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AAHDC
RFP# AAHC-350 - Co-Developer for 350 South Fifth Ave
301 Huron Street
Ann Arbor, MI 48104

We are excited to submit our qualifications in response to your Request for Proposal for Developer Partner, RFP No. AAHC-350-Co-Developer for 350 South Fifth Ave. Gorman & Company, LLC, alongside our seasoned partners, are eager to bring our extensive experience in affordable and workforce housing, retail, and general contracting to this project.

Since 1984, Gorman & Company has been at the forefront of development and redevelopment throughout the United States. Our innovative approach in financing and redevelopment techniques has allowed us to successfully undertake a broad spectrum of housing projects, including public, affordable, workforce, and mixed income, as well as mixed-use and market rate developments. In the realm of public housing, our portfolio includes historic rehabs, projects utilizing Section 18 and Rental Assistance Demonstration (RAD), and RAD to Faircloth, among other strategies.

Our reputation for excellence is reflected in our consistent ranking among the nation's 'Top 50 Affordable Housing Developers' by Affordable Housing Finance Magazine. We are renowned for our expertise in handling complex projects across the country. With over 40 years of experience, we have crafted some of the highest quality housing and neighborhood revitalization projects in the nation.

Gorman is a vertically integrated firm comprising Gorman General Contractors, LLC, Gorman Property Management, LLC, and Gorman Architectural, LLC. This integration enables us to provide comprehensive services tailored to each project's specific needs. Our construction team is well-versed in Section 3, Davis-Bacon, and related regulations affecting construction services and labor procurement. The architectural team excels in delivering top-tier designs incorporating green building technologies, ADA and Section 504 compliance, and Universal Design. Our property and asset management team specializes in fair housing, tax-credit compliance, marketing, lease-up, investor relations, relocation services, and exceptional customer service.

With a development record of over 11,000 units amounting to over \$2 billion in assets, Gorman is adept at collaborating with multiple partners on each project. Our vertical integration ensures seamless communication across all departments from development to operations. In our 40-year history, we have never experienced a foreclosure, default, or replacement of a general partner by an investor. Our commitment to each project is unwavering, as evidenced by our proactive approach to project initiation, development timeline establishment, and funding source identification.

Our monthly reports keep partners informed about critical path items, achievements, and budget status. We prioritize a client-first approach in all our endeavors, focusing on residents, community organizations, and nonprofits to ensure every resident has the best opportunities for success.

Gorman & Company has fostered strong relationships with local and national funding partners, frequently employing financing strategies involving Low-Income Housing Tax Credit (LIHTC) equity, CDBG, TIF, NSP, HOME funds, EB-5, Federal Home Loan Bank AHP funding, property tax exemptions, and more. Our expertise extends to HUD programs and various funding sources, including HOPE VI, CNI, RAD, Section 18, vouchers, and FHA-backed financing. Our agility in securing financing, combined with our proficiency in integrating unconventional funding sources, sets us apart.

Our dedicated Public Housing Team has a successful track record in public housing redevelopment across various states. Notably, our experience with the RAD program began in 2012 with our co-development partnership with the Housing Authority of Maricopa County, converting over 600 units of public housing.

We are proud of our local and national recognitions, such as the 2020 Master Plan of the Year by the American Planning Association, Arizona Chapter, for the Edison-Eastlake Community CNI redevelopment.

That said we recognize the important role that partnerships play in any community development activity and look forward to working with AAHDC along with DL3 Realty and J29:7 Planning and Development Corporation on this unique opportunity.

DL3 Realty has spent the past 20 years acquiring prominent commercial locations in urban communities in order to establish high quality education programs, professional office buildings, and national retailer anchored retail centers. DL3 Realty is a certified minority-owned business by the National Minority Supplier Development Council and through local engagement has become nationally recognized as a full service real estate development firm that is dedicated to transforming communities through high-impact commercial real estate.

While J29:7 LLC mission is to seek the welfare of the places through inclusive engagement and equitable and sustainable development. They take a holistic approach to development that focuses not just on projects and buildings but on the holistic development of the communities in which we develop and the people that live there. We believe in identifying the challenges that systematically cause people to be left behind and then working together with communities to develop sustainable and equitable solutions that solve those challenges.

This collaboration between DL3 Realty, J29:7 LLC, and Gorman & Company represents a powerful alliance capable of transforming 350 South Fifth Ave. By leveraging our combined expertise, we can deliver a project that is economically vibrant, socially equitable, and environmentally sustainable, helping to set a new benchmark for urban development and community revitalization in Ann Arbor.

This team will be led by William W. Towns, PhD, MBA, a nationally recognized community development expert and scholar in the Sustainability and Social Impact Department at the Kellogg School of Management at Northwestern University in Evanston, IL.

We look forward to the opportunity to contribute to AACH and the City of Ann Arbor's development plans and if you have any further questions, please feel free to reach out to Dr. Towns at:

William W. Towns PhD, MBA
National Market President Community Revitalization and Public Housing
wtowns@gormanusa.com
(608) 835-3900

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Swanton". The signature is fluid and cursive, with the first name "Brian" and the last name "Swanton" clearly distinguishable.

Brian Swanton
President/CEO

REFERENCES

City of Phoenix

Angela Duncan, Deputy Director
City of Phoenix Housing Department
Municipal Partner
Angela.duncan@phoenix.gov

The Housing Authority of the City of Little Rock d.b.a. Metropolitan Housing Alliance

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PROJECT NARRATIVE – DEVELOPMENT SUMMARY

Our project team led by managing partner Gorman & Company, including J29:7 and DL3 Realty, are excited to submit this development proposal to serve as both co-developer and Master Developer on the city-owned site located at 350 South 5th St in Ann Arbor, MI. Our firms' aligned missions are centered on a commitment to building inclusive, transformative, and revitalizing communities through development.

We have assembled a team with the experience and expertise that proposes to help the city of Ann Arbor deliver quality affordable housing options for the community. We acknowledge the Ann Arbor Housing Commission's (AAHC) objectives of:

- Developing an overall development plan
- Finalizing the site plan for City approval
- Leading the permitting and approvals process
- Securing additional funding
- Preparing and maintaining the project schedules
- Forming a construction management team
- Developing a project proforma for the development of the project site and
- Collaborate with our co-developer and other stakeholder partners including applicable community, city, county, and state representatives.

Our project team proposes to develop two combined towers of mixed-income housing over mixed-use office and commercial space. Both towers will be placed on an approximate 35,000 square foot existing/vacant parking lot. The "West Tower" will provide approximately 100 affordable units to low-income residents with a target of delivering 50 permanent supportive housing units. Our goal, in alignment with the RFP, is for the AAHC to participate as co-developer on the West Tower development and support the permanent services component. The "East Tower" will provide approximately 200 units of market rate housing with a target of 20% of these units being affordable to low-income residents. Both towers will have separate entrances, amenities, services and community spaces, to name a few. The proposed building square footage for both towers is 311,947 with approximate total development costs of \$172 million. Our project team's estimated hard costs range between \$110,000,000 and \$125,000,000. This construction range estimate is based on a local builder who has built similar projects in the last few years with cost/sqft consistent with our proposed range. Additionally, our construction estimate range is based upon Smith Group's Schematic Design Drawings and the 350 S. 5th PUD Supplemental Regulations Section (H) Sustainability.

Our team will work closely with our co-developer partner AAHC, Smith Group, AAATA, local, county, and state stakeholders, as well as provide a comprehensive community engagement to provide affordability through the development. We believe our proposal speaks to the key objectives identified in the proposal and our team is best positioned to exceed the expectations set forth by the AAHC.

PROFESSIONAL QUALIFICATIONS

CO-DEVELOPER DESCRIPTION

The Development Team consists of a partnership of highly skilled, full-service development firms with extensive experience in public-private partnerships and creative, complicated capital stacks. Gorman & Company is a nationally recognized leader in Affordable Housing with over 7,000 units under management. DL3 Realty is a minority owned business that has spent the past 20 years acquiring and developing prominent commercial locations in Chicago's urban communities to deliver high-impact community revitalization. J29:7 is a locally based, minority owned business that takes a community first approach to development. Each of our company profiles, key individuals and sample prior developments are attached to this section.

Key Person Contact:

William W. Towns, National Market President at (773) 551-6720 or wtowns@gormanusa.com

Leon L. Walker at (773) 844-3381 or lwalker@dl3realty.com

Derric L. Scott at (708) 439-8083 or dscott@j29seven.com

Gorman & Company Website: www.GormanUSA.com

DL3 Website: www.DL3Realty.com

J29:7 Website: www.J29seven.com

EXPERIENCE GORMAN & COMPANY

ACQUISITION + REHABILITATION | PUBLIC HOUSING REDEVELOPMENT | SPECIAL NEEDS

+ SUPPORTIVE HOUSING | SENIOR HOUSING + GRANDFAMILY | NEW CONSTRUCTION

Since 1984, Gorman & Company has specialized in downtown revitalization, historic preservation, mixed-use, live-work, workforce housing, neighborhood transformations, and preservation of affordable housing options. We have been recognized as one of the nation's 'Top 50 Affordable Housing Developers' by Affordable Housing Finance Magazine and regularly received local and national recognition for our developments.

Our team has a proven record of accomplishment of cultivating successful partnerships with a wide range of groups including municipalities, corporations, housing authorities, nonprofit organizations, private investors, businesses, and community stakeholders. We bring with us our ability to assemble a wide array of resources necessary to tackle challenging development projects all while maintaining the community vision.

Of the 160+ projects that we have completed, we have never had a foreclosure, never defaulted, never been terminated from a contract, and never had a general partner replaced by the investor. We stand by our commitments. When we receive an RFP award, we enthusiastically deliver on our promises.

PROFESSIONAL QUALIFICATIONS

BRIAN SWANTON | PRESIDENT & CEO



Brian Swanton transitioned into the role of President & Chief Executive Officer for Gorman & Company in 2018, after serving as the Arizona Market President since 2008. During his tenure as Arizona Market President, Mr. Swanton led a multi-disciplinary team that designed and constructed over 1,000 units of new housing across the State with an emphasis on permanent supportive housing for families, seniors, veterans, and chronically homeless populations in both urban and rural locations. Mr. Swanton also redeveloped some of the first public housing units in the country using HUD's Rental Assistance Demonstration (RAD) program. As President & CEO, Mr. Swanton oversees all of Gorman's business units, including design, construction, development, property & asset management, and administration. Prior to joining Gorman, Mr. Swanton held various leadership positions in the non-profit sector, where he directed the preservation and construction of over 2,300 units of housing in 29 residential communities across Arizona and successfully refinanced and/or repositioned 1,702 units of existing affordable housing. Mr. Swanton also spent eight years of his career in the public sector, having served as the Housing Development Manager for the City of Scottsdale, as well as other positions in housing and community development with the City of Glendale, AZ, the Arizona Department of Housing, and the City of Quincy, MA.

Mr. Swanton holds a Master of Public Administration and a Bachelor of Science in Urban Planning, both from Arizona State University where he has taught graduate and undergraduate courses in housing finance and neighborhood revitalization. Brian is also certified as a Housing Development Finance Professional by the National Development Council. Brian is the past Chairman of the Board of Directors for the Arizona Housing Alliance, Arizona's only statewide affordable housing advocacy organization, guiding that organization through a merger with the Arizona Coalition to End Homelessness in 2017. Brian continues to serve on the Board of the newly merged organization, the Arizona Housing Coalition. Brian is also an active member of Greater Phoenix Leadership, the Arizona Multihousing Association, the Housing Advisory Group (HAG), the Affordable Housing Developers Council (AHDC), and the Affordable Housing Tax Credit Coalition where he advocates on the federal, state, and local levels to advance affordable housing resources across the U.S.

PROFESSIONAL QUALIFICATIONS

MIKE REDMAN | CFO & COO

Mike joined Gorman & Company in 2014 as the Corporate Controller. He directly supervises all aspects of the accounting department including oversight of the budget process, tax preparation, and audit. He brings to Gorman & Company many years of diverse work experience from such industries as hotel development and management, construction, retail, and transportation. His background includes being a member of corporate leadership teams and serving in various leadership roles such as CFO, Controller, and Vice President – Finance. Mike holds a degree from Upper Iowa University and is a Certified Public Accountant. He is a member of the AICPA and WICPA and has served on boards of not-for-profit organizations.



WILLIAM TOWNS, PH.D. | NATIONAL MARKET PRESIDENT

William Towns, Ph.D., a leading scholar, and advocate for housing equity among underrepresented communities, joined Gorman & Company in 2021. Towns is leading Gorman’s partnership-building efforts with local public housing authorities to advance comprehensive revitalization and redevelopment strategies. Dr. Towns joined Gorman as National Market President for Community Revitalization and Public Housing. Before joining Gorman, Will worked at 4S Bay Partners where he was the Managing Director of Chi-Town Impact, an equity fund focused on funding women and entrepreneurs of color. He also held executive-level positions with the University of Chicago, Mercy Housing, and Pathway Senior Living. Towns’ expertise in private equity funding complements Gorman’s financial resources and knowledge.

He maintains teaching positions with both the University of Chicago and Northwestern University’s Kellogg School. Towns has advised and sat on boards of health, education, banking, and economic development organizations. His passion for working with underrepresented communities intensifies the company’s focus on building social equity through housing and lends yet another perspective to the work in revitalizing public housing communities.



PROFESSIONAL QUALIFICATIONS

MEGAN SCHUETZ | DIRECTOR OF DEVELOPMENT - PUBLIC HOUSING & WISCONSIN



Megan has nearly 20 years of experience in affordable housing development. In her previous role she was responsible for planning, overseeing and successfully completing complex multi-family housing development projects. She successfully completed real estate development projects catering to people with disabilities. Megan brings expertise evaluating potential development projects for design, financial, and market feasibility to the Public Housing and Wisconsin teams. The breadth of her experience in affordable multifamily development extends from negotiating development agreements, securing municipal entitlements, identifying, and securing financing sources, and preparing financing applications for subsidies such as HOME, CDBG and FHLB AHP financing, Section 42 Tax Credits, and Tax Incremental Financing. Megan previously served as Gorman's Development Associate, managing development teams and

processes in Gorman's Arizona, Wisconsin, Illinois, Florida, Arkansas, Mississippi, and Louisiana markets.

NOAH GERENCIR | FINANCIAL ANALYST

Noah began working at Gorman & Company as an intern in January 2020. He now serves as the Development Coordinator for Gorman's RAD Market, focusing on projects throughout the country utilizing the RAD concepts, and Colorado Market. Since joining Gorman, he has worked on crafting responses to RFQs and RFPs, coordinating due diligence of land and financial closings, and assisting in the development process. Noah holds a Bachelor of Business Administration in Real Estate and Urban Land Economics and Finance, Investment & Banking from the University of Wisconsin-Madison.



PROFESSIONAL QUALIFICATIONS

RAFAEL TUDOR | DIRECTOR OF ARCHITECTURE



Rafael Tudor recently joined Gorman & Company as Director of Architecture. Rafael was born in Romania but grew up in Chicago. Growing up in Chicago, experiencing all the great aspects of the city, gave him a keen interest in architecture. He went on to study at Architecture at Illinois Institute of Technology (IIT). After graduation from IIT, Rafael went to work for a real estate developer where he learned a great deal working in a firm that housed development, design, construction, and property management. He then went on to study Real Estate Development because of the influence working for a vertically integrated company. That helped him piece together design, construction, and development into one. Rafael has a deep appreciation for residential and mixed-use design. He believes it is the most personal type of design that an

architect can take on. Rafael was most excited to join Gorman & Company as they work to provide solutions to the country's growing housing crisis. He is very thankful to be able to help create shelter and solutions Gorman & Company's residents.

CAT PAUL | LEAD ARCHITECT

With over 15 years of experience ranging from residential to historic preservation, Cat brings an emphasis on technical knowledge to her projects within the Public Housing Market. She obtained a dual master's in Architecture and Historic Preservation from the University of Colorado-Denver where she developed the skillset for complexity and problem solving. As a licensed Architect and Certified Passive House Designer she has further enhanced her technical toolset and onsite construction management to incorporate a range of strategies and resources to solve existing and new design challenges. Since joining Gorman in 2022, Cat has integrated these tools in multifamily projects within the Wisconsin Market, a historic renovation project within the Illinois Market and now as the Lead Architect for the Public Housing Market. Cat believes every building has a story to tell and there is so much to be told in the details, the more complex the better.

ROB PADLEY | INTERIM DIRECTOR OF CONSTRUCTION

Rob has over two decades of experience in construction management roles, starting his career as a Field Superintendent and quickly ascending to the role of Project Manager. His background and field experience are important components when performing critical project functions such as conceptual estimating, scheduling, establishing comprehensive scopes of work, contract negotiation, field quality reviews and complete budget oversight.

PROFESSIONAL QUALIFICATIONS

TOM JONES | DIRECTOR OF PRECONSTRUCTION

Tom has over 20 years of overall experience in design, project management, budgetary and competitive estimating, space planning, on-site construction, and customer relations. Tom's project experience includes single family homes and developments, multi-family, senior living, and office tenant improvements. As the Director of Preconstruction at Gorman & Company, Tom provides facility assessments, budgets (both conceptual and hard) and value engineering on projects for all Gorman & Company's markets. Attention to detail and precision estimates help Tom to ensure the success of projects. Tom attended MATC and holds a Residential Design degree along with having a Wisconsin Dwelling Contractors License and a State of Wisconsin Certified UDC Construction Building Inspector License.



LAURA NARDUZZI | SENIOR VICE PRESIDENT OF OPERATIONS

Laura received her degree in Hotel and Restaurant Management from the University of Wisconsin – Stout in 1989. She began her hotel career with The North Central Group, a hotel management and development company. She held various positions in her 20-year tenure with that company including the Vice President of Operations. In that role, she was responsible for a \$90 million highly reputable hotel portfolio of Hilton and Marriott brands, which received several brand awards. She joined Gorman & Company in 2009 and now is the Director of Operations.



She directly oversees the operations of Gorman & Company's management division as well as supervises several corporate functions including facilities, marketing, training, and compliance. She works closely with the third-party management companies ensuring Gorman & Company's standards are synonymous across all markets. Laura works closely with Development, Design and Construction in the development process to insure strong viability and long-term sustainability.

PROFESSIONAL QUALIFICATIONS

KYLE CULOTTA | DIRECTOR OF ASSET MANAGEMENT

Kyle joined Gorman & Company in 2018 as the Director of Asset Management. In his role he is responsible for developing and maintaining strategic asset management, financial management and risk management activities for the company's portfolio. In his role, he oversees portfolio performance, stakeholder reporting, and insurance administration. Working with external and internal partners, his responsibilities include multi-state oversight of third-party management companies, capital planning, and refinancing/disposition of assets.

Prior to joining Gorman, Mr. Culotta most recently worked with the Wisconsin Housing and Economic Development Authority where he was responsible for overseeing the Authority's Tax-Exempt Bond Portfolio. He has over 10 years of experience in asset management, valuation, development, acquisition/disposition and the aggregation and deployment of capital for high density multifamily, office, hotel, and retail properties. Mr. Culotta received his bachelor's degree in Economics as well as his MBA with an emphasis in Commercial Real Estate Finance from the University of Colorado's Leeds School of Business.



PROFESSIONAL QUALIFICATIONS

SPECIFIC PROJECT EXAMPLES – GORMAN & COMPANY

Below are a few examples of recent, and current, mixed-income mixed use development that Gorman & Company has completed.

EDISON-EASTLAKE COMMUNITY CNI – PHOENIX, AZ

In July of 2018, the City of Phoenix Housing Department, with Gorman & Company as its chosen lead developer, was awarded a \$30 million Choice Neighborhoods Initiative (CNI) Implementation Grant from the U.S. Department of Housing and Urban Development (HUD) to improve the Edison-Eastlake Community (EEC) and transform it into a vibrant mixed-income neighborhood. EEC is located approximately one mile east of downtown Phoenix and is adjacent to the former St. Luke’s Hospital. The CNI Implementation Grant is the first ever awarded to a community in Arizona and will leverage over \$220 million of funding to provide more than 1,000 families with new, high- quality, affordable and market-rate housing, along with significant neighborhood improvements. Gorman was competitively selected by the City of Phoenix to serve as the Housing Implementation Entity (HIE) for this effort.

The implementation will reshape and revitalize the EEC neighborhood that includes three public housing projects containing 577 units – Frank Luke Homes, A.L. Krohn Homes, and Sidney P. Osborn. These projects were built between 1942 and 1963 and represent the largest concentration of public housing in the state. The redevelopment effort within EEC will result in the creation of roughly 1,000 units of mixed-income housing and homeownership units over the course of five years through a four-phased master plan. Additionally, another 150 public housing replacement units will be developed “off site.”

Over the course of approximately 18 months, Gorman and the City of Phoenix Housing Department held a series of meetings and design charrettes with the residents of Frank Luke, A.L. Krohn, and Sidney P. Osborn, as well as community stakeholders to gain their input for the design and amenities for the new projects and overall master plan. Through these meetings, a specific Housing Design Committee was established consisting of those participants who wanted to attend regular meetings with the Design Team and provide continued guidance and feedback as the phases in the master plan evolved to ensure the final results are reflective of the community’s goals for the EEC.



PROFESSIONAL QUALIFICATIONS

UNION CORNERS – MADISON, WI

The Union Corners land, an 11-acre parcel located in Madison, Wisconsin, has seen a long and intricate history of uses over the last several centuries. It was the ancestral home to the Ho-Chunk Native American tribe, then utilized as an embarkation point for Union Soldiers during the Civil War, the home to the French Battery Company. The site went vacant in the 1990's and sat empty and waiting for revival. In 2004, a previous owner proposed a huge mixed-use development that garnered broad support from city officials and residents. \$4.9M in TIF support was pledged. However, the project stalled due to the faltering economy in 2007. Between 2007 and 2010, the City of Madison invested \$2.5M in infrastructure improvements at the site and acquired the site for just over \$3.5M. In 2012, after holding a process to pick a new developer, Gorman & Company was chosen from among five respondents. During this time, the site sat as a vacant field, collecting litter, and serving as a home for people living in broken down campers and other automobiles.

After taking a year to hammer out a development deal, Gorman was able to begin working with the City and neighbors to create a multi-phase, mixed-use concept that would gain support. In 2014, a general development plan for the multi-phase site was approved by the City.

Gorman completed the Union Corners redevelopment through four phases. The first phase, completed in late 2016, was a new 60,000 SF medical clinic occupied by the UW Health System. The second phase, completed in late 2017, was a two building, 90-unit (76 affordable, 14 market-rate) development with 20,000 SF of ground floor retail. The third phase, a two building, 60-unit mixed-income development targeted at grandfamilies and kinship families, was completed in late 2019. The fourth and final phase was completed in 2022 and features 105 market-rate units with an additional 16,000 SF of retail space.



PROFESSIONAL QUALIFICATIONS

REDEVELOPMENT IN THE ROCK INITIATIVE – LITTLE ROCK, AR

The Little Rock Housing Authority, dba Metropolitan Housing Alliance (MHA), launched an effort know as “The Redevelopment in the Rock Initiative” to merge commitment from public, private and local industries to inject over \$100 million into the Little Rock economy through modernization of MHA’s housing communities. Gorman and MHA worked together to transform four separate developments, three 160+ unit towers, and one scattered site development of 87 units.

Gorman, along with MHA, held numerous resident and stakeholder meetings to understand the community’s concerns, wishes, supportive service needs, accessibility issues, etc. while also informing residents about relocation and rights through the RAD program. Our teams learned a great deal from these meetings and incorporated many ideas into the design and operations of the property. Further, meaningful service plans were developed based on these interactions.

The first three towers were closed simultaneously in August 2018. These towers; Fred Parris, a 250-unit senior tower, Jesse Powell, a 169-unit tower, and Cumberland, a 178-unit senior tower, were all converted using RAD. Each tower received 4% LIHTC and Federal and State Historic Tax Credits. Fred Parris and Cumberland were completed in October 2019 and Jesse Powell was completed in November 2019.

The scattered site, Sunset Terrace, consists of one 74-unit site with duplex style homes and two scattered sites, one with five units and another with eight for a total of 87 units. Sunset Terrace was closed in October 2022 with 4% LIHTC as the primary financing source. The 74-unit site is undergoing a substantial rehab, with each building being demolished down to the studs and completely transformed with additions added to the back. The community and leasing building is also being rehabbed to better fit the needs of the residents and provide areas for supportive services. The scattered sites are undergoing a minor rehab. Construction is slated to complete in early April 2024.



PROFESSIONAL QUALIFICATIONS

GRAND RIVER STATION – LA CROSSE, WI

Grand River Station Apartments is comprised of a number of complementary components including a transit center, retail, rental housing, and a parking deck. The rental housing component of this development includes 72 affordable units targeted toward artists and entrepreneurs. The design of the units includes live/work space and project amenities such as a business center, artists' workspace, and an art gallery to cater toward these populations. There are also an additional 20 units of market rate housing and commercial space. All components are part of multiple condo units located within the same building and utilizing a mix of ownership partners including the City of La Crosse. The transit center serves as a hub for public transportation in downtown La Crosse consisting of 10,000 square feet between the ground and first floors. The third floor of the building has a parking deck available to all residents.



Company Capacity



DL3 Realty Advisors (“DL3”) is a full-service commercial real estate development, investment, and advising company driven by a mission to help improve and sustain neighborhood life in Chicago’s urban communities. Over its 50-year history, DL3 has emerged as one of Chicago’s most active, Black-led community developers bringing high impact commercial real estate projects to underserved Chicago neighborhoods, including grocery anchored retail centers in “Food Deserts” and medical office buildings in “Medically Underserved Areas” on Chicago’s south and west sides. Leon Walker, Managing Partner of DL3, has spent the past 20 years acquiring, developing, leasing, and advising partners in the development of prominent commercial urban locations in Chicago in order to establish high-quality education programs, professional office buildings and national retail anchored shopping centers.

DL3 has a proven track record of delivering high impact projects in Chicago’s emerging urban neighborhoods, including the grocery anchored Englewood Square Shopping Center and the Jewel-Osco in Woodlawn, which were both awarded the Chicago Neighborhood Development Award for Outstanding For-Profit Neighborhood Real Estate Project in 2016 and 2020, respectively. Recently, DL3 has completed the redevelopment of two formerly vacant big box retail buildings into customer care centers for Blue Cross Blue Shield of Illinois and Discover Financial Services creating over 1,500 jobs for local residents.

DL3 consists of a highly skilled team of industry leading real estate professionals with a strong record of executing high impact retail, office, residential and mixed-use developments that utilize complex financing structures with public and private capital. DL3’s development team has steered over \$200 million of targeted investment in Chicago’s underserved neighborhoods over the last 5 years with an additional \$100 million planned over the next 3 years, utilizing DL3’s nationally recognized Venture Development™ investment strategy. “Venture Development” is a modern, sustainable economic development strategy through which equity investors can pursue positive holistic change in urban neighborhoods while generating competitive risk adjusted investment returns by leveraging best practices from experienced real estate professionals and engaging community stakeholders, Venture Development helps accelerate the revitalization efforts of local government and anchor institutions in economically stagnant neighborhoods, striking the right balance that provides equity investors with attractive risk adjusted financial returns in a socially responsible fashion. DL3 keenly understands the interests of private developers, municipalities, corporate institutions, community and philanthropic stakeholders and equitably integrates that understanding to creatively and collaboratively transform and speed the recovery of urban neighborhoods. That is the essence of Venture Development: tailored investments that lead to broadly embraced transformation.

AWARDS & ACKNOWLEDGEMENTS



DL3 Realty has won many awards, including the following:

- 2023 Push for Excellence Award – Business and Economics Leader
- 2022 Chicago Association of Realtors Hall of Fame Inductee
- 2021 Greater Chicago Food Depository Inaugural Game Changer Award
- 2020 Roosevelt University Marshall Bennett Institute of Real Estate Inaugural Changemaker Award
- 2020 LISC Chicago Neighborhood Development Award – Woodlawn Jewel-Osco recognized for “Outstanding For-Profit Neighborhood Real Estate Project”
- 2019 Neighborhood Housing Services Community Impact Award – For outstanding leadership in rebuilding Chicago communities
- 2018 Urban Land Institute (ULI) Community Impact Vision Award – Englewood Square Retail Center
- 2017 LISC Chicago – Chicago Neighborhood Development Award – Englewood Square Retail Center for “Outstanding For-Profit Neighborhood Real Estate Project”
- 2009 LISC Chicago – Chicago Neighborhood Development Award – Roseland Medical Center for “Outstanding For-Profit Neighborhood Real Estate Project”



Leon I. Walker

Managing Partner

Over the past 20 years, Leon I. Walker, Esq., has spearheaded cutting-edge community development projects that have generated thousands of new jobs and brought grocery stores and health care services into the food and health care deserts on Chicago's south side.

As the CEO and Founder of DL3 Realty Advisors, LLC, Leon works closely with municipalities, anchor institutions, and Fortune 500 companies to execute projects that are sensitive to a neighborhood's character while creating economic opportunities for local businesses and residents. DL3's projects are more than just bricks and mortar— they are designed to provide a stimulus that ultimately lifts economic prospects and the quality-of-life in urban communities.

In the past five years, DL3's projects have created over 3,000 jobs on Chicago's south side, and the firm is actively pursuing projects that will create over 10,000 new jobs by the end of the decade. DL3's nationally recognized "Venture Development™" model is leading a new wave of impact investing in Chicago's neighborhoods.

DL3 is executing transformative investments at several key transit nodes on the south side by developing new luxury affordable, mixed-use anchor housing under the "Thrive" branding that offers both market rate and affordable options for residents. Both Thrive Exchange and Thrive Englewood are designed to build on the Invest South/West initiative by increasing walkability and attracting additional capital to the surrounding neighborhoods. DL3 is the first Black owned private development firm to successfully win and close a City of Chicago 9% low-income housing tax credit award, and Leon is committed to lifting emerging developers through his leadership of the Chicago Emerging Minority Developer Initiative (CEMDI), so that developers of color can compete and execute tax credit and complex commercial developments in neighborhoods across Chicago.

Prior to taking on the leadership of DL3, Leon worked in corporate real estate services at Jones Lang LaSalle, and in real estate capital markets at Citicorp Securities. He is a graduate of the University of Chicago Law School, Booth School of Business, and received his bachelor's degree from the University of Michigan Ross School of Business.

Professional & Community Engagement

- Board Member:
 - University of Michigan Real Estate Fund
 - Marshall Bennett Institute of Real Estate at Roosevelt University
 - Greater Chicago Food Depository
 - Chicago Emerging Minority Developer Initiative
 - Corporate Coalition
 - Chicago Loop Alliance
- Memberships:
 - Economic Club of Chicago
 - Realty Club of Chicago
 - Commercial Club of Chicago
 - Chicago Central Area Committee
 - National Opportunity Zone Coalition NAIOP
 - ICSC Government Relations Committee
 - Civic Federation of Chicago
 - Urban Land Institute
 - Illinois Bar Association
- **TEDx Talk:** April 2020 https://www.youtube.com/watch?v=xYlx_sbkfQo
- **White Paper:** Venture Development <http://www.dl3realty.com/venturedevelopment>

Education

Doctor of Law and
Master of Business
Administration, 1994
University of Chicago

Bachelor of Business
Administration, with
Distinction Honors,
1990
University of Michigan

Awards & Honors

City of Chicago Medal
of Honor 2023

Chicago Association of
Realtors Hall of Fame
Inductee 2022

Greater Chicago Food
Depository Game
Changer Award 2021

Marshall Bennett
Institute Changemaker
Award 2020

LISC Chicago
Neighborhood
Development Award
2008, 2016 & 2019

Urban Land Institute
Community Impact
Vision Award 2018



Ryan Christopher Green

Chief Operating Officer

Ryan Christopher Green has demonstrated a commitment to advancing equity and increasing opportunity through his work and volunteer service. Currently, he leads operations, legal affairs, strategic initiatives, and portfolio investment management for DL3 Realty Advisors (DL3), an innovative commercial real estate development firm revitalizing disinvested neighborhoods with healthcare, retail, affordable housing, and office development projects. Ryan is a seasoned strategist and legal advisor with more than 18 years of experience counseling several types of clients including, institutional investors, Fortune 500 companies, real estate developers, universities, lenders, not-for-profit organizations, and government agencies. Throughout his career, Ryan has successfully advised clients on commercial transactions collectively valued at more than \$20 billion.

Education

Juris Doctorate,
University of Chicago
Law School

Bachelor of Arts in
Political Science and
economics, Emory
University

Counselor of Real Estate,
Certificate of
commercial Real Estate,
Certificate of Finance
and Development,
Cornell University

Nonprofit management
Georgetown University:
McDonough School of
Business

Awards & Honors

2022 Leadership Greater
Chicago Signature Fellow

2015 Fellow of the Chicago
Urban League's IMPACT
Leadership Development
Program.

Ryan joined DL3 following various leadership and legal roles in law firms, real estate private equity, government, and higher education. During his time as Chief of Staff to the President and Head of External Affairs at Chicago State University, Ryan improved operations, led initiatives to increase government funding, and strengthened stakeholder relationships to stabilize and grow the institution, the only predominately Black institution in the State of Illinois. During his time as General Counsel at the Illinois Department of Central Management Services, Ryan advised the Governor's Office on redevelopment, disposition, and consolidation strategies for the state's real estate portfolio, and increased supplier diversity to ensure that the \$5 billion agency budget was deployed equitably. Prior to his appointment at the State of Illinois, Ryan served as Associate General Counsel of Waterton, a private equity real estate investment and management firm, and he practiced commercial real estate law nationally and globally with the Chicago Offices of Winston & Strawn and Mayer Brown.

Professional & Community Engagement

- Board Member of Impact for Equity (formerly known as BPI), Envision Unlimited, Friends of the Chicago River, and Lambda Alpha International – Ely Chapter
- Member of Center on Halsted's Trans Youth Housing Task Force.
- In 2023, Ryan was inducted into the 37th Martin Luther King Jr. Board of Sponsors at Morehouse College in Atlanta.
- In 2021, Illinois Governor Pritzker appointed Ryan to serve as a member of the Business Enterprise Council for Minorities, Females, and Persons with Disabilities.
- Member of the Chicago Bar Association, the Lesbian and Gay Bar Association of Chicago, and the Business Leadership Council.
- 2022 Leadership Greater Chicago Signature Fellow
- 2015 Fellow of the Chicago Urban League's IMPACT Leadership Development Program.
- Crain's Chicago Business has recognized Ryan twice:
 - In 2022, as a Notable Executive of Color in Commercial Real Estate and
 - In 2019, as a Notable LGBTQ Executive.



Gerardo Garcia

Consulting Managing Director of Advisory Services

Gerardo joined DL3 in 2023 to support the growth of its development advisory services practice. In his prior leadership role as Deputy Commissioner for the Chicago Department of Planning and Development, he was responsible for ensuring that Chicago's economic development goals were supported by thoughtfully designed buildings that enhance neighborhoods where it matters most: on the streets and sidewalks where people live and work.

Gerardo's planning and design leadership has supported over \$14B in economic development for the City of Chicago – all characterized by community-driven engagement and the use of design excellence as an economic development tool. His contributions include the City's "West Loop Design Guidelines," adopted by the Chicago Plan Commission in 2017, which created a framework for new construction that seamlessly blends with the Fulton Market historic district. His subsequent design and planning leadership for Mayor Lightfoot's INVEST South/West initiative produced more than \$500 million in new mixed-use projects along South and West side commercial corridors that had not seen substantive new investment in decades.

In addition to coordinating neighborhood growth, Gerardo also led the restructuring of the City's Planning Department. Under his leadership, a team of nearly 20 planners was hired to help coordinate investment and community engagement in Chicago's neighborhoods. He also led the formation of Chicago's first Committee on Design, which consists of 24 globally recognized design experts who help review and provide recommendations about proposed development projects throughout Chicago while creating a public discourse around design excellence. Prior to his time at the Chicago Department of Planning and Development, Gerardo led the formation of the City's placemaking program, Make Way for People at the Chicago Department of Transportation. During this time, he led communities in designing, funding, and building Chicago's first parklets. Additionally, Gerardo managed a \$30M portfolio of public realm capital investment to support walkability and livability in communities across the city. Gerardo has taught at the College of Urban Planning at the University of Illinois at Chicago and the Illinois Institute of Technology. He has also been a guest critic and guest lecturer at Harvard University, Yale University and various professional associations. His work has been presented at the NYC Mayor's Office for Long Term Planning and Sustainability, Columbia University, and the Roddom Institute in Ukraine.

Professional & Community Engagement

- Elected Member: John Spry Elementary School Local School Council
- Board Member
 - Chicago Youth Boxing Club
- Memberships:
 - Urban Land Institute
 - American Institute of Architects, Chicago
- Crains 40 under 40 feature interview: [click here](#).

Education

Columbia University in the City of New York, Master of Architecture and Urban Design

Syracuse University, Bachelor of Architecture

Professional Registration

Registered Architect in the State of Illinois

Professional Affiliations

Urban Land Institute, Associate

American Institute of Architects, Member

Honors & Awards

City of Chicago Medal of Honor 2023

APA-IL Strategic Plan Award 2023

Crain's Chicago Business, 40 under 40 honoree 2022

Fellow, Chicago Latino Caucus Leadership Institute 2021



Alex Sparhawk

Director of Development & Acquisition

Alex joined DL3 in 2015 and is involved in the financial structuring, design, entitlement, construction, marketing and disposition of all DL3 projects. Alex is currently overseeing in excess of \$150 million of DL3 Realty's strategic commercial investments, which are designed to revitalize underserved urban communities and provide economic opportunities for local residents and legacy businesses.

Alex has been integral to many of DL3's award winning projects including the Chicago Neighborhood Community Development award in 2020 for the first full-service grocery store in the Woodlawn in over 40 years and recently has been working with Federally Qualified Health Centers to bring new services to "Medically Underserved Areas." Alex has successfully negotiated over 400,000 square feet of lease space, with Fortune 500 companies such as the Blue Cross Blue Shield Customer Care Center in Morgan Park and the Discover Financial Services Call Center in Chatham. Prior to this, Alex worked with Full Circle Communities to bring quality affordable housing to neighborhoods of need including the development of a 32-unit Senior housing building in Avondale.

Education

Juris Doctor (J.D.) -
Business/Real Estate
Law - DePaul University
College of Law

Bachelor of Science

Public Affairs/City
Planning - San Diego
State University

Professional Practice

- Oversee DL3 Realty's strategic investments and high-impact developments in Chicago's south side communities, including grocery anchored shopping centers, corporate headquarters, health and wellness clinics, and mixed-use multi family.
- Currently implementing over \$100 million of strategic investments designed to revitalize the community and provide opportunities for local residents and legacy businesses.
- Responsible for evaluating and structuring commercial and mixed-use development opportunities with extensive experience in complex financing structures that combine public subsidies and private investment, including New Market Tax Credits, Low Income Housing Tax Credits, Historic Tax Credits, Tax Increment Financing, and Real Estate Tax Incentives.
- Principally involved in negotiating, financial structuring, design, zoning and entitlement, construction management, marketing, leasing and sales of DL3's high impact developments.
- Notable completed developments include: 50,000 sq. ft. office redevelopment for Gift of Hope Organ & Tissue Donor Network and Chicago State University in Chatham, Chicago; 45,000 sq. ft. Health Center for Friend Family in Woodlawn, Chicago; Reposition of 127,000 sq. ft. vacant big box retailer into 1,000 seat call center for Discover Financial Services in Chatham, Chicago; Reposition of 125,000 sq. ft. vacant big box retailer into 550 seat customer care center for Blue Cross Blue Shield of Illinois in Morgan Park, Chicago.
- Responsibilities include evaluating, structuring, financial modeling, and contract negotiation for commercial and mixed-use projects, including direct lease negotiations of over 250,000 sq ft. with national and local businesses.
- Managed the development of new 48,000 sq. ft. full-service Jewel-Osco (Albertsons) grocery store in Woodlawn, Chicago.
- Oversaw the renovation of a 5,000 sq ft. medical office for Mile Square Health outpatient center in South Shore, Chicago.
- Managed application submission, including development opportunity of Washington Park National Bank building with Cook County Land Bank Authority



Yasamin Enshaeian, AIA, NCARB, BD+C

Senior Development Manager

Yasamin joined DL3 in 2022 and supports the expanding affordable housing development practice. Relying on her architecture and construction background, she is currently managing DL3's complex affordable housing projects, including the under- construction Thrive Englewood and upcoming Thrive Exchange mixed-use residential projects for which she manages all design and general contractor consultants and partners.

With a solid background working with both large and small architecture firms, most notably Perkins & Will, where she worked as a designer on civic and affordable housing projects. With The Community Builders, she was a Development Associate on affordable housing projects valued at \$40+ million in Chicago. Because of this, Yasamin brings a unique background and experience to the team.

Education

Master of Real Estate Development (MRED+D)

University of California, Berkeley

Bachelor of Science in Architecture

University of Cincinnati

Licenses

Architecture

Awards & Honors

2021 ULI Hines Student Competition Honorable Mention: "The Weave"

Director's Choice Award
Highest design honor given to a member of the senior class

Volunteer

Advisory Board Member – Design Trust Chicago

The Goldie Initiative - Goldie Mentor

Professional Practice

DL3 Realty Advisors, LLC – Senior Development Manager Dec. 2022 – Present

- Spearhead and management of DL3's existing affordable housing practice
- Co-managing closing of the Thrive Englewood Phase I, a 62-unit project worth over \$39MM · Managing Thrive Englewood design, construction and investor communication
- Managing the design and construction bidding for the Thrive Exchange South, a 43-unit mixed-use mixed-income development worth over \$30MM in the South Shore
- Strategizing the redevelopment of 79th and Exchange Ave. intersection through two affordable mixed-use residential, a qualified health center and retail center projects collectively called the Thrive Exchange Project
- Project management of housing team's including tax credit applications, predevelopment financing and due diligence, financial closings, and current construction projects
- Manage the design team deliverables for the Elevated Ellis project, a 73-unit mixed-use mixed-income development in Woodlawn

The Community Builders (TCB) – Development Associate Sept. 2022 – Dec. 2022

- Securing competitive 9% LIHTC on a \$43MM mixed-use, mixed-income 75-unit tower and 30-unit walk-up project in Motor Row District
- Managing and assembling strategic team structures to promote MBE/WBE partnerships
- Managing public agency partnerships throughout the entitlement process for a 63-unit mixed-use affordable housing project in Lincoln Square worth over \$36MM
- Assisting with applications and negotiations with the City of Chicago and other public/private agencies to secure financing for Assemble Chicago, a highly sustainable twenty-story tower in Chicago Loop's Pritzker Park worth over \$102MM
- Responsible for managing, finalizing construction, budgeting, and stabilization of a \$20MM 53-unit apartment building in Oakwood Shores

Perkins & Will – Designer I – Designer II

May 2018 – Aug. 2020

- Managing the design team in schematic documentation, programming and planning phase of Carrboro downtown library and arts center
- Assisting the team in design development and construction documentation for Eastern Market residential development in Detroit
- Working as a designer to deliver design development and construction documentation project milestones for the Atrium Health Hospital
- Managing the Construction Administration and client presentation including physical models and renderings and consultant coordination for the Atrium Health Hospital

KTGY – Project Associate

Oct. 2017 – May 2018

- Designing and programming unit layouts of major high density residential projects in the Bay Area
- Delivering presentation and client meeting deliverables including renderings for high density residential developments in the Bay Area
- Assisting project team as designer and planner on Moffett Federal Airfield Hangar II & III redevelopment RFP
- Researching exterior building cladding façade alternatives for residential and retail projects



Andrew Stables

Senior Development Manager

Andrew joined DL3 in 2021 and supports DL3's growing residential and affordable housing development practice. Since joining the DL3 team, he has led the submission of a successful 9% Tax Credit application to the Chicago Department of Housing, drafted and coordinated submissions for several City and institutional grant proposals, including the Chicago Prize 2022 Thrive Exchange Submission, and serves a project management role in the firm's residential and mixed-use development pipeline in Woodlawn, Englewood, South Shore, and many other Chicago neighborhoods. Prior to joining DL3, Andrew worked for five years with JLL and Clarion Associates as a real estate appraiser, analyst, and consultant related to the impacts of environmental issues and conservation and preservation easements on residential, commercial, and special purpose properties around the United States. Additionally, he has experience in public policy and GIS, with a focus on housing and environmental resilience, most recently as a participant in the Los Angeles County Housing Policy Leadership Academy and Metropolitan Planning Council and Urban Land Institute's Zoning Assessment Steering Committee for the City of Chicago.

Education

Master of Urban Planning

University of Southern California

Bachelor of Arts in International Relations

Michigan State University

Licenses

Developer License

CMSDC Certificate

Awards & Honors

2023 Gordon Whitnall Award - Given to Top Graduate of the USC Urban Planning Program each year.

Dean's Merit Scholarship - USC Price School

Professional

Affiliation

Urban Land Institute - Associate Member

American Planning Association - Member

Illinois Housing Council - Member

Volunteer

Member - Chicago Zoning Assessment Steering Committee
Off The Street Club (Chicago)

Professional Practice

DL3 Realty Advisors, LLC - Senior Development Manager Sept. 2021 - Present

- Project management of housing team's including tax credit applications, predevelopment financing and due diligence, financial closings, and current construction projects
- Manage application submission efforts for housing team, including successful Chicago INVEST South/West RFP, 4% and 9% Chicago Department of Housing tax credit applications, and various grant applications, including being a finalist for the Chicago Prize 2022
- Co-manage financial modeling for closing of Thrive Englewood Phase I, a 62-unit project worth over \$40MM in Englewood
- Manage design, construction and investor communication during Park Station construction - Lead initial efforts exploring DL3's community investment vehicle and homeownership efforts in Chicago's Englewood and South Shore neighborhoods
- Strategize on comprehensive redevelopment of 79th and Exchange Ave. intersection through two affordable mixed-use residential, a federally qualified health center, and retail projects
- Manage the design team deliverables for the Elevated Ellis project, a 73-unit mixed-use mixed-income development in Woodlawn

JLL Valuation & Advisory Services LLC - Senior Analyst Nov. 2017 - July 2020

- Managed and mentored analysts on appraisal/consulting assignments and litigation support related to real estate affected by environmental issues by clearly communicating and delegating research roles and training other analysts on GIS software
- Led large-scale market research and data analytics efforts involving hundreds to thousands of properties by organizing, translating, synthesizing, analyzing, and visualizing disparate data sets to reveal trends before and after specific events
- Designed and drafted valuation reports and analytical maps for a broad range of clients including the Federal Government, Fortune 500 Companies, and various nonprofits by employing technical writing, data analytics, and GIS
- Created best practices for market research, information archiving, and data organization, improving overall team efficiency
- Applied statistical analysis, mass appraisal techniques, sales comparison, cost build-up, and income approaches to value dozens of easement-encumbered and special-purpose properties in more than 20 states

Clarion Associates, Inc. - Research Analyst Nov. 2015-Nov. 2017

- Assembled geospatial, legal, and real estate research used in expert reports for federal and state court by analyzing market trends in housing and performing due diligence with a wide range of stakeholders in more than ten states
- Analyzed various real property asset valuations, including more than 3,000 timeshare properties across the United States

PARK STATION LOFTS

Multifamily Workforce Housing



Chicago, IL – Woodlawn

DESCRIPTION

Park Station Lofts is DL3's first LIHTC project in partnership with Michaels Development. Park Station is a 5-story 58-unit mixed-income project with a blend of market rate, 30%, 50% and 60% AMI affordable units and live/work lofts. Park Station will bring high quality, high amenity apartments centered on the needs of working families. The building, to be completed in early 2024, will include twenty-one 1-bedroom, eight 3-bedroom, and two live/work units at street level.

The 5-story building's amenities include a fitness room, management office, business center, community room, in-unit laundry, rooftop deck, tenant storage, enclosed and exterior bike parking, on-site parking, and beautifully designed patio and open space. Additionally, there will be approximately 3,300 SF of ground floor retail focused on attracting local foot traffic.



Strategic placemaking investment and added residential density



Woodlawn's First Mixed income Building with live/work Lofts



3,300 SF of retail space available

PROJECT INFORMATION

PROPERTY TYPE

Multifamily residential

PROJECT ROLE

Site Co-Developer/co-owner with Michaels Development

DEVELOPMENT COST

\$35 million

PROJECT SIZE

78,000 SF

TOTAL UNITS

58 apartments (2 live/work)

FINANCING

City of Chicago, BMO

PROJECT STATUS

Finishing Construction

PROJECT COMPLETION

May 2024

KEY STAFF

Leon Walker
Andrew Stables

THRIVE EXCHANGE

Multifamily, mixed-use, mixed-income Residential



- 1 Exchange South - Phase
- 2 I Exchange North
- 3 Ringer Building (FQHC)
- 4 Infill Housing
- 5 Commercial Retail
- 6 Metra Station



Chicago, IL – South Shore

PROJECT INFORMATION

DESCRIPTION

Thrive Exchange is an Invest South/West award winner which will bring DL3's place-making strategy to this disinvested intersection in South Shore. The location has excellent transit access and close proximity to the Lake, making it a highly desirable location. DL3 will bring the quality housing and amenities to this location making South Shore a neighborhood of choice again.

Land was acquired for Thrive Exchange South, a 43-unit apartment with ground floor commercial uses. That portion of the project is expected to close on financing for redevelopment in Q1 of 2024.

PROPERTY TYPE

Multifamily, mixed-use, mixed-income Residential

PROJECT ROLE

Site Developer/Owner

DEVELOPMENT COST

\$33 Mil

PROJECT SIZE

22,000 SF

TOTAL UNITS

43 Units

FINANCING

City of Chicago

PROJECT STATUS

In Development

PROJECT COMPLETION

Q3 2025

KEY STAFF

Leon Walker
Alex Sparhawk



Strategic placemaking investment and added residential density



South Shore's Invest South/West Award Winner



22,000 SF of mixed-use residential and retail space

MORGAN PARK COMMONS

Mixed Use, Mixed Income Campus



Chicago, IL – Morgan Park

DESCRIPTION

Morgan Park Commons will bring 12 acres of mixed-use, mixed-income development to the far South Side of Chicago. DL3 acting as development consultant and advisor is supporting the master developer in property acquisition and site assembly, planning, design and entitlement work and site preparation, including demolition of existing structures and overseeing the necessary infrastructure for all future phases of development.

Initial plans for development include 80 units of affordable and market-rate rental housing, a PACE public transit terminal, as well as future development of 200 plus units of affordable and market-rate rental housing and single-family homes, up to 25,000 SF of retail, a community center and 3 acres of public open space.



Strategic placemaking investment and added residential density



Repositioning of a vacant grocery store site into a vibrant mixed-use environment



25,000 SF of retail space available

PROJECT INFORMATION

PROPERTY TYPE

Mixed-use

PROJECT ROLE

Development Consultant

DEVELOPMENT COST

\$176.5M+

PROJECT SIZE

12+ Acres

TOTAL UNITS

280+ Units

FINANCING

City of Chicago

PROJECT STATUS

Planning & Entitlement

PROJECT COMPLETION

Phase I: Q4 2026

KEY STAFF

Leon Walker

Alex Sparhawk

J29:7 WAS CREATED TO SEEK THE WELFARE OF THE PLACES WE ARE CALLED TO SERVE

OUR MISSION

To seek the welfare of the places we've been called to serve and invite others to join us through inclusive engagement and equitable and sustainable development

OUR APPROACH

J29:7 takes a holistic approach to development that focuses not just on projects and buildings, but on the holistic development of the communities in which we develop and the people that live there. We believe in identifying the challenges that systematically cause people to be left behind and then working together with communities to develop sustainable and equitable solutions that solve those challenges.

INCLUSIVE DEVELOPMENT PRINCIPLES

- LOCAL HIRING REQUIREMENTS
- LOCAL & MINORITY CONTRACTING
- PRIORITIZING LOCAL BUSINESSES
- ACCESSIBLE PRICE POINTS
- PREVENT DISPLACEMENT
- AFFORDABLE HOUSING FOR ALL

OUR EXPERIENCE

Collectively, our team has more than 60+ years of real estate experience delivering more than \$5 Billion in real estate transactions across the country.

MASTERPLANNING

This is our wheelhouse. With experience **planning inclusive + sustainable neighborhoods**, our experience capturing the **community's voice** into an executable development strategy has produced more than \$13 Billion in investment across the country. This drives our **holistic approach to development**.

REAL ESTATE DEVELOPMENT

Our **RADICALLY** different approach to real estate development gives voice to the communities in which we operate. Getting ahead of displacement by **creating affordable + attainable housing** for all income levels, **driving economic development** activity, and **creating accessible jobs** for all is important to our core mission of development.

CONSTRUCTION MANAGEMENT + OWNER'S REP SERVICES

With a team experienced in delivering over \$2.3 Billion in real estate development across several asset types, J29:7 is positioned to deliver high quality, on-time, and on-budget projects for clients who need experienced capacity.

PRE-DEVELOPMENT SERVICES

We can assist with all aspects of pre-development including proforma analysis, financing, pre-construction services, site plan development, A&E design selection and coordination, entitlements and approvals.

DERRIC SCOTT

HOPE PUSHER & CEO (PRINCIPAL)



BIO

Derric Scott is the Founder and CEO of J29:7 Planning & Development Corporation. Most recently as the former CEO of East Jefferson Development Corporation he was responsible for developing and overseeing a 30 year, \$680+ Million Master Development Plan on Detroit's East Side with more than \$68M+ in investment completed through the first 4 years. Brought on to start the organization as the for-profit subsidiary of a non-profit in 2016, he was responsible for growing the balance sheet to more than \$13.7 Million in assets by the end of 2021. Prior to that, Mr. Scott led Commercial Development in Detroit for Ford Land leading the \$80+ Million Wagner Place Development in West Downtown Dearborn and driving Ford's investment of \$738M+ to restore the historic Michigan Central Station and adjacent properties in the historic Corktown neighborhood of Detroit. With a background in affordable housing, urban planning, community and economic development, Derric's focus has been on Inclusive Development and ensuring that development directly benefits those in the communities surrounding it. Driving more than \$1.5 Billion in investment during his career, he has spent his life dedicated to education, mentorship, and economic and community development activities in challenged urban environments. Through his work, more than 1300 Detroit Metro High School students have been given the opportunity to pursue higher education.

Additionally, he currently serves in many volunteer and board positions including the Boys and Girls Club of Southeastern Michigan and recently completed a two year appointment to the Advisory Council on Agriculture, Small Business and Labor at the Chicago Federal Reserve Bank. He also serves as Board Chairman of the Community Economical Development Corporation & Chairman of the Faith Based Development Initiative (FBDI) for the Church of God in Christ, Inc. and is responsible for overseeing the 6.5 Million member denomination's affordable housing and economic development activities across the country with a commitment to more than 8,000 affordable units in the City of Memphis alone and implementation of a \$500M development fund.

Mr. Scott received his undergraduate degree in Music and his Masters of Urban and Regional Planning, with a special concentration in Real Estate all from the University of Michigan where he also studied Architecture. He and his wife have 8 children together and call Michigan home.

EDUCATION

University of Michigan - Ann Arbor
Masters of Urban & Regional Planning
Bachelors in Music (w/studies in Architecture)

AWARDS

2021 Crain's Notable Executives in DEI
2018 Bank of America Neighborhood Builder
Gates Millennium Scholar

MARCUS HUFF

FAITH BUILDER & CDCO



BIO

Marcus Huff is a faith builder, strong communicator, trusted advisor, and design and construction leader who has more than 17 years of program management and development experience. Mr. Huff has worked on \$2.7 Billion in capital projects and directly managed over \$420 Million of residential and commercial housing, academic, recreation, government, municipalities, and multiple district capital modernization programs across the country. Mr. Huff's background and expertise include pre-development, pre-construction, design, construction, and closeout. He currently oversees design, construction, and owner representation services as the Chief Design & Construction Officer for J29:7 LLC, where he focuses on portfolio growth, building business practices, strategy, and execution of on-time and on-budget firm-wide projects.

Mr. Huff previously led the execution of \$11M in affordable housing and restaurant space as Director of Design and Construction for East Jefferson Development Corporation. This role included advising on the strategic design and construction direction and implementation of an 30-year master plan building project totaling \$680 Million in development. Before serving as Director, Mr. Huff was a Senior Project Manager and firm-wide implementation leader for Brailsford & Dunlavey, a national program management firm listed as a Top 50 program management company in the country. He led a team that delivered hundreds of millions of dollars of capital projects for clients across the country.

Mr. Huff is from Detroit and experienced first hand what happens to communities when resources, programs, and investments are not accessible to those who live in that community. Utilizing design and construction, he is committed to building underserved communities through the built environment, across the country and world. Mr. Huff is a product of Detroit Public Schools and a graduate of the University of Michigan with a Bachelor's in Architecture and a Master's in Construction Engineering Management from Lawrence Technological University. He serves on the Youth Advisory Board for his city and is a Youth Pastor at his local church. He is an author, has presented and spoken at several conferences and organizations across the world. He and his wife have three children.

EDUCATION

[University of Michigan - Ann Arbor](#)

Bachelors in Architecture

[Lawrence Technological University](#)

Masters in Construction Engineering Management

CHAUNY SAILOR

DEVELOPMENT ASSOCIATE



BIO

Chauny Sailor is a real estate professional with over 17 years of real estate experience with real estate sales, acquisition, and leasing.. In addition to real estate, Chauny has a background in operations, strategic planning and project management. Chauny has made an impact within organizations and communities for almost 20 years. As a Licensed Builder, she has been the managing principal and owner of a construction firm. With experience as both a realtor and investor, she uses this experience to serve the mission and vision of J29:7 as a Real Estate Development Associate.

As a trusted advisor and leader she has lead projects from the idea stage through successful implementation and reporting. The ability to maximize efficiencies and increase cost savings has been evident within her roles. She has been responsible for delivering hundreds of millions of dollars in projects nationally with a track record of delivering on-time and on-budget projects.

Chauny is a lifelong Detroitter and University of Michigan graduate. Most importantly, she is an advocate of empowerment through education, access and opportunity. She currently serves in many volunteer and board positions to empower underserved communities. Chauny is committed to showcasing how the built environment can positively impact life!

EDUCATION

[University of Michigan - Ann Arbor](#)

Bachelors in Psychology

Some graduate studies in Business and
Construction Engineering Management

LICENSES & CERTIFICATIONS

Realtor - State of Michigan (2006)

Residential Builder - State of Michigan (2020)

TORRI SMITH

DESIGN CONSULTANT



BIO

Torri Smith is the Principal and founder of ArcBae, which serves as the design consultant and project designer for J29:7 Planning & Development Corporation. She is a Detroit based designer, artist and educator; her investigations span from environmental justice and design biology to storytelling and urban placemaking.

Torri Smith previously served as the Economic Development and Design Manager for East Jefferson Development Corporation and was responsible for developing and designing properties within the \$680 Million Development Plan on Detroit's East Side. Prior to that she worked with Rossetti Architects where she designed and executed large scale architectural projects such as the Masterplan redesign of Lambeau Field (Green Bay, Wisconsin) and renovation of ISM Raceway (Phoenix, Arizona). Torri is a graduate from Taubman College Architecture and Urban Planning at the University of Michigan (Ann Arbor), having received her Masters of Architecture with honors. While at Taubman, she was on the committee for NOMAS (the National Organization of Minority Architecture Students) and a representative, cofounder and advocate for the grassroots student led organization Design Justice Actions.

Ms. Smith also works as an artist and muralist within the city of Detroit, as she has a passion for facilitating and engaging artists within community spaces. Smith's work has been featured in the Metrotimes, Michigan Chronicle and Detroit Free Press. Torri is the 2021-2022 Mellon Fellow for Taubman College Architecture and Urban Planning (University of Michigan), where she is an Intermittent Lecturer and also teaches architecture to high school students studying within the Detroit Public School system. Additionally, Torri has recently been awarded the 2021 Burton L. Kampner Thesis Prize Award for her project 'Equitable Landscapes', where she seeks to find ways to promote equitable community space within Southwest Detroit. With a background in hospitality, community engagement, planning and sustainable design, Torri's focus has been on designing equitable spaces that benefit both community members and the environment.

EDUCATION

[University of Michigan - Ann Arbor](#)

Masters in Architecture

[Lawrence Technological University](#)

Bachelors in Construction Engineering
Management

DERRIC SCOTT

HOPE PUSHER & CEO



Education:

University of Michigan - Ann Arbor

Master's of Urban & Regional Planning

University of Michigan - Ann Arbor

Bachelors of Art, Music with studies in Architecture

Derric Scott is the Founder and CEO of J29:7. Most recently as the former CEO of East Jefferson Development Corporation he was responsible for developing and overseeing a \$680+ Million Development Plan on Detroit's East Side. Mr. Scott previously led Commercial Development in Detroit for Ford Land leading the \$80+ Million Wagner Place Development in West Downtown Dearborn and driving Ford's investment of \$738M to restore the historic Michigan Central Station and adjacent properties in the historic Corktown neighborhood of Detroit. With a background in affordable housing, community and economic development, Derric's focus has been on Inclusive Development and ensuring that development directly benefits those in the communities surrounding it, driving more than \$2 Billion in investment during his career.

SOME HIGHLIGHTED PROJECT EXPERIENCE INCLUDES:

INNOVATION DISTRICT AT MICHIGAN CENTRAL STATION - CORKTOWN (IN-PROGRESS)

Project Information:

Michigan Central is a new mobility innovation district located in Corktown, Detroit's oldest neighborhood.

Ford Motor Company is restoring Michigan Central Station to be the centerpiece of this district, where mobility innovators and disruptors from around the world will develop, test, and launch new urban transportation solutions.

Location: Detroit, MI

Completed: Under Construction

Total Development Costs: \$780M+ MM

Employer: Ford Land

Role & Responsibility: Led the Detroit Development, Sales, and Leasing team early in the process to advise on acquisition, development and district masterplan (2018-2019). Led overall programming for the restoration of MCS.



121 E CATHERINE ST (2023) - ANN ARBOR, MI

Project Information:

Six story, 68-unit affordable housing development led by Avalon Housing and co-developed by the Ann Arbor Housing Commission. First all-electric property in Ann Arbor that includes a ground-level art gallery and a small business incubator that supports BIPOC business entrepreneurs.

Location: Ann Arbor, MI

Completed: Acquisition completed; Pre-Development

Total Development Costs: \$30MM

Owner: Ann Arbor Housing Commission (AAHC)

Role & Responsibility: Consultant to the Ann Arbor Housing Commission to identify and secure gap financing which included securing a \$4M MEDC RAP Grant Award.



136 N WASHINGTON (2023 -) YPSILANTI, MI (IN-PROGRESS)

Project Information:

New construction, Mixed-use development consisting of one level of below-grade parking, at-grade retail/parking/building services, and five additional residential floors of studio and one-bedroom affordable housing units (60 total). The project includes a residential lobby, amenities, and environmental sustainability features including solar, TOD elements, and a green roof.

Completed: Acquisition completed; Pre-Development

Total Development Costs: \$20MM

Owner: J29:7 LLC

Role & Responsibility: Developer of record on the project driving the entitlements, design, financing, construction, and lease-up of the 60-unit project.



CENTENNIAL PLAZA (ACQUISITION) (2023) - YPSILANTI, MI (COMPLETED)

Project Information:

Acquisition of a commercial building in downtown Ypsilanti that includes over 30+ individual private offices and three street-level retail units including a restaurant. Current renovation to create an additional ground-level retail space is underway and expected to be completed in 2024.

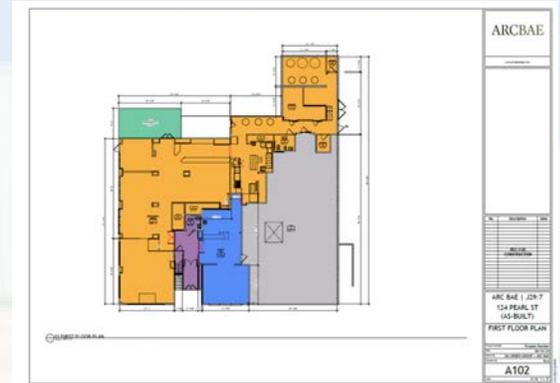
Location: Ypsilanti, MI

Completed: Acquisition completed; Currently under renovations

Total Historic Rehab Costs: \$1.2MM

Owner: J29:7 LLC

Role & Responsibility: Developer & Owner



TABERNACLE CHURCH (2023) - SOUTHAVEN, MS (IN-PROGRESS)

Project Information:

Acquisition of two existing church buildings. Program reimagining engagement for renovation of both facilities to include new K-12 school, women's clinic, clothing pantry, healthy restaurant and youth activity center to name a few.

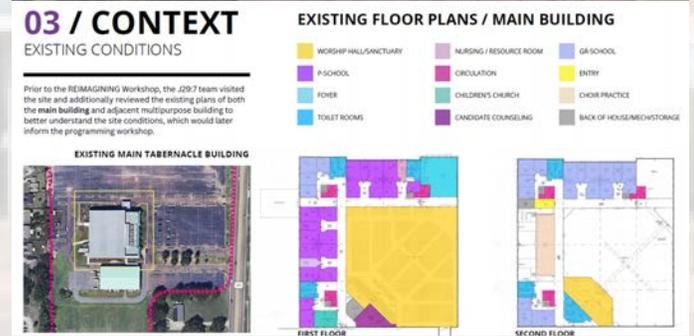
Location: Southaven, MS

Completed: Acquisition completed; Pre-Development

Total Development Costs: \$5MM

Owner: Tabernacle Church Southaven (COGIC)

Role & Responsibility: As CEO, led the programming exercises and community engagement. Developed the proforma and financials for the acquisition and renovation of the existing buildings. Led the capital fund campaign and advised the Owner to successfully secure financing for the acquisition.



KING'S ACADEMY (2023) - ORLANDO, FL (IN-PROGRESS)

Project Information:

Acquisition of an existing church that will be renovated to become a K-8 school.

Location: Orlando, FL

Completed: Finalizing acquisition

Total Development Costs: \$4.8 MM

Owner: The King's Academy

Role & Responsibility: As CEO, developed the proforma and financials for the acquisition and capital required to renovate the existing building. Led the capital fund campaign and advising the Owner on securing financing for the acquisition.



280 VANCE FLATS (2022)

Project Information:

New Construction of 20 1-BR affordable housing units in Downtown Memphis.

Location: Memphis, TN

Completed: 2022

Total Development Costs: \$4MM

Developer: Church of God in Christ, Inc. (COGIC)

Role & Responsibility: As Vice-Chairman of Board, served as advisor and consultant to the development team as well as provided oversight to the governing body of the development.



MASON HOMES ON 4TH (2018)

Project Information:

New Construction of 77 units of affordable housing across 30 buildings ranging from 1 to 3 bedroom units. The development was done in partnership with John Stanley, Inc., COGIC, and City of Memphis Housing Authority

Completed: 2018

Total Development Costs: \$12 MM

Role & Responsibility: Development Consultant to the Church of God in Christ, Inc. (COGIC) development team.



MARLBOROUGH APARTMENTS (2022)

Project Information:

Major Historic Tax Credit Renovation of 23 Affordable 1 to 3 BR Apartments at 50-80% AMI across two historic buildings vacant for more than 30 years.

Location: Detroit, MI (910 & 1031 Marlborough)

Completed: 2022

Total Development Costs: \$7.8 MM

Role & Responsibility: Developer of Record (As CEO of East Jefferson Development Corporation), Responsible for overseeing the entire development process including financing, buyout of managing partner, tax credit applications, and management of selected contractors (A&E, Contractor, etc.), and entitlements.



DETROIT SOUL RESTAURANT (2022)

Project Information:

Historic Renovation of the front 2700 SF of a former Kresge Five & Dime Store into a 83+ seat restaurant that will be the 2nd full service restaurant to the neighborhood in over 30 years. The space was leased to a minority owned business whose lease requires more than 51% of the employees to come from the local neighborhood and be paid living wages.

Completed: 2022

Total Development Costs: \$2.2 MM

Role & Responsibility: Developer of Record (As CEO of East Jefferson Development Corporation), Responsible for overseeing the entire development process including financing, leasing, General Contractor selection and sourcing of local contractors and laborers to exceed more than 83% of the contractors on the project were Detroit Residents.



GREEN STORMWATER INFRASTRUCTURE PARKING LOT (2021)

Project Information:

Construction of Green Stormwater Infrastructure Lot to reduce area flooding and reduce pressures on stormwater system by removing ~1.8 million gallons of stormwater annually. This was the removal of a former unexcavated building foundation going 15 feet deep to an adjacent building development.

Location: Detroit, MI

Completed: 2021

Total Development Costs: \$220k

Role & Responsibility: Developer of Record (As CEO of East Jefferson Development Corporation), Responsible for overseeing the entire development process including design and procurement.



JEFFERSON EAST INC., NEIGHBORHOOD RESOURCE HUB (2021)

Project Information:

Historic Renovation of Kresge Five & Dime store into a neighborhood housing resource center that serves the community, provides access to digital wifi and housing counseling services.

Location: Detroit, MI

Completed: 2021

Total Development Costs: \$2.2 MM

Role & Responsibility: Developer of Record (As CEO of East Jefferson Development Corporation), Responsible for overseeing the entire development process from pre-development through closeout of construction and lease-up.



GREEN STORMWATER INFRASTRUCTURE PARKING LOT (2020)

Project Information:

Construction of Green Stormwater Infrastructure Lot to reduce area flooding and reduce pressures on stormwater system by removing ~1 million gallons of stormwater annually.

Location: Detroit, MI

Completed: 2020

Total Development Costs: \$180k+

Role & Responsibility: Developer of Record (As CEO of East Jefferson Development Corporation), Responsible for overseeing the entire development process including design and procurement.



NORMA G'S CARRIBEAN RESTAURANT (2018)

Project Information:

Conversion of a former bank into the first full service restaurant in the neighborhood in over 30 years. The restaurant is minority owned. The lease requires the deployment of Inclusive Neighborhood Development Principles which requires local hiring, local contracting, and menu approval to ensure accessible neighborhood price points.

Completed: 2018

Total Development Costs: \$1.2 MM

Role & Responsibility: Developer of Record (As CEO of East Jefferson Development Corporation), Responsible for overseeing the entire development process including financing, buyout of managing partner, tax credit applications, and management of selected contractors (A&E, Contractor, etc.), and entitlements.



WAGNER PLACE (2018)

Project Information:

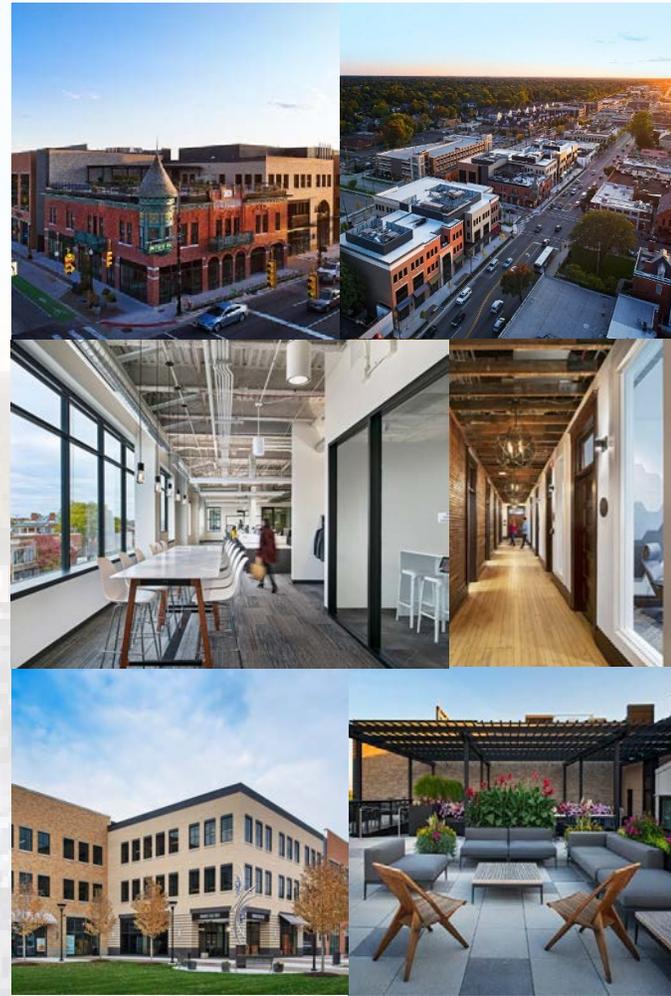
Major redevelopment of West Downtown Dearborn vacant structures across 15 parcels into 150,000 SF mixed-use commercial and office buildings bringing more than 600 new Ford employees and 13 new businesses to the area with preservation of 120 year old Wagner Hotel.

Location: Dearborn, MI

Completed: 2018

Total Development Costs: \$68MM+

Role & Responsibility: Development Team Lead (Ford Motor Land Development Company) responsible for land acquisition and assemblage, financing, brownfield and TIF application approval process, selection of contractors (A&E, GC, etc.) and overall development strategy of the district.



FORD'S GARAGE (2016)

Project Information:

Ground up development of a 15,000 SF service garage themed restaurant bearing the signature of Ford Company under its restaurant licensee.

Location: Dearborn, MI

Completed: 2016

Total Development Costs: Undisclosed

Role & Responsibility: Development Team Lead (Ford Motor Land Development Company) responsible for coordinating:

- Lease negotiations
- General Contractor, Architecture & Engineering solicitation, selection, and coordination
- Oversight of project manager
- Coordination of financing approval
- Site development and approvals



KEY ACQUISITIONS @ EAST JEFFERSON DEVELOPMENT CORPORATION (AS CEO)

14701 E. JEFFERSON
PROPOSED 41 UNITS MIXED-USE



14501 E. JEFFERSON
PROPOSED 38 UNITS MIXED-USE



14326 E. JEFFERSON
PROPOSED FOOD HALL



14801 E. JEFFERSON
PROPOSED 9 UNITS, OFFICE, AND RETAIL



SOME FEATURED ARTICLES



Bringing back the Jefferson Chalmers Business District

It's a historic and cultural landmark but the Vanity Ballroom also stands as a symbol of the demise of the Jefferson Chalmers neighborhood, located on the city's lower east side.

WXYZ 7 Action News Detroit / Sep 9, 2021



MARCUS HUFF

FAITH BUILDER | CHIEF DESIGN & CONSTRUCTION OFFICER



Education:

Lawrence Technological University |
Master's in Construction Management
University of Michigan - Ann Arbor |
Bachelors of Architecture

Marcus Huff is a faith builder, strong communicator, trusted advisor, and design and construction leader who has more than 16 years of owner's representation experience. Mr. Huff has worked on \$2.7 Billion in capital projects and directly managed over \$420 Million of residential and commercial housing, academic, recreation, government, municipalities, and multiple district capital modernization programs across the country. Mr. Huff's background and expertise include pre-development, pre-construction, design, construction, and closeout. He currently oversees design, construction, and owner representation services as the Chief Design & Construction Officer for J29:7 Planning & Development Corporation, where he focuses on portfolio growth, building business practices, strategy, and execution of on-time and on-budget firm-wide projects.

SOME HIGHLIGHTED PROJECT EXPERIENCE INCLUDES:

136 N WASHINGTON (2023 -) YPSILANTI, MI (IN-PROGRESS)

Project Information:

New construction, Mixed-use development consisting of one level of below-grade parking, at-grade retail / parking / building services and five additional residential floors of studio and one-bedroom dwelling units (60 total). Project includes a residential lobby leasing office and bicycle storage for tenant use.

Completed: Acquisition completed; Pre-Development

Total Development Costs: \$20MM

Owner: J29:7 LLC

Role & Responsibility: Leading the development including the design and construction team towards building the project on schedule and budget.



CENTENNIAL PLAZA (ACQUISITION) (2023) - YPSILANTI, MI (COMPLETED)

Project Information:

Acquisition of a commercial building in downtown Ypsilanti that includes over 30+ individual private offices and three street-level retail units including a restaurant. Current renovation to create an additional ground-level retail space is underway and expected to be completed in 2024.

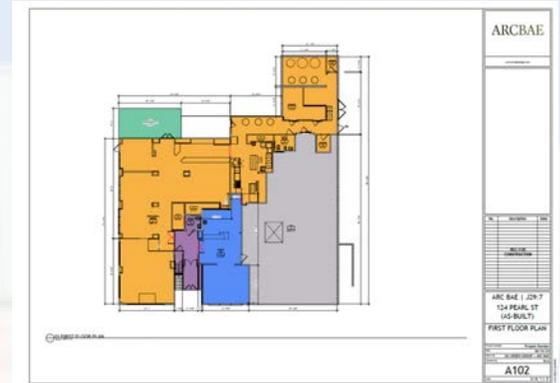
Location: Ypsilanti, MI

Completed: Acquisition completed; Currently under renovations

Total Historic Rehab Costs: \$1.2MM

Owner: J29:7 LLC

Role & Responsibility: Developer & Owner



TABERNACLE CHURCH (2023) - SOUTHAVEN, MS (IN-PROGRESS)

Project Information:

Acquisition of two existing church buildings. Program reimagining engagement for renovation of both facilities to include new K-12 school, women's clinic, clothing pantry, healthy restaurant and youth activity center to name a few.

Location: Southaven, MS

Completed: Acquisition completed; Pre-Development

Total Development Costs: \$5MM

Owner: Tabernacle Church Southaven (COGIC)

Role & Responsibility: Supported the programming exercises and community engagement. Led the design team and advised the Owner on the renovation layout and approach at each facility. Developed the construction estimate and other hard costs for the proforma and financials.



03 / CONTEXT EXISTING CONDITIONS

Prior to the REIMAGINING Workshop, the J29:7 team visited the site and additionally reviewed the existing plans of both the main building and adjacent multipurpose building to better understand the site conditions, which would later inform the programming workshop.

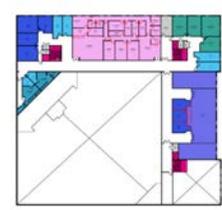
EXISTING FLOOR PLANS / MAIN BUILDING

- WORSHIP HALL/SANCTUARY
- P-SCHOOL
- FOYER
- TOILET ROOMS
- NURSING / RESOURCE ROOM
- CIRCULATION
- CHILDREN'S CHURCH
- CANDIDATE COUNSELING
- GB SCHOOL
- ENTRY
- CHOR PRACTICE
- BACK OF HOUSE/RESTORATION

EXISTING MAIN TABERNACLE BUILDING



04 / PROPOSED FLOOR PLAN - BUILDING 1



MAIN BUILDING
Focuses on utilizing the existing building footprint and existing rooms with some additional build-out + demo work. The Christian K-12 School has allocated roof space where grades are considered within the first floor. Foreigner rooms per grade allocated within the space.
The worship hall/sanctuary is opened up providing 1,350 seats (18" clear). The northeastern and southwestern spaces are built out to accommodate additional program space.
The Women's Clinic and theological school have proposed space proposed on the second floor.



KING'S ACADEMY (2023) - ORLANDO, FL (IN-PROGRESS)

Project Information:

Acquisition of an existing church that will be renovated to become a K-8 school.

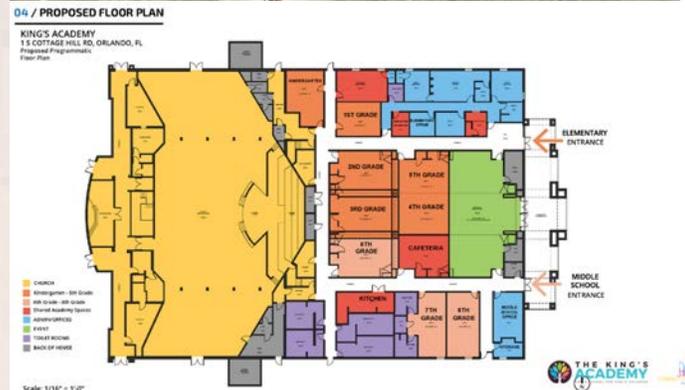
Location: Orlando, FL

Completed: Finalizing acquisition

Total Development Costs: \$4.8 MM

Owner: The King's Academy

Role & Responsibility: Supported the programming and led the design team and advised the Owner on the renovation layout and approach at the existing facility. Developed the construction estimate and other hard costs for the proforma and financials.



MARLBOROUGH APARTMENTS (2022)

Project Information:

Major Historic Tax Credit Renovation of 23 Affordable 1 to 3 BR Apartments at 50-80% AMI across two historic buildings vacant for more than 30 years.

Location: Detroit, MI (910 & 1031 Marlborough)

Completed: 2022

Total Development Costs: \$7.8 MM

Developer: East Jefferson Development Corp.

Role & Responsibility: Directed all project design and construction decisions. Managed the project schedule, budget, and scope. Managed the project consultants including A/E and GC to design and construct the project per plans and specifications. Primary point of contact with project consultants, city of Detroit and project stakeholders. Creating process and procedures for design and construction activities



DETROIT SOUL RESTAURANT (2022)

Project Information:

Historic Renovation of the front 2700 SF of a former Kresge Five & Dime Store into a 83+ seat restaurant that will be the 2nd full service restaurant to the neighborhood in over 30 years. The space was leased to a minority owned business whose lease requires more than 51% of the employees to come from the local neighborhood and be paid living wages.

Completed: 2022

Total Development Costs: \$2.2 MM

Role & Responsibility: Directed project design and construction decisions to reach final inspections and obtain certificate of occupancy. Managed the project schedule, budget, and scope. Managed the project engineers and GC to design and construct the project per plans and specifications. Primary point of contact with project consultants, city of Detroit and project stakeholders.



JACKSONVILLE STATE UNIVERSITY MERRILL HALL - SCHOOL OF BUSINESS (2021)

Project Information:

New Construction of 300-seat auditorium, three story atrium, 12 academic classrooms, finance lab, faculty and staff offices

Location: Jacksonville, AL

Completed: 2021

Total Development Costs: \$60MM

Role & Responsibility: Directed a team of staff for managing a project portfolio. Reported to the President and cabinet staff on all design and construction updates. Developed the project budget and solicitation materials for procuring project team consultants. Provided counsel and guidance for the project team's management of the A/E and GC teams. Primary point of contact for JSU executive leadership. Managed all contract and invoicing.



JACKSONVILLE STATE UNIVERSITY RECREATION CENTER (2019)

Project Information:

New Construction of 103,000 SF facility including 43ft climbing wall, three court gymnasium, four gymnasiums, indoor and outdoor pools

Location: Jacksonville, AL

Completed: 2019

Total Development Costs: \$50MM

Role & Responsibility: Senior Project Manager

Directed a team of staff for managing project portfolio. Reported to the President and cabinet staff on all design and construction updates. Developed the project budget and solicitation materials for procuring project team consultants. Provided counsel and guidance for the project team's management of the A/E and GC teams. Primary point of contact for JSU executive leadership. Managed all contract and invoicing



SHERMAN COLLEGE OF CHIROPRACTIC - GERALDI STUDENT CENTER (2018)

Project Information:

New Construction of 22,000 SF facility including 400-seat auditorium, library, several individual study rooms, cafe and bookstore

Location: Spartanburg, SC

Completed: 2018

Total Development Costs: \$16MM

Role & Responsibility: Project Manager Reported to the COO and CFO on all design and construction updates. Managed the project budget and solicitation materials for procuring project team consultants. Managed the project A/E and GC teams on behalf of the Owner to ensure the project was designed and built to project specifications. Primary point of contact for Sherman executive leadership. Managed all contract and invoicing



PRESBYTERIAN COLLEGE - NEVILLE HALL

ACADEMIC FACILITY (2017)

Project Information:

Major Renovation and New Addition of 120-seat auditorium, several new classrooms, lab spaces, restoration of the interior rotunda and new FF&E throughout

Location: Clinton, SC

Completed: 2017

Total Development Costs: \$20MM

Role & Responsibility: Project Manager

Reported to the CFO on all design and construction updates. Managed the project budget and solicitation materials for procuring project team consultants. Managed the project A/E and GC teams on behalf of the Owner to ensure the project was designed and built to project specifications. Primary point of contact for PC executive leadership. Managed all contract and invoicing.



CONVERSE COLLEGE - FLEMING HALL

STUDENT HOUSING (2016)

Project Information:

New construction of a 120 units of P3 student housing suite-style residence hall. Ground floor flex use with academic and meeting space and 2nd floor terrace.

Location: Spartanburg, SC

Completed: 2016

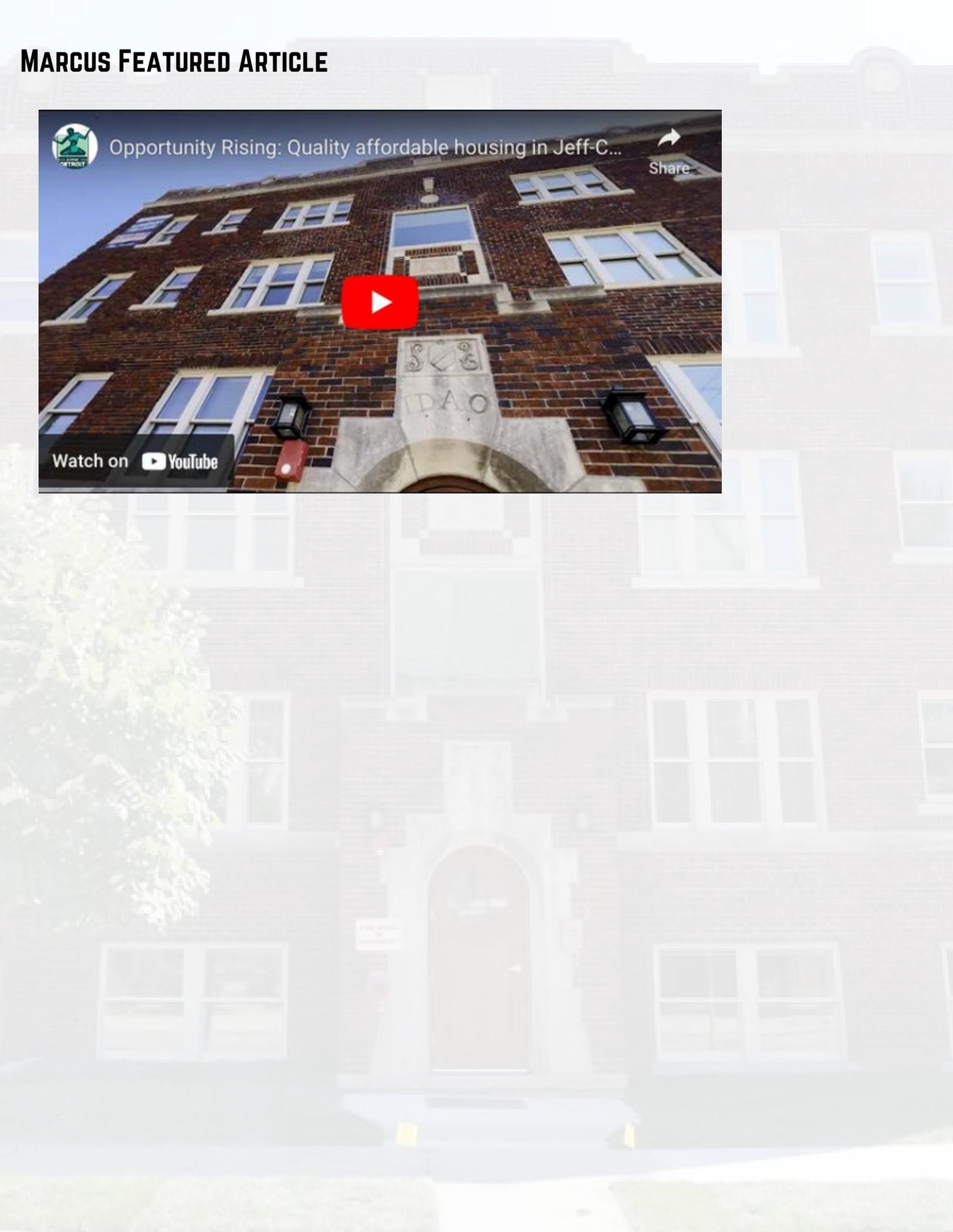
Total Development Costs: \$16MM

Role & Responsibility: Project Manager

Managed the project schedule and budget draw package submissions. Managed the project A/E and GC teams on behalf of the Owner to ensure the project was designed and built to project specifications. Primary point of contact for Converse executive leadership and the P3 partners.



MARCUS FEATURED ARTICLE



DEVELOPMENT TEAM EXPERIENCE

A. Experience that makes the development team uniquely suited to develop the site.

Members of the development team have experience co-developing with public housing commissions and a track record of successful partnerships. Additionally, the development team has understanding of the development site and challenges posed by the development site. Those challenges will require some special financing tools of which the local development partner, J29:7 has a successful track record of securing. Our team has also extensively reviewed actual construction hard cost numbers from projects that have been successfully constructed in Ann Arbor and believes that we are best positioned to deliver a project that comes in significantly under the proposed budget of the project based on the market expertise of our construction management partner.

B. Experience developing projects in Michigan.

While Gorman, DL3, and J29:7 all have experience developing nationally, the team at J29:7 is the local development partner with substantial experience developing in Michigan. The team has collectively developed or consulted directly on more than \$1.2 Billion worth of real estate transactions in the state of Michigan. This includes affordable housing, LIHTC projects, mixed-use development and school facilities. The team has extensive experience and knowledge of local and state funding incentives and programs including a successful track record of identifying and securing funding from MEDC, MSHDA, EGLE, and other local and regional agencies. Derric Scott, the Principal of J29:7 currently serves as the governor's appointee to the Equity Advisory Committee for the MSHDA Statewide Housing Partnership and understands the goals of MSHDA's first-ever Statewide Housing Plan. Transformative projects that Mr. Scott has led include the Wagner Place Development in West Downtown Dearborn, consisting of 150,000sf of office and retail along with \$15MM in public infrastructure investment as well as the Ford Innovation District in Corktown which consists of 1.5MM SF of total development and a \$738M investment by Ford Motor Company. Both developments received substantial local and state incentives that were records at the time of award.

C. Experience developing projects in the City of Ann Arbor

J29:7 has experience developing and consulting on projects within the City of Ann Arbor. The team's experience includes moving through acquisition and entitlements locally as well as consulting on developments. The team has experience working directly with the Ann Arbor Housing Commission which includes consulting on the 121 Catherine Street project, leading to a successful MEDC RAP award of more than \$4M to the project. J29:7 also has experience moving through the local agencies for entitlements including the Planning Commission, local zoning boards, city council, and the County Board of Commissioners. This experience also extends to community engagement and working with the University of Michigan's AEC and Community Affairs teams as well. J29:7 has local support from the Ann Arbor Area Community Foundation as it relates to its work in Washtenaw County.

DEVELOPMENT TEAM EXPERIENCE

D. Experience developing in an urban environment.

Below is a list of project experience that notes a variety of urban locations across the country. Cities include: Phoenix, Chicago, Milwaukee, Madison, Atlanta, Denver, Little Rock, Portland, and Rockford.

In addition to Gorman's experience, DL3 has a proven track record of delivering high impact projects in Chicago's emerging urban neighborhoods, including the grocery anchored Englewood Square Shopping Center and the Jewel-Osco in Woodlawn, which were both awarded the Chicago Neighborhood Development Award for Outstanding For-Profit Neighborhood Real Estate Project in 2016 and 2020, respectively. Recently, DL3 has completed the redevelopment of two formerly vacant big box retail buildings into customer care centers for Blue Cross Blue Shield of Illinois and Discover Financial Services creating over 1,500 jobs for local residents.

E. Experience developing projects of a similar size.

Below is a list of project experience that notes a variety of projects across the country in a variety of sizes. Gorman also has experience in multi-phase projects on the same site consistent with the 350 South Fifth Avenue site.

F. Experience in property management.

Gorman & Company formed its property management division in 1991. Gorman & Company manages 60+ apartment communities, totaling over 6,000 units. Controlling our management company within the Gorman & Company umbrella allows us to customize our tenant selection criteria to our specific target population while conforming to investor and Section 42 compliance regulations. Gorman & Company also provides Asset Management services for projects. The scope of services provided by Gorman for asset management includes asset financial monitoring, performance review, tracking loans and reimbursements, stakeholder reporting, and reserve tracking. Asset management also tracks month to date, year to date, and quarterly NOI and DCR (Debt Coverage Ratio) tracking. They also review and approve budgets for assets.

G. Experience working for a public entity or with a public entity as a development partner.

Gorman & Company has extensive experience working as Development Partner with various Public Entities. In its history, Gorman has partnered with over 15 Public Housing Authorities and Cities to complete their development efforts. Throughout these partnerships, Gorman has completed 31 developments delivering over 3,500 units with over \$750 million invested into these communities.

DL3 is no stranger to utilizing complex financing structures with public and private capital. Our projects have helped steer over \$200 million of targeted investment that have accelerated the revitalization efforts of local government and anchor institutions in economically stagnant neighborhoods, striking the right balance between attractive risk adjusted financial returns and meaningful social impact. We are currently executing over \$150 million of public/private projects

DEVELOPMENT TEAM EXPERIENCE

designed to elevate Chicago's urban communities. Further, our "Venture Development" model has been adopted in several local markets across the country and the principals of DL3 are frequent speakers and advisors to public and anchor institutions.

H. Experience working with a transit authority or similar agency.

Gorman & Company has experience in working with cities to produce Transit Oriented Developments that are located at key transit sites. An example of this includes the Union Corners development noted in the Co-Developer Description portion of this RFP. The Union Corners project is located on the new Bus Rapid Transit (BRT) line in the City of Madison and was specifically designed to maximize the transit stop located on the site. In addition, Gorman has developed a mixed-income property that included a bus transit center in La Crosse, Wisconsin.

In addition, DL3 and key staff have extensive experience working with local transit authorities as a central focal point of many of our Transit Oriented Developments ("TOD"). As an illustrative development, our Thrive Exchange project in south side Chicago includes the strategic placement and integration of multi-family affordable housing and commercial healthcare services with existing light rail and bus infrastructure. We are also executing the multi-phased master development, Morgan Park Commons, which includes connectivity to BRT line on Chicago's south side.

J29:7's Principal has extensive experience working within the state of Michigan on TOD developments with public transit agencies. Below are two projects (also included in project experience) that highlight these projects:

Wagner Place & Ford's Garage - West Downtown Dearborn, Michigan - Both of these projects were coordinated in partnership with SMART, the tri-county regional transit authority for Metro Detroit, and included infrastructure improvements to allow for future Bus Rapid Transit stops within each of the developments. Costs and design for this were coordinated in partnership with SMART, the developer, the City of Dearborn, MDOT, Amtrak, and other local property owners. As the development lead, there was significant coordination from planning through implementation that has similarities to the proposed development at 350 S. Fifth.

Michigan Innovation District - Corktown/Detroit, Michigan - This project had significant coordination of infrastructure improvements to allow for regional transit access to the district. This includes coordination with SMART, the Detroit Department of Transportation (DDOT), Amtrak, Pacific Rail, and the City of Detroit's mobility team. These improvements were designed into the masterplan and included in the financing plan for the project.

East Jefferson Mainstreet Masterplan - The plan included coordination with the City of Detroit and DDOT to provide for infrastructure improvements throughout the 46-acre commercial corridor to be financed through TIF. Mr. Scott oversaw the process of underwriting the TIF models, coordinating the design and implementation of the living street plans and construction project management.

DEVELOPMENT TEAM EXPERIENCE

- I. Respondents should indicate successful LIHTC or other funding or financing that was awarded on a competitive basis within the past 7 years, if applicable.**

Please refer to the project listing below for competitively awarded projects for Gorman over the past 7 years.

J. Experience with Affordable Housing.

Below is a project listing including all affordable housing developed by Gorman in the past 7 years for Gorman.

- K. Indicate whether the respondent or any respondent team member ever sued or been sued by a HUD or a public housing agency, and if so, describe the circumstances and outcome.**

None of the proposed team members have sued or been sued by a HUD or Public Housing Agency.

- L. Provide financial statements for the last three years prepared in accordance with Generally Accepted Accounting Principles, including the Developer's latest balance sheet and income statement. Also, indicate the name and contact information of the firm that prepared each financial statement.**

Attached under separate cover are three years of financial statements for Gorman & Company. Please note that this is confidential information. Financial information for other team members is available upon request.

- M. Indicate whether the respondent organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management, has been the subject of any bankruptcy proceedings within in the past ten years.**

None of the proposed team members (including parents, subsidiaries, or affiliates) have been the subject of bankruptcy proceedings within the past ten years.

DEVELOPMENT TEAM EXPERIENCE

N. or any respondent team member ever sued or been sued by a HUD or a public housing agency, and if so, describe the circumstances and outcome.

None of the proposed team members have sued or been sued by a HUD or Public Housing Agency.

PROJECT LISTING

As Gorman & Company is a vertically integrated firm, these developments were completed with assistance from both Gorman Architecture and Gorman General Contractors. The properties are maintained and run by Gorman Property Management and our Asset Management divisions.

DEVELOPMENT TEAM EXPERIENCE

Deal Name	City	State	Total Units	TDC	Equity Investor	Income Restrictions
Moving to Closing (12)			934	\$403,399,575		
Riverview Apartments	Steamboat Springs	CO	104	\$77,100,000	Private Investor	Workforce, Market Rate
The Jade	Portland	OR	40	\$19,445,061	N/A	80% AMI
Prairie Run Workforce	Hayden	CO	129	\$67,769,000	Private Investor	80% AMI, Workforce
The Regenerator	Chicago	IL	42	\$26,633,074	TBD	30% - 60% AMI
Earle School	Chicago	IL	50	\$32,539,586	Merchants	30% - 60% AMI
Villas on McQueen	Chandler	AZ	157	\$55,584,476	RBC	30% - 60% AMI
Fort Whipple - 9% Rehab	Prescott	AZ	23	\$9,956,264	CREA	40% - 60% AMI
Fort Whipple - 4% New Construction	Prescott	AZ	80	\$23,734,622	CREA	30% - 80% AMI
Sidney P Osborn (9%)	Phoenix	AZ	115	\$39,674,025	TBD	40% - 60% AMI
Lafayette Hotel	Rockford	IL	54	\$17,153,167	Merchants	30% - 60% AMI
Riverview Lofts	Wausau	WI	56	\$14,552,130	Cinnaire	30% - 60% AMI, Market Rate
The Harbor at State and Main II (Resyndication)	Racine	WI	84	\$19,258,170	TBD	50% - 60% AMI
Under Construction (17)			1,713	\$614,912,753		
Wintergreen Ridge	Keystone	CO	47	\$25,021,398	Key Community Development Corporation	30% - 60% AMI
Centerline on Glendale Phase II	Glendale	AZ	182	\$59,834,596	US Bank	30% - 80% AMI
Centerline on Glendale Phase I	Glendale	AZ	186	\$60,493,807	US Bank	30% - 80% AMI
Mason Manor	Green Bay	WI	200	\$54,679,073	Enterprise Community Investment	30% - 60% AMI
Harmony at the Park Two	Phoenix	AZ	115	\$36,029,637	Bank of America	60% - 80% AMI, Market Rate
Ruby Vista	Denver	CO	98	\$47,477,503	National Equity Fund	30% - 60% AMI
Hill Street School	Globe	AZ	64	\$22,795,662	US Bank	30% - 60% AMI
Surprise 202	Surprise	AZ	99	\$29,250,124	Wells Fargo	50% AMI
Bay City Lofts	Green Bay	WI	48	\$14,573,342	CREA	30% - 60% AMI
Harmony at the Park Three (9%)	Phoenix	AZ	90	\$34,129,414	Bank of America	40% - 60% AMI, Market Rate
Edison School	Milwaukee	WI	75	\$28,542,899	Cinnaire	30% - 60% AMI
Sunset Terrace	Little Rock	AR	87	\$26,056,501	Bank of America	30% - 60% AMI
Smith Ranch Apartments (Workforce)	Silverthorne	CO	70	\$33,571,000	CHAI	80% AMI, Workforce
Smith Ranch Apartments (LIHTC)	Silverthorne	CO	65	\$29,146,306	National Equity Fund	30% - 60% AMI
Alta Verde Workforce	Breckenridge	CO	172	\$75,068,222	Private Investor	80% AMI, Workforce, Market Rate
Hamilton Hills	Atlanta	GA	52	\$17,851,629	Truist	50% - 60% AMI
Milagro	Tucson	AZ	63	\$20,391,640	Enterprise Community Investment	30% - 60% AMI
In Service (36)			3,394	\$837,867,628		
Foothills Village	Phoenix	AZ	200	\$28,741,895	Bank of America	50% - 60% AMI
Talavera Apartments	Tucson	AZ	96	\$18,428,141	Hunt Capital Partners	50% - 60% AMI
Kenosha Uptown Lofts	Kenosha	WI	71	\$31,997,538	US Bank	60% AMI
Rehoboth Place II	Phoenix	AZ	66	\$20,099,939	Berkadia	40% - 60% AMI
Pearl Place	Belvidere	IL	56	\$11,175,694	Merchants	30% - 60% AMI
Residences at Westview	Atlanta	GA	60	\$17,308,154	RBC	50% - 60% AMI
Crosswinds at Arista	Broomfield	CO	159	\$56,610,101	National Equity Fund	30% - 80% AMI
Harmony at the Park One	Phoenix	AZ	120	\$35,183,130	Bank of America	40% - 60% AMI, Market Rate
Carolyn Mosby	Gary	IN	142	\$21,660,699	Boston Financial	30% - 60% AMI
McKinley School	Milwaukee	WI	39	\$19,702,777	Cinnaire	30% - 60% AMI
Landsby Ridge	Mount Horeb	WI	51	\$13,787,759	RBC	30% - 60% AMI, Market Rate
Main Street Apartments	Sun Prairie	WI	64	\$14,490,780	Cinnaire	30% - 60% AMI
Cumberland Towers	Little Rock	AR	178	\$21,633,986	RBC	60% AMI
Fred Parris Towers	Little Rock	AR	250	\$27,502,832	RBC	60% AMI
Jesse Powell Towers	Little Rock	AR	169	\$20,155,449	RBC	60% AMI
The River at Eastline Village	Tempe	AZ	56	\$17,227,878	Boston Financial	40% - 60% AMI
Heritage at Surprise	Surprise	AZ	100	\$22,501,026	Enterprise Community Investment	30% - 60% AMI
Candise Street Lofts (Riverside Lofts)	Jefferson	WI	36	\$11,013,087	Boston Financial	50% - 60% AMI
Wintergreen West (LIHTC)	Keystone	CO	40	\$11,966,611	Enterprise Community Investment	30% - 60% AMI
Valor on Washington	Madison	WI	59	\$18,948,782	Boston Financial	30% - 60% AMI
Colburn	Denver	CO	92	\$24,985,016	Key Community Development Corporation	30% - 60% AMI
Generations at West Mesa	Albuquerque	NM	54	\$13,052,135	Boston Financial	30% - 60% AMI, Market Rate
Soluna II	Phoenix	AZ	66	\$15,280,719	US Bank	40% - 60% AMI, Market Rate
Esperanza En Escalante Phase II	Tucson	AZ	50	\$13,864,387	RBC	30% - 60% AMI
Nexus at Union Corners	Madison	WI	105	\$30,165,000	Private Investor	Market Rate
The Elisabetta (Laradon Phase I)	Denver	CO	91	\$26,313,442	Enterprise Community Investment	30% - 60% AMI
The Stella (Laradon Phase II)	Denver	CO	132	\$42,263,231	National Equity Fund	30% - 80% AMI
Wintergreen Workforce (Wintergreen North)	Keystone	CO	156	\$46,778,175	Private Investor	Workforce
Union Corners Grandfamily - Generations at Union Corners	Madison	WI	60	\$14,802,000	Boston Financial	30% - 60% AMI, Market Rate
The Landmark	Wausau	WI	94	\$19,893,543	Cinnaire	30% - 60% AMI
Alta Verde	Breckenridge	CO	80	\$32,337,000	National Equity Fund	30% - 60% AMI, Workforce
Printery Row (Pulaski)	Pulaski	WI	43	\$10,040,000	Boston Financial	50% - 60% AMI
Avenida del Sol	Denver	CO	80	\$27,632,288	Key Community Development Corporation	30% - 80% AMI
Sunlight Crossing	Steamboat Springs	CO	90	\$33,238,000	Private Investor	80% AMI, Workforce, Market Rate
Soluna I	Phoenix	AZ	111	\$26,278,046	US Bank	40% - 60% AMI, Market Rate
Monroe Gardens	Phoenix	AZ	78	\$20,808,388	US Bank	40% - 60% AMI
Summary (65)			6,041	\$1,856,179,956		

DEVELOPMENT PLAN

Community Engagement

J29:7 will serve as the local engagement partner throughout the development. Being Wasthenaw County headquartered with team members that reside in Ann Arbor, the team has a broad awareness of the area stakeholders and is very active in the local community. The firm has received national awards and recognition for its engagement around “The What and The How” model that allows the community to have an active voice throughout the development process and determine how development happens consistent with the community’s vision. This includes the use of award-winning engagement tools such as:

- In-person and virtual design engagement platforms
- Map.Social for community input
- Community Voting tools that will drive decision-making
- Educating stakeholders city/residents

Noting that a significant amount of engagement has already been conducted by SmithGroup, the Ann Arbor Housing Commission, and the City of Ann Arbor, our engagement plan will seek to keep stakeholders engaged throughout the entitlement and development process and continue to ask the question: “Did we get it right?”

Engagement activities also extend to actively seeking participation for local contracting and procurement opportunities for MBEs/WBE’s and local hiring.

Design Principles for Urban Mixed-Use Developments

As outlined above, the partnership takes many steps to create a development plan with area residents, housing partners, and community stakeholders. Throughout this process, our architecture team will create site plans that incorporate feedback from the community and other partners. Once a site plan is confirmed they will then start working on building typologies and designs, again using the feedback from the community and partners. Our architecture team will design the buildings to a schematic design, where our estimating team will provide a budget. At this stage, our internal team will meet with our housing partner to discuss any desired changes and potential value engineering, if needed.

With large scale urban mixed-income developments it is imperative that we have a design that meets the needs of a range of prospective tenants. This includes designing to market rate standards in Ann Arbor while also soliciting input from future residents including those residents to be served by the permanent supportive housing units.

After the teams have met, and discussed changes, the architecture team will engage with the various engineers to start their processes. Our development team works closely with the architects to ensure that we are on track to get the plans and specs to the local building department for building permits and zoning approvals. During this time, we also engage our construction team to start planning the bidding process. We use local contacts to reach the broadest possible range of subcontractors and ensure that we have thorough bids for each trade.

Throughout the predevelopment phase, Gorman will provide monthly update reports to the housing partner team. In the past, these reports have included items such as resident and community engagement updates, underwriting updates, schedule updates, and other information as requested

DEVELOPMENT PLAN

by our partners. Once the development is under construction, we hold Owner, Architect, and Contractor meetings on a monthly or bi-weekly basis. The development team is also responsible for coordinating all third-party reports, clearances, permits, and approvals in partnership with AAHDC.

Plan for Governmental Planning Approvals

As the local partner, J29:7 has experience working within the state of Michigan, Washtenaw County, and with local and regional authorities to advance the entitlement process. This includes processes that require incentives. With the understanding of the local market, we hope to leverage an already positive working relationship with the Ann Arbor Housing Commission to help collaborate on the entitlements and incentives necessary for this project to move forward on schedule.

We understand that the entitlement process requires various stakeholders and are committed to working with all of them including but not limited to, MSHDA, MEDC, the Ann Arbor Zoning Board of Appeals (if necessary), the Ann Arbor Planning Commission, the Ann Arbor City Council, the Ann Arbor DDA, Washtenaw County and federal agencies as necessary.

Proposed Timeline

See below for a tentative project timeline. It should be noted that that market rate phase and affordable phase will be completed concurrently.

MILESTONE	TARGET DATE
RFQ Proposal Accepted	February 2024
Developer Selection	February 2024
Finalize Development Agreement	June 2024
Financial Model & Soft Funding Identification	June 2024
Design Meeting with Development Partners and Community Stakeholders	July 2024
25% Design Completion	September 2024
Apply for Soft Funding as needed	Ongoing
Submit LIHTC Applications	October 2024
50% Design Completion	December 2024
LIHTC Awards	January 2025
Initial Debt & Equity Solicitation	February 2025
Submit Brownfield Concept to WCBRA	March 2025
Finalize Debt Term Sheet and Equity LOI with Selected Financing Partners	May 2025
100% Design Completion & Submit for Permit	May 2025
WCBRA Sub-Committee Review of Brownfield Plan	May 2025
Construction Bidding Start	May 2025
WCBRA Final Approval	August 2025
Financial Closing	September 2025
Construction Start	September 2025
Marketing and Lease Up Start	December 2026
Construction Completion	March 2027
Lease Up Completed and Perm Conversion	September 2027

ATTACHMENT C

LEGAL STATUS OF OFFEROR

(The Respondent shall fill out the provision and strike out the remaining ones.)

The Respondent is:

- ~~A corporation organized and doing business under the laws of the state of _____, for whom _____ bearing the office title of _____, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*~~

~~*If not incorporated in Michigan, please attach the corporation's Certificate of Authority~~

- A limited liability company doing business under the laws of the State of Wisconsin, whom Michael Redman bearing the title of Senior VP, CFO/COO, Secretary whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- ~~A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)~~
- ~~An individual, whose signature with address, is affixed to this RFP.~~

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.



Signature

Date: 02/07/2024,

(Print) Name Michael Redman Title Senior Vice- President, CFO/COO, Secretary

Firm: Gorman & Company, LLC

Address: 200 N. Main Street, Oregon, WI 53575

Contact Phone 608-835-3900

Fax 608-835-3922

Email Info@GormanUSA.com



ATTACHMENT D

VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <hr/> <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)
NONE	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
GORMAN & COMPANY, LLC	608-835-3900	
Vendor Name	Vendor Phone Number	
	02/07/2024	MICHAEL REDMAN, SVP, CFO/COO
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative