

350 South Fifth Ave

Ann Arbor, Michigan

RFP# AAHC-350 – Co-Developer for 350 South Fifth Ave.

Proposal Submitted By:

The Habitat Company LLC
350 W Hubbard Street, Suite 500,
Chicago, IL 60654

February 7, 2024

City of Ann Arbor
Ann Arbor Housing Commission
2000 S. Industrial Hwy
Ann Arbor, MI 48104

Dear Ann Arbor Housing Commission,

The Habitat Company LLC (Habitat) is excited to present its credentials to work with the Ann Arbor Housing Commission (AAHC) and the Ann Arbor Housing Development Commission (AAHDC) to create a transformative redevelopment program for the 350 South Fifth Avenue in Ann Arbor. Habitat brings decades of experience in working with neighborhood leaders and community residents at locations around the country to design and implement real estate solutions that build on the inherent strengths of the people and the places.

Habitat is uniquely qualified to partner with AAHC to implement a \$100 million community development vision informed through discussions with local leaders and residents. Under this partnership, Habitat and AAHC would jointly invest in this important site to implement a model program for public private community development.

Based in Chicago, Habitat's diverse development experience and property management history provide a special fit for the redevelopment program which AAHC seeks to implement. Habitat is a leading developer of best-in-class market rate housing and innovative, community-oriented affordable housing and community development programs. For over 50 years, Habitat has developed and managed numerous affordable housing communities. For nearly 20 years, Habitat has been a leading property manager for the Chicago Housing Authority, and we are currently developing three separate multi-phase programs in venture partnerships with public housing authorities.

Habitat and its Founder and Chairman, Daniel Levin, have always been invested in southeast Michigan. In fact, the predecessor entity to Habitat developed the historic high-rise in Detroit, The Pavilion, and the internationally acclaimed Mies van der Rohe designed Lafayette Park and Towers. Habitat continues to own and manage The Pavilion and has maintained the investment there providing a stable residential anchor to the City through good times and bad. We have a regional office in Southfield and currently manage a mix of over 1,900 residential units in the metro area. We have had a long presence owning and managing residential apartments in Ann Arbor, which until recently included Lake Village and Windemere Apartments.

Habitat is extremely familiar with the 350 South Fifth Avenue property. Approximately seven years ago, we had the property under contract with the prior owner and invested over \$100,000 in design work and zoning discussions with the City of Ann Arbor. While the project did not come to fruition, our interest in the property has not abated, and we look forward to discussing ideas to bring this important project to life.

In various roles over its 50+ year history, Habitat has led numerous large scale redevelopment projects in Chicago and other locations as part of a billion-dollar community development pipeline. Habitat has shown the ability to execute challenging development plans. Our Community Development Group's leadership team, comprised of Charlton Hamer, Jeff Head, and David Mevis, each have over 30 years of experience in community development.

Since 2018 alone, Habitat has quarterbacked four multi-phase, mixed-use, mixed-income community-based redevelopment programs. Together, this established pipeline will result in over a billion dollars in investment, all in disadvantaged low-income communities. We expect the investments will catalyze an additional billion dollars in related public and private investment.

SOME RECENT PROJECT HIGHLIGHTS INCLUDE:

Affordable and Community Development:

- **Ogden Commons**, a 10-acre, multi-phased \$200 million mixed-income, mixed-use redevelopment of vacant land in North Lawndale, Chicago. The project is a joint venture between Habitat and Mt. Sinai Hospital. Recent phases include:
 - **One Lawndale Center**, a 50,000 square foot medical office building that includes an outpatient surgical center, a digestive health center, an urgent care clinic, a bank, and two MBE-owned restaurants. **Status: Completed in 2022, fully leased**
 - **OC Living Phase 1**, a 92-unit mixed-income residential building. 90% affordable, 10% market-rate. **Status: Move-ins begin April 2024**
 - **OC Living Phase 2**, a 75-unit mixed-income residential building. 90% affordable, 10% market-rate. **Status: Breaking ground Summer 2024**
 - Future phases include an additional 100 residential units, including for-sale, and a 100,000 square foot mixed-use medical office facility.
- **43 Green**, a 5-acre, multi-phased \$100 million mixed-income, mixed-use redevelopment of vacant, city-owned land located on 43rd Street in Bronzeville, Chicago. The project is a joint venture between Habitat and P3 Markets, an MBE. Recent phases include:
 - **43 Green Phase 1 (43G1)**, a 10-story, 99-unit, mixed-income, mixed-use residential ETOD building. 50% market rate, 50% affordable. Includes 5,000 square feet of neighborhood-focused retail. **Status: Completed in 2023, fully leased**
 - **43 Green Phase 2 (43G2)**, a 10-story, 80-unit, mixed-income, mixed-use residential ETOD building. 50% market rate, 50% affordable. Includes 4,000 square feet of neighborhood-focused retail. **Status: Leasing opens Summer 2024**
 - **43G3**, an 8-story ETOD, 75-unit mixed-income, mixed-use residential building. 50% market rate, 50% affordable, includes 4,000 square feet of neighborhood focused retail. **Status: Pending DOH LIHTC approval**

- **LeClaire**, a 35-acre, multi-phased \$300 million mixed-income, mixed-use redevelopment of vacant, CHA-owned land located at 43rd and Cicero in Garfield Ridge, Chicago. The project is a joint venture between Habitat and Cabrera Community Capital, an MBE. The Master Plan includes:
 - 300,000 square feet of commercial space including a grocery store, community health center, and various restaurants.
 - Approximately 700 units of mixed-income housing: 90% affordable, 10% market rate.
 - Residential Phase 1 includes approximately 180 units in two 7-story buildings.
 - **Status: Master Plan complete; zoning approved; LIHTC allocations awarded; targeted groundbreaking December 2024.**
- **Marine Drive Apartments**, 16-acre, multi-phased \$400 million mixed-income, mixed-use comprehensive demolition and redevelopment of a 616-unit high-rise public housing development in Buffalo, New York. The project is a joint venture between Habitat and Duvernay and Brooks, a WBE, and non-profit Bridges Housing. The Master Plan includes:
 - Approximately 700 units to be developed over 3 phases, including new retail, community space, and public amenity areas.
 - Phase 1 includes approximately 250 units of mixed-income housing: 80% affordable, 20% market rate, and 5,000 square feet of neighborhood-focused retail
 - **Status: Master Plan complete; zoning approved; LIHTC application being evaluated; targeted groundbreaking February 2025.**

Market Rate Multifamily:

Habitat also operates one of Chicago's premier development and management teams for market rate multifamily housing. Presently, we are preparing to deliver a 33 story, 343-unit luxury high-rise apartment building in Chicago's Fulton River District neighborhood. This \$170 million investment will compete with the top tier of market rate buildings in Chicago. Habitat's market rate development team is led by a team with over 100 years of industry experience. To develop the 350 South Fifth Avenue site, Habitat would bring both groups together to make a transformative investment in Ann Arbor.

RFP Concept:

Habitat appreciates the extensive effort made by AAHC, AAHDC, Smith Group, and the community in visioning the building contemplated by this development, and we would appreciate the opportunity to work closely with you to effectuate your vision. However, we have significant concerns about the financial viability of the 80/20 component of the project. We are quite familiar with the 80/20 concept having developed and owned two large 80/20 buildings in Chicago with total combined units over 600.

In today's challenging financial climate, however, we expect that costs will far exceed the supportable rents and available subsidies. To provide context for this analysis, a current Habitat market rate development has a similar \$170 million cost, for more units at higher rents, and includes *no* affordable units. If this building were to incorporate a 20% affordable component into the structure, it would not have been financeable.

While we have concerns about the specifics of the AADC concept, we would welcome the chance to work with your team to clarify the concept in a manner that ensures the development vision can be achieved. We believe our experience with affordable and market rate multifamily development would allow us to partner with AAHC to develop a plan that results in a development that meets most of your goals.

We strive to design and construct every building we develop with the best quality that can be financed with available resources. We currently have comparable affordable and market rate buildings under construction in Chicago, which we invite you to tour as part of your due diligence.

In the response that follows, we have made every effort to outline the conceptual framework for a partnership that allows AAHC and Habitat to work together to prepare a design solution that achieves the goals that your community has thoughtfully articulated.

