment charging a felony. (A felony is defined as any offense punishable by imprisonment for a term exceeding one year, but does not include any offense classified as a misdemeanor under the laws of a State and punishable by imprisonment of two years or less);
 - The controlling participants have not been suspended, debarred or otherwise restricted by any Department or Agency of the Federal Government or of a State Government from doing business with such Department or Agency;
 - The controlling participants have not defaulted on an obligation covered by a surety or performance bond and have not been the subject of a claim under an employee fidelity bond;
- All the names of the controlling participants who propose to participate in this project are listed above.
- None of the controlling participants is a HUD/FmHA employee or a member of a HUD/FmHA employee's immediate household as defined in Standards of Ethical Conduct for Employees of the Executive Branch in 5 C.F.R. Part 2635 (57 FR 35006) and HUD's Standard of Conduct in 24 C.F.R. Part 0 and USDA's Standard of Conduct in 7 C.F.R. Part 0 Subpart B.
- None of the controlling participants is a participant in an assisted or insured project as of this date on which construction has stopped for a period in excess of 20 days or which has been substantially completed for more than 90 days and documents for closing, including final cost certification, have not been filed with HUD or FmHA.
- None of the controlling participants have been found by HUD or FmHA to be in noncompliance with any applicable fair housing and civil rights requirements in 24 CFR 5.105(a). (If any controlling participants have been found to be in noncompliance with any requirements, attach a signed statement explaining the relevant facts, circumstances, and resolution, if any).
- None of the controlling participants is a Member of Congress or a Resident Commissioner nor otherwise prohibited or limited by law from contracting with the Government of the United States of America.
- Statements above (if any) to which the controlling participant(s) cannot certify have been deleted by striking through the words with a pen, and the controlling participant(s) have initialed each deletion (if any) and have attached a true and accurate signed statement (if applicable) to explain the facts and circumstances.

Name of Controlling Participant	Signature of Controlling Participant	Certification Date (mm/dd/yyyy)	Area Code and Tel. No.
Joni Brooks, Member, Duvernay + Brooks, LLC		11/21/2022	646-230-0551
This form prepared by (print name)		Area Code and Tel. No.	

Schedule A**Developer: Duvernay + Brooks, LLC**

Controlling Participant	Project Name	Government Agency	Address	Role (a)	Status of Loan	Was the Project ever in default?
Duvernay + Brooks, LLC	Prospect Plaza, Site 1	New York City Housing Authority; NYC Housing Development Corporation	1743-1765 Prospect Place, Bklyn	D/JV	Current	No
Duvernay + Brooks, LLC	Prospect Plaza, Site 2	New York City Housing Authority; NYC Housing Development Corporation	1740-1796 Prospect Pl, Bklyn	D/JV	Current	No
Duvernay + Brooks, LLC	Prospect Plaza, Site 3	New York City Housing Authority; NYC Housing Development Corporation	430 Saratoga Ave, Bklyn	D/JV	Current	No
Duvernay + Brooks, LLC	Cleaborn Pointe at Heritage Landing (Cleaborn Homes), Phase 1	Memphis Housing Authority; Health, Education & Housing Facility Board of Shelby County	440 South Lauderdale Street, Memphis, TN	D/JV	Current	No
Duvernay + Brooks, LLC	Yonkers RAD Preservation	Municipal Housing Authority of the City of Yonkers; New York State Housing Finance Agency	Schlobohm Houses - 1-8 Schroeder Street, Yonkers, NY; Walsh Homes - 55-97 Walsh Road, Yonkers, NY; Flynn Manor - 340 Riverdale Ave., Yonkers, NY	D/JV	Current	No
Duvernay + Brooks, LLC	Queen City RAD Preservation	New Rochelle Municipal Housing Authority; New York State Housing Finance Agency	50 Sickles and 111 Lockwood, New Rochelle, NY	D/JV	Current	No
Joni Brooks	Georgetown Crossing	Sanford Housing Authority; Florida Housing Finance Corporation	400 Locust Avenue, Sanford, FL	D/JV	Current	No

Schedule A**Developer: Duvernay + Brooks, LLC**

Duvernay + Brooks, LLC	St. James Terrace	NYS Housing Finance Agency	2518 & 2520 Jerome Ave., Bronx, NY	D/JV	Current	No
Duvernay + Brooks, LLC	Glens Falls Portfolio	Glens Falls Housing Authority; NYS Housing Finance Agency	23 Jay Street, Glens Falls, NY; 43 Ridge St., Glens Falls, NY; 19 Wall St., Hudson, NY; 31 Larose St., Glens Falls, NY	D/JV	Current	No
Duvernay + Brooks, LLC	NYCHA RAD PACT - Boulevard, Belmont-Sutter, Fiorentino	New York City Housing Authority; NYC Housing Development Corporation	Scattered Sites, Brooklyn, NY	D/JV	Current	No
Duvernay + Brooks, LLC	Yates Village, Phase 2	Schenectady Municipal Housing Authority; NYS Housing Finance Agency	2450 Van Vranken Ave., Schenectady, NY	D/JV	Current	No

(a) ROLE: Indicate the role or roles you played in the development of each property listed. If developed as part of a joint venture, indicate such by adding JV to the respective role (e.g., D/JV).

D=Developer; B=Builder; GC= General Contractor; CM=Construction Manager; F=Provided Financing; O=Other (specify)

(b) TYPE: Project Type: RH=Rental Housing; CH=Coop/Condo Housing; SF=Single Family Housing; O=Office; R=Retail; CF=Community Facility; M=Mixed Use

(c) CATEGORY: NC=New Construction; SR=Substantial Rehab; MR=Moderate Rehab

(d) STATUS: Indicate if project is Pre=Pre-development; UC=Under Construction; Com=Completed

(e) GOVERNMENT PROGRAM: Provide the name of the program, contact name, and telephone number.

(f) CONSTRUCTION/PERMANENT LENDER: Provide the name of the institution.

(g) MANAGEMENT: Indicate if you manage the project directly or use a property manager. Provide the name of the property manager used, if any. Indicate N/A if you no longer own the project.

DHC FILE NO. H732
ADDENDUM #1
RFQ for The Villages at Parkside Redevelopment

GENERAL:

- A. This Addendum Number one (1) is issued prior to award of contract to inform proposers of revisions to the RFQ documents and is hereby **made part of the RFQ documents and shall be included in the contract.**
- B. Proposers shall indicate in their letter of transmittal confirmation of receipt of this addendum.
- C. All requirements contained in the RFQ documents shall apply to this addendum, and the general character of work called for in the addendum shall be the same as originally set forth in the applicable portions of the RFQ.

Error:

Page 7, under 2.5 Site Visit and Written Questions

"DHC is offering respondents the opportunity to visit Parkside on a guided tour on Tuesday, November 1, 2022."

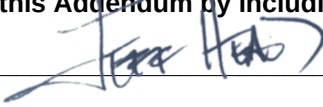
Correction:

DHC is offering respondents the opportunity to visit Parkside on a guided tour on **Wednesday, November 2, 2022.**

We are grateful for your interest in doing business with our Agency and we look forward to receiving a proposal submittal from your firm.

END OF ADDENDUM #1
10/31/22
The Detroit Housing Commission
Procurement Division

All proposers must acknowledge receipt of this Addendum by including it in RFQ.

Vendor Acknowledgement Signature: _____.

DHC FILE NO. H732
ADDENDUM #3
RFQ for The Villages at Parkside Redevelopment

GENERAL:

- A. This Addendum Number Three (3) is issued prior to award of contract to inform proposers of revisions to the RFQ documents and is hereby **made part of the RFQ documents and shall be included in the contract.**
- B. Proposers shall indicate in their letter of transmittal confirmation of receipt of this addendum.
- C. All requirements contained in the RFQ documents shall apply to this addendum, and the general character of work called for in the addendum shall be the same as originally set forth in the applicable portions of the RFQ.

Question 1: Will DHC provide copies of floor plans for the Parkside units?

Agency Response: Attached are floor plans for units in one of the 1930s-era buildings. DHC does not have unit floor plans for the more recent HOPE VI-era buildings.

Question 2: Are the units individually metered?

Agency Response: The units are individually metered for gas and electricity. The site is mass metered for water.

Question 3: Are we allowed to take videos?

Agency Response: DHC staff received this question during the in-person site visit and answered “no” to protect the privacy of residents and site maintenance staff.

Question 4: Will we see a “heavy” turn as a oppose to a “light turn?” I would like to see a unit more extensive damage.

Agency Response: DHC staff received this question during the in-person site visit and asked the property management staff member who was guiding the tour to show a more heavily damaged unit. Visitors were able to view a more damaged unit.

Question 5: Will unit inspection reports be available for the Parkside units?

Agency Response: DHC does not have current inspection reports for this development.

Question 6: SCORING

B.1 Resident and Community Participation (8 points: score on a 4-point scale and multiply by 2)

Please explain why the Resident, PHA, and Community Involvement section is weighed lower (e.g., has the lowest multiplier X2) compared to the other sections.

Agency Response: Please note that Category B can receive a total of 12 points, summing the 8 points assigned to B.1 and the 4 points assigned to B.2. Neither Category B nor sub-category B.1 are weighed particularly more weakly than other criteria. Category B (“Resident, PHA, and Community Involvement”) is

weighed equally with Category C (“Desirability of Development Vision”) at 12 points each. Further, note that sub-category B.1 is weighed as heavily as two other sub-categories: A.1 (“Professionalism and General Experience”) and A.4 (“Quality of Design Teams”).

Question 7: APPENDIX: RESIDENT ENGAGEMENT RESULTS (Pg26)

There are many qualities, commitments, services, benefits, and other ideas listed on page 26 that were not incorporated as requirements of the RFQ. To what extent, if at all, will the Review Committee evaluate/score these additional items being included in the submitted RFQ?

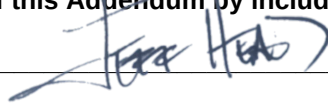
Agency Response: The review committee will not evaluate/score those additional items. The committee will only evaluate/score items listed in Part VI – Evaluation Criteria and Scoring (pp. 13 – 18). The only resident desires implemented as requirements of the RFQ submission are listed in the table on page 29. Only items listed in Part VI of the RFQ will be scored. Additional scoring criteria will not be considered at this time.

The remaining ideas that resulted from the October 15 resident engagement are provided for reference only. The intent of including the appendix was to demonstrate DHC’s commitment to ensuring that resident voices and perspectives are heard. DHC hopes that providing those non-incorporated resident comments are beneficial for development teams because this is intended to be a highly tenant participatory process.

We are grateful for your interest in doing business with our Agency and we look forward to receiving a proposal submittal from your firm.

**END OF ADDENDUM #3
11/08/22
The Detroit Housing Commission
Procurement Division**

All proposers must acknowledge receipt of this Addendum by including it in RFQ.

Vendor Acknowledgement Signature:  _____.