While our approach strays slightly from the contemplated template, we believe that our history of working in successful partnerships with public entities is the best indication that we have the desire and capacity to work with your team to craft an appropriate and financeable solution that meets your goals.

Sincerely,

In signing below, I certify that I am responsible for the decision to make the proposal herein and have not or will not participate in any action contrary to the terms of this provision.

THE HABITAT COMPANY LLC



Matthew Fiascone

President, The Habitat Company

REFERENCES

- Christine Moran, Director of Multifamily Housing, Illinois Housing Development Authority
cmoran@ihda.org; 312-836-5273
- Jerry Nelson, Chairman, Stratford Capital (LIHTC Syndicator):
JMN@stratfordcapitalgroup.com; 617-513-3651
- Gillian Brown, Executive Director, Buffalo Municipal Housing Authority:
gbrown@bimahousing.com; 716-903-9840

PROJECT APPROACH

In leading the joint-venture, Habitat would build on the work done by AAHC – Smith Group team, to develop a project plan that facilitates the goals of the AAHC and the City of Ann Arbor. Under this proposal, the parties would enter into a redevelopment agreement to establish a future joint venture to complete the master planning and entitlement process necessary to redevelop the 350 South Fifth Avenue.

COMMUNITY ENGAGEMENT

At each of Habitat’s major redevelopments, an extensive engagement process was undertaken to ensure that reasonable consensus could be established on a plan that maximizes benefits across the local community and balances those benefits with the financial realities required to facilitate investment. In view of the longstanding relationship between AAHC and Smith Group, we would encourage continued engagement with the team that knows the project and the community. Our corporate approach to engagement and ongoing development and management is the recognition that investment in housing is more than simple real estate, but a long-term investment in people’s lives. Last year, Habitat led a complicated and highly visible community engagement process in Buffalo, New York. We prepared [this video](#) which we think provides a sense of the care and focus that we put into this important process.

Habitat would work with AAHC/AAHDC to engage a complete Architect and Engineering team as we complete the master planning process. Habitat would seek to maximize the participation of Michigan-based design professionals for this purpose.

DEVELOPMENT TIMELINE

Affordable development of large projects like this takes considerable time. The design and construction periods are predictable, generally 12-18 months for zoning, construction documentation and permitting, 12-15 months for construction, and 3-6 months for lease up.

Financing is a major variable that is difficult to predict. MSHDA is significantly oversubscribed for 9% tax credits so it can take 6 months to multiple years to get the necessary financing commitments. Subject to the availability of local funding, a tax-exempt bond transaction would provide a more predictable timeline but will require more soft resources.

William Street Plaza Conceptual Development
Plan Prepared by Habitat in 2016



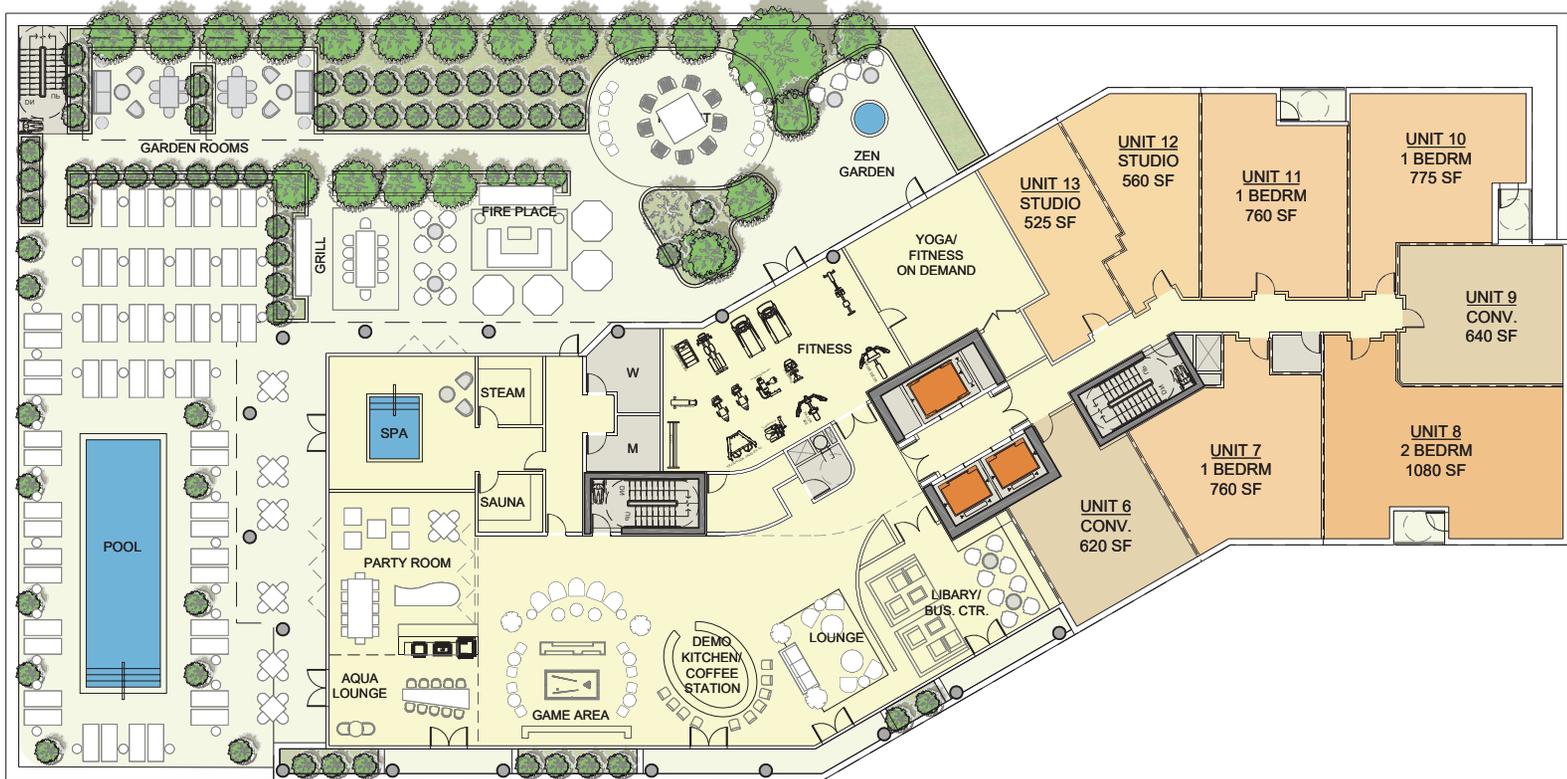
PERSPECTIVE RENDERING



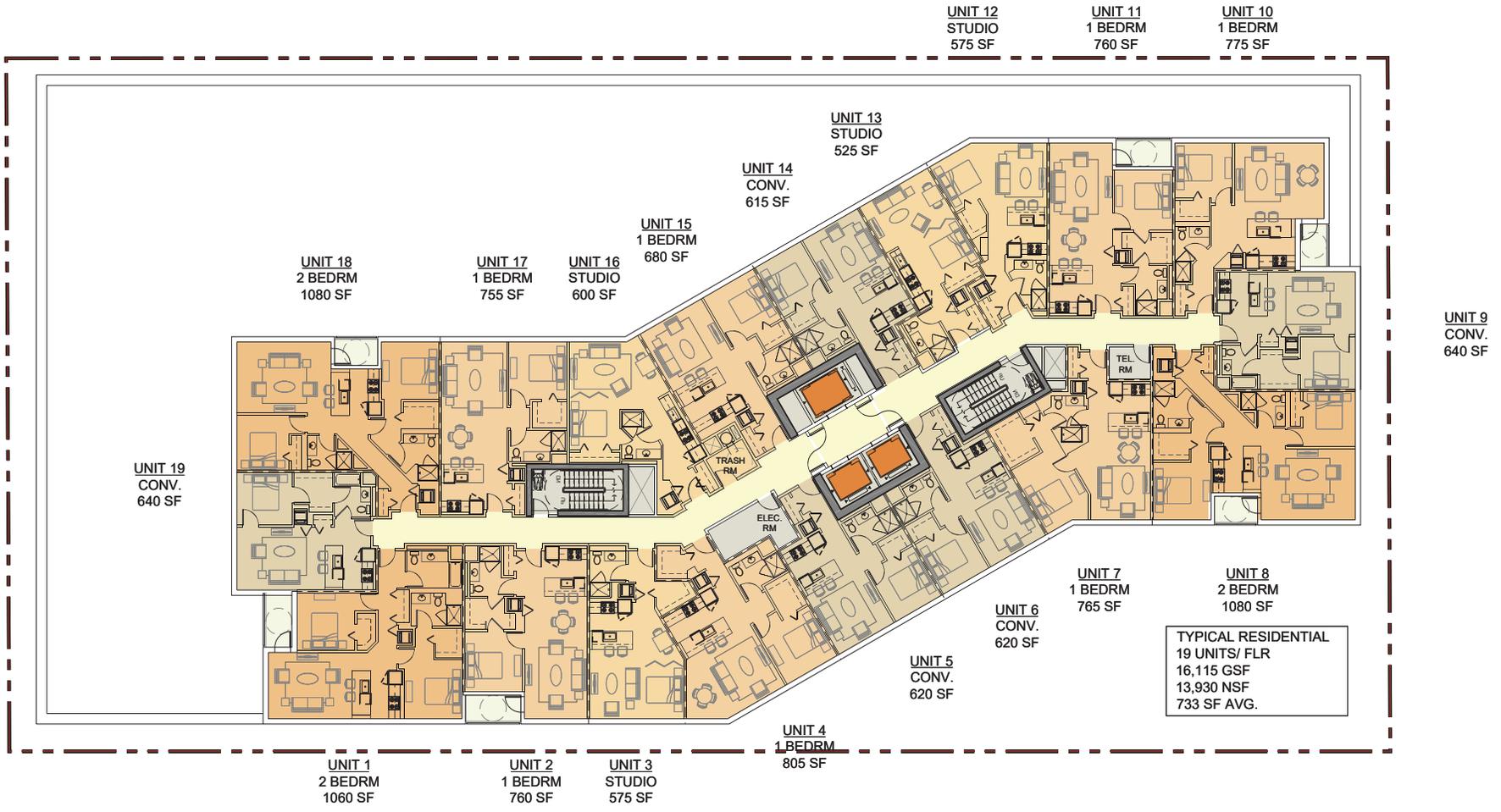


PERSPECTIVE RENDERING





AMENITY PLAN



TYPICAL UNIT PLAN



North Lawndale, Chicago, IL





2638 W Ogden Ave,
Chicago, IL

CLIENT

Ogden Commons JV LLC

A joint venture between
The Habitat Company &
Mt. Sinai Hospital (501c3)



DESCRIPTION

COMMERCIAL

Size: 50,000 square feet
Number of Tenants : 4
Tenant Mix: One Lawndale Center, a community-focused outpatient surgical and health center; Wintrust Bank; Momentum Coffee; La Catedral Restaurant
Opened: Summer 2022

RESIDENTIAL

Size: 85,000 square feet
Number of Units: 92
Unit Mix: 90% Affordable / 10% Market Rate
Opening: May 2024

PROJECT SUMMARY

COMMERCIAL

As part of the multi-phase Ogden Commons JV LLC venture, Habitat's partnership with Mt. Sinai Hospital developed this mixed-use medical office building to serve West Side residents and ease the operational pressures on the aging Mt. Sinai Hospital facility.

RESIDENTIAL

This is the first of several residential phases as part of a plan to build over 300 residential units at Ogden Commons. Phase A1 broke ground in February 2023. The 75-unit Phase A2 is scheduled to commence in the summer of 2024, and additional phases will be developed in the future.

To view our video series on Ogden Commons, visit <https://www.habitat.com/featured-videos>.

FINANCING

COMMERCIAL

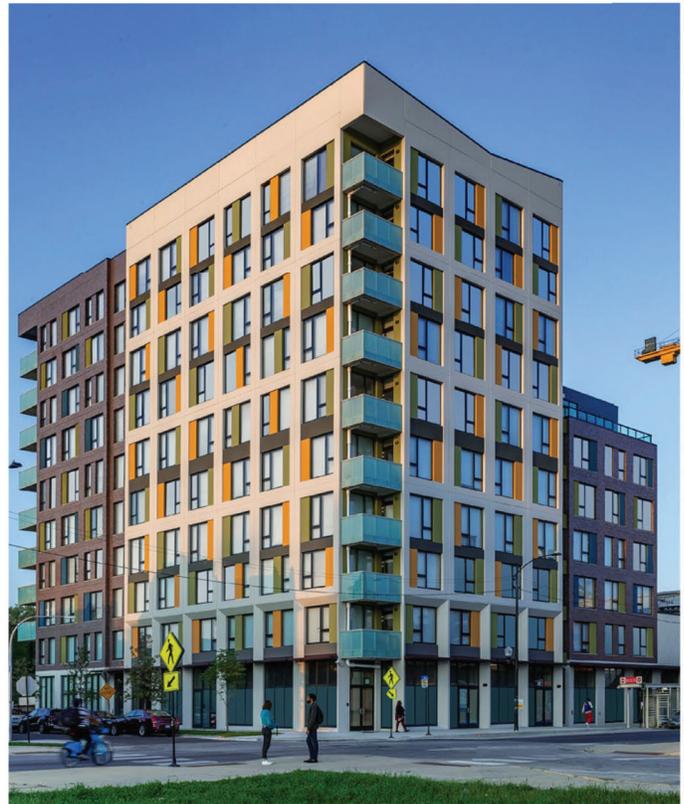
1 st Mortgage	\$3,500,000
QOZ Equity	\$12,500,000
NOF Grant	\$2,500,000
Multiple Equity Sources	\$2,800,000
Total	\$21,300,000

RESIDENTIAL

1 st Mortgage:	\$3,300,000
CHA Capital Loan:	\$12,000,000
IHDA Grant:	\$3,500,000
LIHTC Equity:	\$16,000,000
Total	\$34,800,000

43Green

Bronzeville, Chicago, IL





4308 S Calumet,
Chicago, IL

CLIENT

43 Green JV LLC

A joint venture between
The Habitat Company &
P3 Markets (MBE)



DESCRIPTION

PHASE I

Size: 98,000 square feet
Number of Units: 99
Unit Mix: 51 Affordable / 48 Market Rate

PHASE II

Size: 80,000 square feet
Number of Units: 80
Unit Mix: 44 Affordable / 36 Market Rate

PROJECT SUMMARY

PHASE I

43 Green Phase 1 is a mixed-income, mixed-use development that breathes new life into Bronzeville, a district rich in history but plagued by years of disinvestment. The project is a joint venture partnership led by The Habitat Company (Habitat) in a JV with Bronzeville based MBE P3 Markets. Phase 1 is the first of a multi-phase, \$200 million Equitable Transit Oriented Development (ETOD), which helped define the City's ETOD policy. In addition to 99-units, over 5,000 sf of neighborhood retail fronts 43rd Street.

PHASE II

Like Phase 1, this project is a mixed-income, mixed-use development that builds on the momentum and energy generated by the first building. At 10 stories, the buildings are a highly visible signal of a major investment on 43rd Street. In addition to 43 Green, CTA has announced a \$10 million rehabilitation of the Green Line Station, and CDOT is planning a major streetscaping program. The development has been catalytic for private investment in the community as new homes and rehabs are filling long vacant lots nearby.

To view our video series on 43 Green, visit <https://www.habitat.com/featured-videos>.

FINANCING

PHASE I

HUD Mortgage:	\$9,500,000
DOH HOME:	\$3,000,000
TIF:	\$5,000,000
LIHTC Equity:	\$18,500,000
Various:	\$2,000,000
Total	\$38,000,000

PHASE II

HUD Mortgage:	\$6,500,000
DOH HOME:	\$6,500,000
TIF:	\$10,000,000
LIHTC Equity:	\$21,000,000
Deferred Developer Fee:	\$800,000
Total	\$45,800,000

LeClaire Courts

Garfield Ridge, Chicago, IL



LeClaire Courts

44th and Cicero Avenue
Garfield Ridge, Chicago, IL

CLIENT

LeClaire Partners JV LLC

A joint venture between
The Habitat Company &
Cabrera Community Partners
(MBE)



DESCRIPTION

COMMERCIAL

Size: 150,000 square feet
Number of Tenants: TBD
Tenant Mix: Key tenants will include a community health center, a grocery store, and various restaurants and services.

RESIDENTIAL

Phase A North and South
Size: 170,000 square feet
Number of Units: 183
Unit Mix: 90% Affordable / 90% Market Rate

PROJECT SUMMARY

COMMERCIAL

Part of the \$300 million redevelopment program of the former CHA LeClaire Courts site will reactivate a 35-acre, long vacant site at a prominent location near Midway Airport on the Southwest Side. The development team worked with the community to identify targeted retail components like a grocery store, various restaurants, and a health center. Site planning and zoning are complete and negotiations are underway with anchor tenants.

RESIDENTIAL

The first residential phase at LeClaire Courts will redevelop a full block at 44th and Cicero. Comprised of two mid-rise buildings, the \$100 million development phase will be mixed-use and mixed-income. One building will include a 13,000 square foot day care center, and the other will contain 4,000 square feet of retail space. The redevelopment will catalyze investment for one of the City's most diverse communities.

FINANCING

COMMERCIAL

Anticipated Sources To Include:
1st Mortgage
TIF
New Market Credits
NOF
Private Equity

RESIDENTIAL

HUD Mortgage:	\$10,000,000
DOH HOME:	\$9,000,000
TIF:	\$10,000,000
LIHTC Equity:	\$44,000,000
CHA Loan:	\$24,000,000
Other Sources:	\$3,000,000
Total:	\$100,000,000

MARINE DRIVE

Buffalo, NY



MARINE DRIVE

Erie Street at Marine Drive
Buffalo, NY

CLIENT

Marine Drive Venture LLC

A joint venture between
The Habitat Company,
Duvernay and Brooks (WBE), &
Bridges Housing (501c3)

DESCRIPTION

PHASE I

Size: 250,000 square feet
Number of Units: 252
Unit Mix: 90% Affordable / 10% Market
Commercial: 5,000 square feet



PROJECT SUMMARY

PHASE I

Developed in the 1950s along Buffalo's then-industrial waterfront, Marine Drive Apartments is a 616-unit high-rise public housing development. With all major building systems failing, the Marine Drive team worked with residents and stakeholders to develop a plan to replace all units, without any temporary displacement. The new buildings will integrate with \$2 billion in recent investment to transform the waterfront, while preserving affordable housing for future generations. With a "build first" approach to ensure no resident displacement, the \$170 million Phase 1 of the 3-phase development will build 252 brand new units in the existing parking lot to allow residents to remain in their homes until the new units are available.

To view our video series on Marine Drive, visit <https://www.habitat.com/featured-videos>.

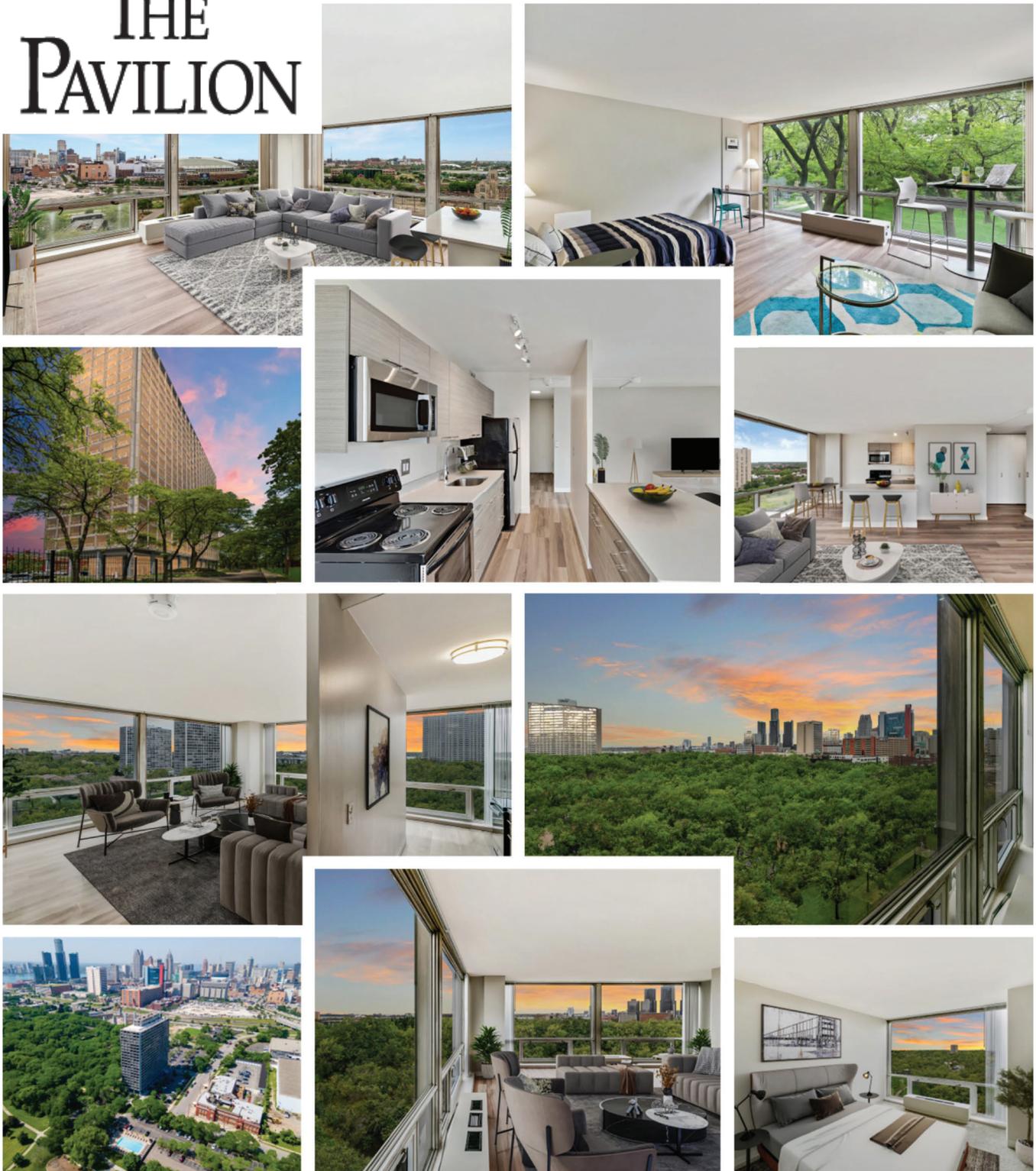
FINANCING

1st Mortgage:	\$10,000,000
NY State Financing:	\$55,000,000
State and Federal LIHTC Equity:	\$78,000,000
Brownfield Tax Credits:	\$25,000,000
Various:	\$2,000,000
Total:	\$170,000,000



THE PAVILION

The Pavilion Detroit, MI





Cassidy on Canal

Fulton River District, Chicago, IL

CASSIDY

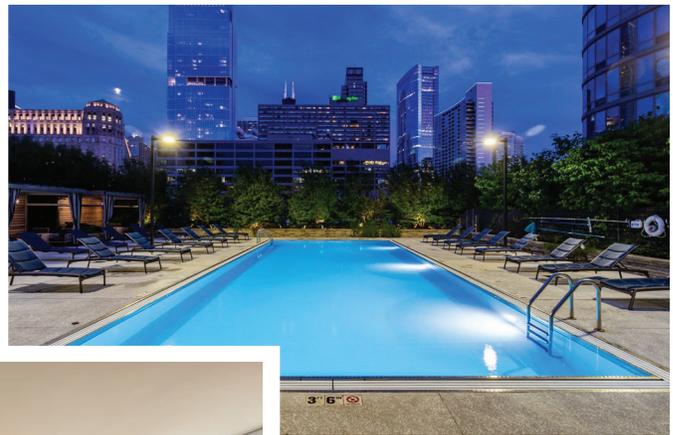
ON CANAL





HUBBARD
PLACE

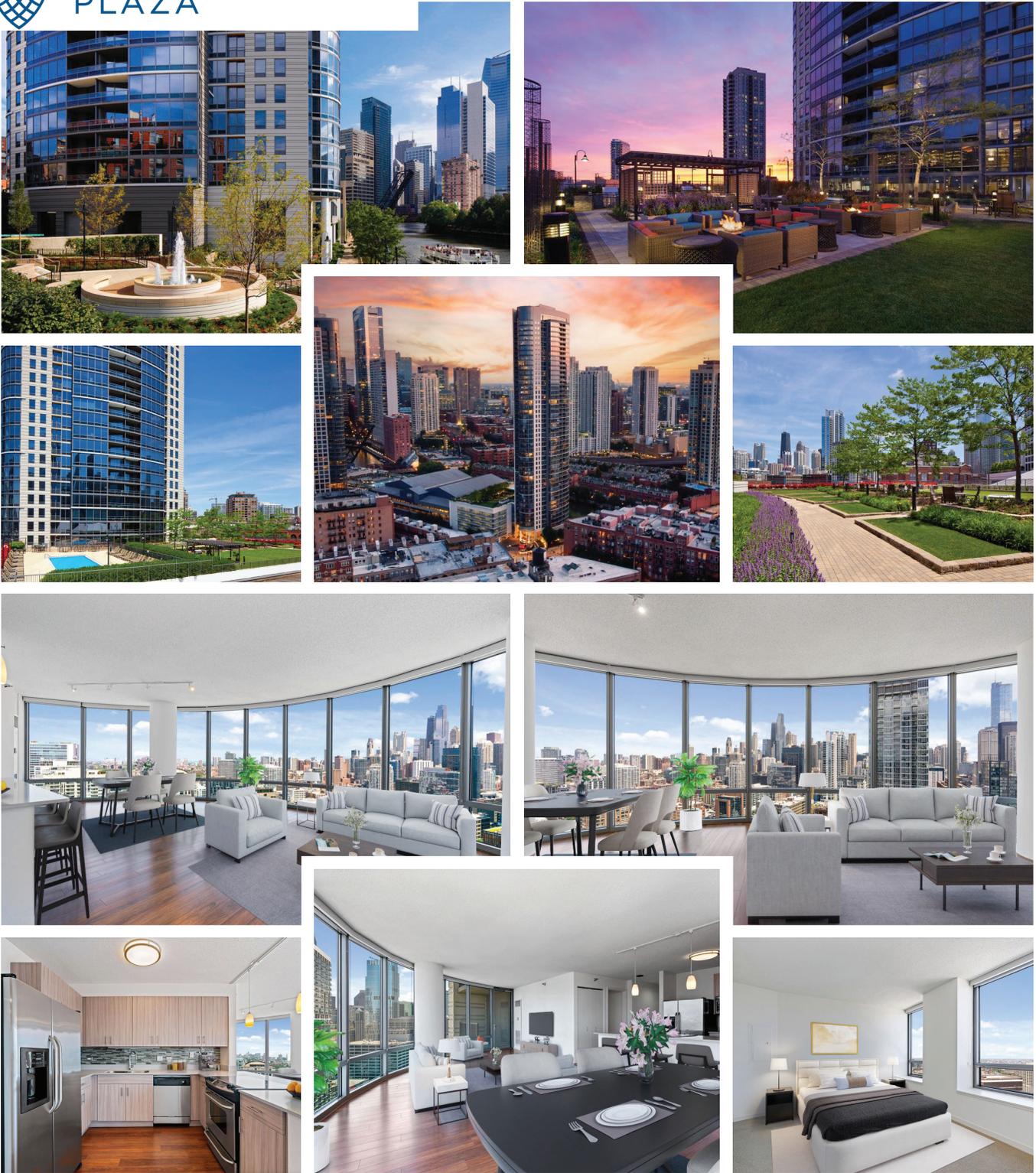
Hubbard Place River North, Chicago, IL





KINGSBURY PLAZA

Kingsbury Plaza River North, Chicago, IL



WHO WE ARE

Habitat is a leader in property management and development – integrity, innovation, and customer service excellence are at the heart of all we do. Our organization has been providing property management services for more than 50 years across a broad array of communities – Market Rate, Mixed-Income, Affordable, and Condominiums. We manage over \$3 billion in assets, comprised of approximately 16,000 units that are served by close to 600 team members. Following our Core Value of promoting open communication and teamwork, we strive to build great relationships with our clients. We believe that open communication and committed responsiveness are keys to a successful relationship with our clients.



No project is only an investment in real estate. It is an investment in the future of the community and in the lives of the people who will live and work there.

- DANIEL LEVIN
FOUNDER & CHAIRMAN

COMPANY OVERVIEW

OUR MISSION: A FOCUS ON EXCELLENCE

Our mission is to be the innovative leader in the development and management of a broad range of housing and real estate-related services. Guided by our Core Values and with a firm belief that our people make the difference, we strive for excellence every day.

We recognize that our team members have the opportunity to make an incredible impact for both residents and our partners. That is why Habitat has built a culture of learning, development and open communication – we also recognize that there is a direct link between engaged, well trained, and supported employees and happy, satisfied residents. We have always believed that it is our obligation to make a positive impact on the communities and residents we serve.

Habitat was founded on the conviction that management is the key ingredient in the success of any residential community. Everyone at Habitat today continues to believe that even the most beautifully designed building cannot provide valuable, comfortable, and livable homes without caring and responsible management. The difference in Habitat's philosophy of management is a thoughtful and proactive commitment to the unique needs of each community and its residents.

OUR VISION:

To enrich and enhance the experience we provide to every team member, resident, and partner through our unwavering commitment to excellence.

OUR CORE VALUES:

- Mutual respect, honesty, and integrity are cornerstones of our company.
- We promote open communication and teamwork.
- We each know our responsibilities and are accountable for results.
- We value diversity among our workforce.
- We encourage new ideas and are dedicated to personal and professional growth.
- We strive for high customer and team member satisfaction.

OUR HABITAT TEAM

Daniel Levin
Chairman

Matt Fiascone
President

Asset and Property Management

Sheila Byrne
EVP of Property
Management

Gina Fortune-Harmon
VP of Market Rate

Charlton Hamer
SVP of Affordable Group

Shruti Kumar
VP of Condominium

Mye'I Lassiter
VP of Affordable Group

Legal

Steve Galler
EVP & General
Counsel

Community Development

Jeff Head
David Mevis
Vice Presidents

Acquisitions

Zack Zalar
VP of Investments

Architecture

Thomas Black
SVP of Development

Information Technology

Michael Carson
SVP & Chief
Technology Officer

Facilities Management

Norbert Glod
VP of Facilities Mgmt
& Engineering

Accounting

Diane Roth
SVP & Corporate
Controller

Marketing & Communications

Angelina DeWitt
Director of Marketing

Human Resources

Lori Flaska
VP of Human Resources

Anna Lu
Controller - Property
Management

Risk Management

Amy Scheiden
Risk Manager



DANIEL LEVIN

Founder and Chairman of The Habitat Company, Daniel Levin has been a real estate developer since 1957. He has directed the financing, structuring, and equity syndication of a variety of approximately 25,000 rental and condominium units over 90 locations and multiple states, and more than \$3 billion in assets under management.

Under his leadership, the company became one of the Midwest's largest and most respected development and property management companies with operations in many cities and states, including Chicago, Milwaukee, St. Louis, Detroit, Ann Arbor, and Tampa. His management philosophy and approach to business are embodied in a quote that can be recited by nearly everyone he has influenced, "No project is only an investment in real estate. It is an investment in the future of the community and in the lives of the people who live and work there."

In 1987, Daniel and Habitat were appointed receiver of the Chicago Housing Authority Scattered Site housing development program by the U.S. District Court in Chicago. In that capacity, Habitat has overseen the citywide public housing revitalization program.

He is a member of the visiting committee of the University of Chicago Harris School of Public Policy. He serves as a trustee of WTTW Public Television as well as the Reconstructionist Rabbinical College, and he is vice chairman of the Board of Environmental Law and Policy Center.

Daniel has a Bachelor of Arts and a Juris Doctorate from University of Chicago Law School.

Daniel was honored for his commitment to civic leadership by the American Jewish Committee and the Reconstructionist Rabbinical College. Additional honors include the Chicago Association of Realtors Hall of Fame in 1997 and Crain's Chicago Business "20 Who Make a Difference" in 2000.



MATT FIASCONE

Matt Fiascone, President of The Habitat Company, has led a full range of real estate development and investment activities for more than 30 years. Since joining Habitat in 2011, Matt has been instrumental in strategizing, executing, and managing capital events including development joint ventures, recapitalization of existing ventures, and acquisitions. Matt has also established new relationships for both debt and equity, as well as strategic partnerships.

As President, he leads the creation and integration of the vision and growth of Habitat. During his tenure, he has overseen the expansion of the company's footprint and assets under management with a focus on continuously enhancing the company's culture for its team members, partners, and residents.

Previously, Matt served as senior vice president for Inland Real Estate Development Corporation, where he originated and implemented real estate transactions involving assets valued at over \$1 billion and negotiated and managed equity joint ventures.

Matt serves as Vice Chairman of the Board of Directors of Inland Bank and Trust, a member of the Advisory Board for PSP Investments' Downsview Development in Toronto, Ontario, and a member of the Board of Directors of The Illinois Energy Conservation Authority NFP. He is also a member of Lambda Alpha (a Land Economics Honorary Society), the Urban Land Institute, and the National Multifamily Housing Council. Matt has been a frequent speaker and panelist for industry events. In addition, he is a licensed real estate broker in Illinois, Florida, Wisconsin, and Missouri.

Matt has a Bachelor's degree in business and economics from Bradley University.



SHEILA BYRNE

Sheila Byrne is the Executive Vice President of Property Management for The Habitat Company. She oversees management operations for approximately 16,000 units spanning multiple states that include market rate, condominium, Habitat Affordable Group, and over 260,000 sq. feet of commercial space.

Sheila's roots are in property management, and she has worked in different sectors of our industry for many years. Sheila plays a leadership role in the creation and integration of programs and forward trend initiatives that continue to build upon Habitat's success. Her residents-first philosophy has helped pave the way for Habitat's unprecedented growth and lays the groundwork for future opportunities.

Through the identification and utilization of best-in-class technology and marketing platforms, Sheila focuses on leveraging operational efficiencies across Habitat's portfolio to streamline operations, maximize NOI, complement Habitat's green initiatives, and help drive portfolio-wide growth. She plays an active role in investor relations, communicating strategic recommendations with the goal of increasing and maximizing value for our partners, and provides market-level feedback and guidance for ongoing acquisitions.

Sheila holds a Bachelor of Arts from St. Mary's University in Minnesota and is a licensed real estate broker in Illinois. She served as president of ABOMA from December 2018 - December 2021 and as a trustee of SEIU Local No. 1 Health Fund and Pension Plan. Sheila currently serves on the Board of Managers for Habitat.



STEPHEN GALLER

As Executive Vice President and General Counsel for The Habitat Company, Stephen Galler oversees all legal matters, including all acquisitions, dispositions, financing, leasing, joint ventures, management contracts, compliance, and development for the company's real estate concerns. Stephen also currently serves on Habitat's Board of Managers.

Before joining The Habitat Company in 2007, Stephen served as senior vice president and general counsel at Related Midwest (formerly LR Development Company), where for 11 years he oversaw and managed all of the company's legal matters, including such notable projects as Park Tower, 340 on the Park, Roosevelt Square, Residences on Lake Shore Park, Fort Sheridan, and The Mayfair.

Stephen currently serves on the Executive Committee of the Chicago Central Area Committee, the Board of Members of BPI – Chicago, and the Legislative Committee of the Chicagoland Apartment Association. In addition, Stephen is the former chair of the Real Property Law Committee of the Chicago Bar Association, and he continues to serve on that committee's Condominium Subcommittee. He also formerly served on the Executive Committee and Board of Trustees of Beth Emet Synagogue. Stephen has been a frequent speaker at bar associations, trade associations, law schools, and continuing legal education seminars, and he has authored numerous articles for real estate and law firm publications.

Stephen earned his Juris Doctorate from Northwestern University School of Law and earned his Bachelor of Arts, with cum laude distinction, from the University of Pennsylvania.



CHARLTON HAMER

As Senior Vice President of Habitat Affordable Group, Charlton Hamer provides leadership and oversight for all affordable housing clients. Habitat's affordable portfolio consists of 9,000+ units located in Chicago, Illinois, and St. Louis, Missouri. Charlton's experience spans development and both asset and property management. His focus on top-level operations sets the stage for portfolio growth in the affordable housing market.

Charlton has served in several leadership roles at real estate firms like Redstone Urban Properties, LLC; VESTA Corporation and Shore Area Community Development Corporation.

Professionally, Charlton is a member of the Urban Land Institute, the American Planning Association and the University of Illinois Alumni Association. Additionally, he served as the chairman of the Bridgeport, Connecticut, Redevelopment Agency.

Charlton holds a Master of Urban Planning and Policy from the University of Illinois at Chicago and a Bachelor of Arts in Urban Planning from the University of Illinois at Champaign-Urbana. He is a licensed real estate broker in the state of New York.



MYE'L LASSITER

As the Vice President of Affordable for Habitat Affordable Group, Mye'l Lassiter oversees the operations for over 6,000 units and growing. She is dedicated to helping families find affordable housing and is committed to making housing clean, safe, sanitary, affordable, sustainable, attainable, and available.

Mye'l is a seasoned professional in the affordable property management industry with over 20 years of experience. She began her career in 2003 as a temporary employee and has worked her way up through various positions, gaining valuable insight and expertise along the way. She is well-known for her strategic approach to turning troubled properties around, solving intricate operational issues, and developing operational policies that create not only a great place to live, but also a positive work environment.

Throughout her career, Mye'l has worked with notable companies and has gained extensive experience with various housing programs, including but not limited to Section 8, Section 811, LIHTC, SRN, CLIHTE, Permanent Supportive Housing, and more. Mye'l holds several certifications, including Certified Occupancy Specialist, Tax Credit Specialist, REAC, Management Occupancy Review Specialist, and more.

Mye'l firmly believes that housing is not just a basic necessity, but also a crucial factor in maintaining mental stability and overall well-being. For Mye'l, the business of affordable housing is not just about buildings, but about people. She strives to enhance the quality of life for residents by effectively adding value to their living experience. With her passion, expertise, and dedication, Mye'l continues to make a significant impact in the affordable property management industry.



JEFF HEAD

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

Over his 20 years with Habitat, Jeff has worked with agencies such as the Chicago Housing Authority, Illinois Housing Development Authority, City of Chicago and U.S. Department of Housing and Urban Development. He has been involved in transactions that have invested more than \$1 billion in Chicago neighborhood housing developments.

Prior to joining Habitat, Jeff worked on a variety of urban development programs as an assistant to Mayor Richard M. Daley at the City of Chicago. He holds an MUPP from University of Illinois at Chicago College of Urban Planning and Public Affairs.



DAVE MEVIS

As the Vice President of Community Development at The Habitat Company, Dave Mevis is responsible for sourcing acquisition and development opportunities as well as the recapitalization of Habitat's existing portfolio of affordable multifamily assets.

Dave assesses current and future use restrictions, and local market real estate dynamics in evaluating development opportunities. He works closely with the design and construction teams, as well as environmental engineers and entitlement professionals to determine project feasibility.

Leveraging his affordable housing finance relationships and experience, Dave secures the optimal stack of development capital for each unique community. He works closely with property management, resident services, lenders and investors to negotiate and structure the long-term financial forecast to first and foremost meet the needs of Habitat's income-restricted tenancy, and secondly to meet the underwriting requirements of all lenders and investors.

Dave is engaged throughout the construction, lease-up and stabilization phases, ensuring equity and public funds come in as projected, construction loans are paid off on time, units are properly leased to qualified families -- delivering projected cash flow and tax benefits to Habitat's lenders and investors, and the delivery of supportive services meets resident needs.

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



ZACK ZALAR

As Vice President of Investments at The Habitat Company, Zack Zalar is responsible for sourcing, investigating, underwriting, and closing investment opportunities that meet company criteria.

Zack most recently served as a Principal of Synergistic Equity in Chicago, where he was responsible for sourcing on and off-market investment opportunities nationwide in multifamily, hospitality, and retail asset classes. Prior to that, he served as Director of Acquisitions for Core Spaces, where he sourced student housing opportunities in 20 markets nationwide.

Prior to joining The Habitat Company, Zack was the Director of Investments at Inland National Development Company responsible for the identification of new investment opportunities along with day-to-day oversight of ground-up development projects. During his tenure at Inland National Development, Zack procured over \$500 million in multi-family, retail, and hospitality developments across the United States.

Zack has 20 years of combined experience acting in the following capacities: investment manager, landlord, broker, project manager, property manager, and developer. He is a member of the Urban Land Institute.



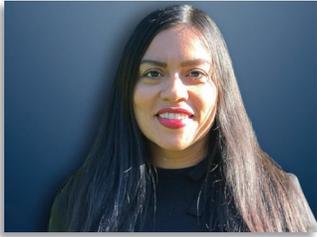
LILIAN YOOL

Lilian Yool joined The Habitat Company in January of 2022 as Senior Development Manager. Lilian provides oversight and coordination for multiple-phase development projects and activities for Habitat's affordable, mixed-income, and mixed-use multifamily housing.

Lilian works to secure the funds required to complete the projects through private/public partnerships. Lilian evaluates development projects for recapitalization of existing affordable multifamily assets, tapping into her knowledge as a development officer and experience working in multifamily housing developments. In assessing development potential, Lilian considers use constraints in place now, and in the future, and local real estate market variables. To assess the project's viability, she collaborates closely with the design and construction teams, environmental engineers, and experts in entitlements.

Lilian works closely with property management, resident services, lenders, and investors to negotiate and structure the long-term financial plan to first meet the needs of Habitat's income-restricted tenancy and secondly to meet the underwriting requirements of all lenders and investors involved.

Lilian holds a Bachelor's in Business and a Master of Science in Real Estate from Roosevelt University, where she was named the 2020 Alpha Sigma Gamma Student of the Year.



CRISTINA VERA

Cristina Vera is Generations Housing Initiatives (GHI)'s Executive Director, overseeing resident services at affordable housing properties, managed by The Habitat Company.

She came to GHI with over fifteen years of human capital program experience ranging from program development, case management, youth and workforce development, and grant administration.

Cristina has managed the Chicago Housing Authority's FamilyWorks, Family Self Sufficiency, and Summer Youth Employment Programs; City of Chicago's Community Service Block Grant workforce development services; Department of Labor Young Parents Demonstration Program; and The Choice Neighborhoods Initiatives human capital programs.

Cristina holds a master's in Urban Planning and Policy from the University of Illinois at Chicago.

DESCRIPTION OF RELATED LINES OF BUSINESS

Habitat is a vertically integrated developer and property manager that focuses on high-quality communities across our portfolio. Property types include affordable, mixed-income, market rate, condominium, and commercial. We offer an extensive and full-service platform with a plethora of expertise in accounting, acquisition, dispositions, financing, property operations, project management, risk management and all other related support functions.



HABITAT AFFORDABLE GROUP - Habitat has extensive experience in the affordable housing sector. As a result of our knowledge in this sector, others have drawn on our extensive experience over the years to ensure efficiency and look to Habitat to work through the requirements and nuances of various affordable programs. Our team is well versed and well acquainted with Affordable Housing Covenants.

MARKET RATE - Leveraging innovation, technology, time-tested processes, and guaranteeing the highest level of service to both our residents and our partners has been Habitat's mission for over 50 years. Market rate housing is ever evolving, and we pride ourselves on providing our residents with superior products that are customized to meet each property's need. Our team brings a competitive edge – we pay attention to the details to ensure profitability, manage risk, and preserve the asset.

CONDOMINIUM MANAGEMENT - Habitat offers premier condominium management services to fit the way that owners live. When engaging Habitat and the resources that we bring to the partnership, corporation board members are able to leave the management of the community to us and focus their attention on being leaders of their associations.

COMMERCIAL PROPERTY MANAGEMENT - Habitat currently manages commercial real estate in the North Lawndale, Bronzeville, River North, Gold Coast, and South Loop Chicago neighborhoods. Habitat's in-house engineering and architectural teams support and assist the management staff with commercial needs. And, while we handle many projects directly, we are also well versed in working with numerous independent architectural and engineering firms.

SUPPORT CAPABILITIES INCLUDED IN MANAGEMENT

REPORTING AND CUSTOMIZATION:

Clear, transparent communication and availability of information are critical to our success. For that reason, we will maintain an online information repository for your asset through the SharePoint platform. This accessibility has been extremely well received by our clients.

ACCOUNTING:

Our fully integrated accounting package is tailored to your needs. Our Accounting Department and Technology Solutions Group work together to create financial reports that are accurate, reliable, timely, and consistent for purposes of comparability. The financial statements can be prepared on a cash, modified accrual, or full accrual (GAAP) basis. Our financial reports are customizable, and annual reporting is usually in the form of an annual audit report prepared by outside Certified Public Accountants.

EXPERIENCE WITH LENDING INSTITUTIONS:

We have vast experience working with lending institutions, including reporting requirements that take place monthly, quarterly, and annually. Most of the monthly and quarterly reporting consists of providing electronic uploads of the operating results to a portal maintained by the lender or submitting a PDF document via a secure email or FTP site. The annual reporting to lenders is usually accomplished by the transmittal of the annual audit report prepared by outside Certified Public Accounting firms.

In addition, we have experience working with lending institutions while preparing construction draws against a construction loan, major rehabilitation work draws on capital improvement escrow accounts, and replacement reserve withdrawals for more routine capital work. We also prepare escrow analyses once or twice per year to determine the optimal monthly funding of escrow accounts for property taxes and insurance and submit our request for escrow funding adjustments to the lenders.

HUMAN RESOURCES:

Human Resources (HR) provides support in researching, developing, and updating policies and procedures, and supporting our organization's core values with all team members. HR collaborates with our team members to revitalize training and to enhance the work environment and productivity. They work to ensure that our compensation and benefits programs provide motivation, incentives, and rewards to drive performance.

M/WBE UTILIZATION PLAN

Habitat is proud of its demonstrated record of doing business with qualified small business enterprises (SBE), minority business enterprises (MBE), and women business enterprises (WBE) throughout our firm's history. Habitat remains committed to fostering business relationships with M/WBE businesses. We have met and often exceeded M/WBE goals required by other clients, and Habitat will continue its efforts to provide the maximum opportunity for M/WBEs to participate in the performance of contracts.

Habitat has developed procurement procedures in alignment with HUD policies that facilitate opportunities for M/WBE to participate as vendors and suppliers of goods and services related to the operations and capital improvements of the developments.

As part of our ongoing M/WBE utilization efforts, Habitat will continue to implement the following guidelines:

- Maintain an inventory of certified minority- and women-owned business enterprises and encourage their participation through direct solicitation of bids or proposals.
- Divide total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by M/WBE firms.
- Include in procurement documents, to the greatest extent feasible, a clause requiring contractors to provide opportunities for training, subcontracts, and employment for M/WBE firms.
- Perform outreach using a variety of resources.

Habitat plans to advertise all formal bid opportunities in local minority and Spanish-speaking newspapers. Our Procurement Team is active in working to attract vendors and expand our vendor pool to include more M/WBE businesses. By working with local M/WBE representatives and agencies, Habitat not only grows our vendor pool, but also develops relationships in the community. This is important to Habitat not only for our public housing communities, but for the entire company as well. In our market-rate portfolios alone, Habitat regularly contracts with over ten (10) individual M/WBEs. In adherence to HUD policy, Habitat will also continue to maintain centralized records on the utilization and participation of M/WBE firms in our contracting activities.

Additionally, Habitat is an Equal Opportunity Employer, meaning all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, citizenship, disability or protected veteran status.

M/WBE UTILIZATION PLAN

Habitat's hiring team performs broad outreach and recruitment activities to attract and hire minority and women team members, including, but not limited to, the following:

- PROreers: The Diversity Source for Professional Career Opportunities for Minorities
- Women's Business Enterprise National Council
- RecruitMilitary Job Fair

Habitat has developed our current recruitment and procurement policies in our efforts to achieve M/WBE goals to the fullest extent practicable through hiring, outreach, and contracting activities. Habitat is committed to providing equal access opportunities to M/WBEs, and we will continue to expand and develop our policies to make good faith efforts to comply with the applicable goals.

SECTION 3 NARRATIVE

Habitat consistently meets and often surpasses our client's Section 3 Participation goals by actively improving the communities we serve through employment, training, and subcontracting for Section 3 Residents and Businesses. Our commitment to positive community impact is unwavering, with a focus on strategic initiatives that ensure our objectives are met.

The cornerstone of Habitat's Section 3 strategy is to offer meaningful employment to public housing residents, aiming not just to meet but to exceed Section 3 hiring goals. Our past efforts have successfully placed public housing and low-income residents in roles ranging from maintenance to administrative support. We provide comprehensive job training and support, fostering job stability and promoting internal career advancement, ensuring that our team members have the opportunity to pursue and attain greater roles within the organization.

To adhere to our Section 3 obligations, Habitat pledges to hire at least 30% of new employees from Section 3 Residents for contract-related work, ensuring wages meet or exceed HUD's latest Maintenance Wage Rate Decision for custodial roles. Our commitment extends beyond mere compliance; hiring Section 3 residents is a priority, reflecting our dedication to community and neighborhood enhancement.

Our approach to achieving Section 3 employment objectives includes:

- Implementing a Section 3 hiring plan aiming to ensure that at least 30% of all new hires are Section 3 residents for contract-related tasks.
- Prioritizing job opportunities for Section 3 residents, with a preference hierarchy starting from residents of the development where the assistance is used. Job vacancies will be prominently posted in management offices and community areas.
- Promoting training and employment opportunities by distributing flyers in all occupied units of contracted properties and posting notices detailing job specifics, required qualifications, and application information.
- Engaging with state and local agencies, community organizations, and other entities administering training programs, such as JDPTA or JOBS, to recruit qualified public housing and low-income residents from the area.
- Utilizing the city's Section 3 Portal, online job boards, local media, community television, and newspapers to advertise available positions, ensuring wide visibility and accessibility to potential applicants.

SECTION 3 NARRATIVE

Beyond our hiring strategy, Habitat offers economic opportunities through a Section 3 internship program, aimed at providing paid internships to public housing and low-income residents. These internships offer valuable training and experience in property management, equipping interns with skills and experiences that enhance their employability. Frequently, successful interns transition into permanent roles within our company.

Our commitment to community upliftment is further evidenced by our collaborations with local initiatives, leading to Habitat becoming a significant employer of participants from community nonprofits like Cara Collective in 2010. Cara Collective is dedicated to empowering individuals to break the cycle of homelessness and poverty, contributing to personal and community transformation. In recognition of our contributions, Habitat was honored with Cara Collective's "Good Neighbor" award in October 2015.

Habitat maintains collaborations with over twelve Section 3 businesses, emphasizing our commitment to engaging these entities for the operation and maintenance work essential to our buildings. This practice aligns with HUD policies, where Habitat pledges to award at least 10% of the total dollar amount for building trades work related to maintenance, repair, modernization, or development, and at least 3% towards other contracts covered under Section 3. Our history of awarded contracts spans a diverse array of services, including electrical, painting, carpentry, and landscaping, reflecting our dedication to diversifying our contractor base and strengthening community ties.

In our efforts to support Section 3 Business Concerns across all housing rehabilitation, construction, or public construction projects, Habitat endeavors to break contract work into economically feasible units. This strategy not only encourages participation from these businesses but also underscores our commitment to fostering economic growth within the community. Additionally, our subcontracting plan prioritizes businesses that are either majority-owned by CHA residents or significantly employ CHA residents as team members, further reinforcing our commitment to community economic development. Through these concerted efforts, Habitat aims to build greater relationships throughout the community by working with a range of Section 3 Business Concerns, continuing this practice in the performance of our management services.

SECTION 3 NARRATIVE

The Habitat Company actively partners with over twelve Section 3 businesses, aligning operations and maintenance work with our mission to empower these businesses through contract opportunities. We are steadfast in our commitment to HUD's numerical contracting goals, pledging at least 10% of the total dollar amount for building trades work and 3% for all other Section 3-covered contracts for maintenance, repair, modernization, or development.

Our contracts, embracing a range of trades such as electrical work, painting, carpentry, and landscaping, have been instrumental in building a diverse community of Section 3 Business Concerns. This diversity is crucial, as it allows a variety of Section 3 companies to bid on and obtain work, fostering stronger community relationships through a broad spectrum of collaborative efforts.

For projects related to housing rehabilitation, construction, or other public construction, Habitat ensures that contract opportunities are extended to Section 3 Business Concerns. We also strategically break down contract items into economically feasible units to enable Section 3 Business participation, linking contractors with competent Section 3 businesses as part of our subcontracting plan. Our prioritization for subcontracting includes businesses with majority ownership by residents or those with a workforce comprising 30% of such individuals, as well as businesses participating in HUD Youthbuild programs in Detroit, or those that subcontract a significant portion to businesses meeting these criteria.

Understanding our responsibility as a recipient of federal funds, Habitat ensures contractor and subcontractor compliance with Section 3 requirements, thereby facilitating access to contracts for Section 3 Business Concerns for construction and improvements within the CHA portfolio. We consistently support the hiring and training of qualified residents to foster qualifications and self-sufficiency.

Committed to exceeding Section 3 goals, Habitat integrates this aim into our broader community commitment, viewing Section 3 as a springboard to homeownership and self-reliance. Our approach is threefold: through inclusive hiring, training and internship programs, and by ensuring contract opportunities are available for necessary work. In our role, we ensure that federal funds are channeled back into Section 3 and Resident-Owned Businesses, continually refining our Section 3 Plan to enhance employment, training, and contracting opportunities for Section 3 Residents and Businesses.

GENERATIONS HOUSING INITIATIVES (GHI)

GHI is a non-profit agency formed in 2016 through The Habitat Company's sponsorship and continued financial support. GHI seeks to build stable neighborhoods and communities through the development and maintenance of healthy affordable and public housing. GHI intends to do this by providing supportive services to assist low-income residents and by working with developers to facilitate transactions that create or preserve affordable housing. Cristina Vera, on behalf of GHI, works to connect residents with needed supportive services and to coordinate community activities.

GHI will work with established social service organizations and for-profit developers to assist in providing in-house resident social services, as well as seeking additional resources to enhance the existing services to the residents.

Currently, GHI has initiated a partnership with Habitat and will work with existing leaders in the housing industry to expand the potential resources that can be devoted to affordable housing development. By partnering with for-profit developers, GHI intends to access available resources like the Illinois Affordable Housing Tax Credit and find new ways to develop higher quality affordable housing for low-income residents.

GHI will also continue its partnership with Habitat on future development projects that will preserve already existing affordable housing, as well as create new housing opportunities, for Chicagoans.

At present, Habitat and GHI have initiated partnerships on several Chicago projects, including:

- East Park SRO: A 153-unit SRO in Englewood
- Jade Garden: A 72-unit affordable family community in Chinatown
- Kenmore Plaza: A 324-unit affordable senior community in Edgewater
- The Pines of Edgewater: A 498-unit affordable family community in Edgewater
- The Concord at Sheridan: A 111-unit mixed-income community in Rogers Park
- West Point Plaza: A 200-unit affordable senior community in Near West Side
- Renaissance West: A 100-unit affordable family community in Logan Square
- Lyndale Place: A 67-unit affordable family community in Logan Square





Unlocking 350 South Fifth Avenue's full potential, together.

This is our promise and commitment to 350 South Fifth Avenue.

Thank you for the opportunity to provide a proposal. We look forward to working with you to realize your vision and achieve your goals!



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 Illinois whom Matthew G. Fiascone bearing the title of President 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.



Date: 2/8/2024,

Signature

(Print) Name Matthew G. Fiascone Title President

Firm: The Habitat Company LLC

Address: 350 W. Hubbard Street, Suite 500, Chicago, IL 60654

Contact Phone 312-527-5400 Fax _____

Email mfiascone@habitat.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)
N/A	

*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:		
The Habitat Company LLC	312-527-5400	
Vendor Name	Vendor Phone Number	
	2/8/2024	Matthew G. Fiascone
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative