

RFP #AAHC-350

REQUEST FOR PROPOSALS RESPONSE

CO-DEVELOPER - 305 S. FIFTH AVENUE
ANN ARBOR, MI

ANN ARBOR HOUSING COMMISSION
FEBRUARY 8, 2024



MSquared

WWW.RENOVAREDEVELOPENT.COM

13 N Washington Street, Ypsilanti MI

WWW.BUILDMSQUARED.COM

40 Fulton Street, Suite 1404, New York NY



INTRODUCTION

01

Renovare Development and MSquared are presenting a team response to RFP #AAHC-350 for the co-development of approximately 300 units of mixed-income housing on the site located at 350 South Fifth Street in Ann Arbor, MI.

Both Renovare Development and MSquared are woman-owned and women-led entities. As co-developers with the Ann Arbor Housing Commission, **this team presents an opportunity for an entirely women-led project.**

Project Narrative

The proposed project will include the new construction of 295 Total Housing Units comprising 1 & 2 bedrooms on the site located at 350 South Fifth Street in downtown Ann Arbor, MI. The construction will include two connected high-rise buildings configured in an L shape and set on a 2-story podium. The proposed commercial space will include 5,276 of rentable square feet. Tenants that provide community-centric retail and/or commercial services will be targeted.

Our team was developed strategically to include local presence and expertise, backed by a large affordable housing development company with strong financial infrastructure. Our team's unique experience in collaborating with municipal, private, and philanthropic entities showcases adaptability and the ability to navigate diverse stakeholders. This is crucial in community-centric projects where partnerships with various organizations and entities may be necessary.

Our proposed team also includes Smith Group Architects, Development Finance Associates and KMG Prestige property management.



RENOVARE DEVELOPMENT
13 N WASHINGTON
YPSILANTI, MI 48197

February 8, 2024

VIA ELECTRONIC DELIVERY: AYu@a2gov.org

Ms. Arin Yu
City of Ann Arbor
Ann Arbor Housing Commission
2000 S. Industrial Hwy
Ann Arbor MI 48104

Re: RFP# AAHC-350 - Co-Developer for 350 South Fifth Ave, Ann Arbor

Dear Ms. Yu:

On behalf of Renovare Development, LLC and Msquared, ("Respondents"), we hereby submit the attached response to the above-mentioned RFP.

Through this letter, the signers below certify that they are a person in the offeror's organization responsible for the decision regarding the elements being offered in the Proposal and has not and will not participate in any action contrary to the terms of this provision.

Sincerely,

RENOVARE DEVELOPMENT, LLC

Shannon Morgan

Shannon Morgan

REFERENCES

Renovare Development

Municipal - Katie Jones - Economic Development & Equity Coordinator - City of Ypsilanti
734-891-1301 (C) - www.cityofypsilanti.com

Financial - Beverley Lloyd - Managing Director of Lending – Eastern Region - IFF
Direct: (313) 309-7826 - bloyd@iff.org - <http://www.iff.org>

Other:

- Eugene Jones - CEO, Atlanta Housing Commission (510) 846-0734 jnseuge@aol.com
- Gary Heidel - Former Executive Director, MSHDA (517) 242-2402
- Andy Meisner – Former Oakland County Treasurer (Now starting his own Private Bank) (248) 421-2639 andyweisner@gmail.com
- Sandy Pierson – Former CEO Habitat for Humanity Michigan (517) 526-3524 spearsonhabitatmichigan.org
- Eric Larson – CEO Downtown Detroit Partnership elarson@larsonrg.com 313-300-1052
- Robert Schostak – CEO Mad Dog Technology schostar@schostak.com 248-310-2003
- Derek Delacourt – City Administrator, Ann Arbor DDelacourt@a2gov.org 248-546-2366

MSquared

RuthAnne Visnauskas

Executive Deputy Commissioner of Housing Development, New York State Homes and Community
Renewal

212-872-0309

Ruthanne.visnauskas@nyshcr.org

Eric Enderlin

President, New York City Housing Development Corporation

212-227-8440

eenderlin@nychdc.com

Sherry Wang

Managing Director, Goldman Sachs

212-902-0965

Sherry.wang@gs.com



PROFESSIONAL QUALIFICATIONS

02

1. Co-Developer Description

Provide an organizational structure for the primary entity responding to this RFP including critical team members. Name the project lead/s and team members who will be the primary staff interacting with the AAHDC. If the Respondent is partnering with any other entities on this project, include those entity's organizational structure and critical team members.

The Co-Developer consists of an entity to be formed between **Renovare Development, LLC** and **MSquared**.

Renovare Development, LLC (Renovare) is a majority woman-owned development company headquartered in Ypsilanti, MI focused on transformational projects that serve a deep community need. The company has a current pipeline of over 100 Million in projects throughout Michigan that include attainable for-sale units, mixed-use development and community-centric commercial spaces. Launched in 2019, Renovare's Founders have over 50 combined years of experience in commercial real estate development. Renovare is a Michigan Limited Liability Company.

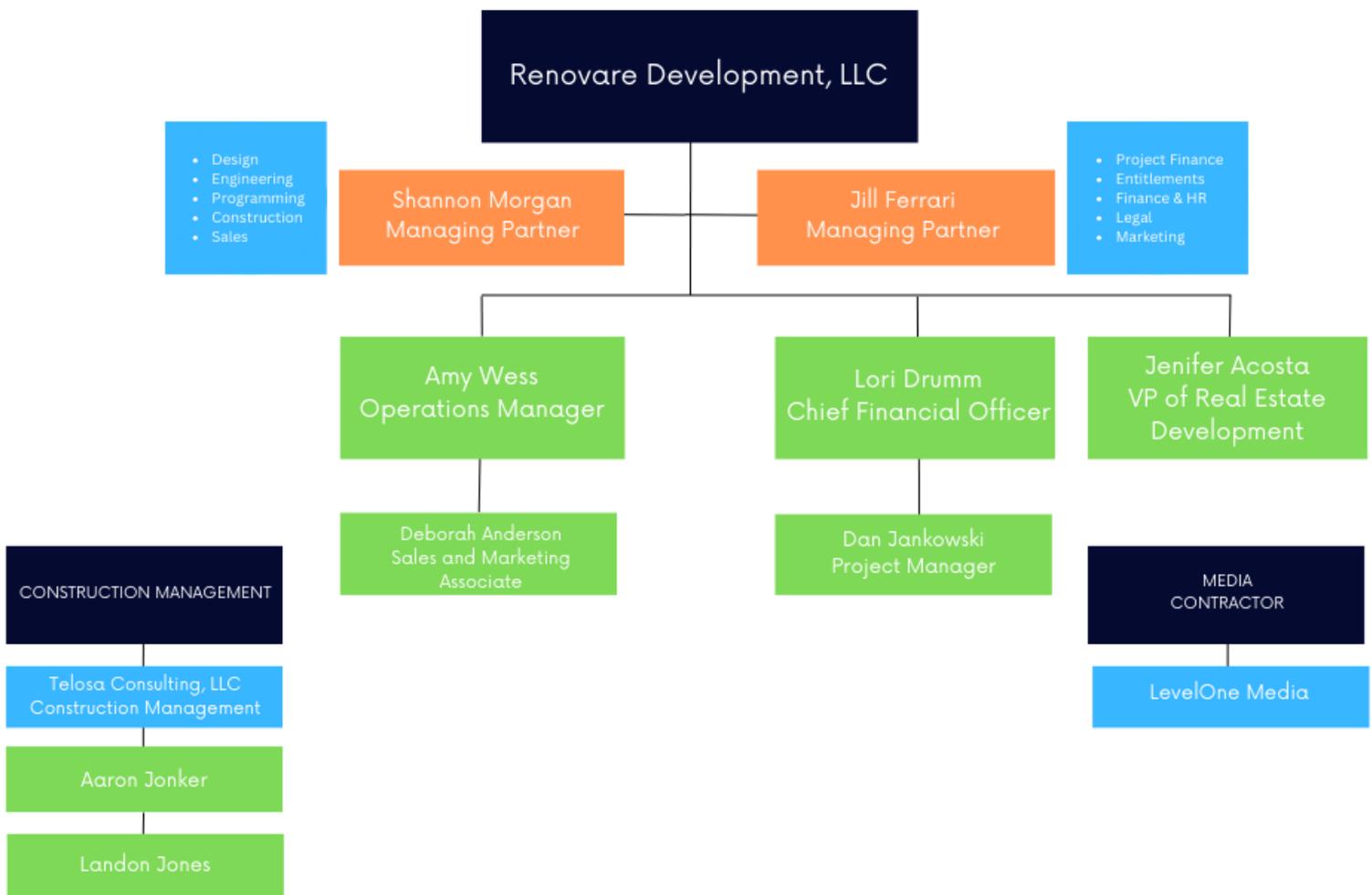
MSquared is a women-owned real estate impact platform headquartered in New York City focused on creating mixed-income, mixed-use projects that promote affordability, sustainability, and diversity. Led by former NYC Deputy Mayor for Housing & Economic Development, Alicia Glen, MSquared's team brings extensive real estate expertise and a deep commitment to social impact. MSquared has recently raised \$200 million across two mixed-income housing investment funds, with the Ford Foundation and the Skoll Foundation joining one fund. MSquared is a Delaware Limited Liability Company.

Renovare will act as the on-the-ground partner, leading development activities closely with the AAHC. Specific roles and responsibilities are described further in the following section.

MSquared will provide overall guidance on the capital stack and structuring and will provide the *required project guarantees*.

Renovare was launched in 2019 as a woman-owned, social impact real estate development company focused on transformational projects that serve a deep community need. Renovare works in urban areas and rural main streets, with a priority focus in Opportunity Zones. Renovare’s projects are creatively designed and financed to support affordability. Project types include mixed-use, affordable and workforce multifamily housing, attainable single-family housing and community-centric commercial spaces. Founding Partners, Jill Ferrari and Shannon Morgan, have extensive backgrounds in mixed-use redevelopment and affordable housing, with over fifty years of collective experience.

Renovare currently has seven staff members and is headquartered in Ypsilanti, MI. This location is in close proximity to the proposed project.

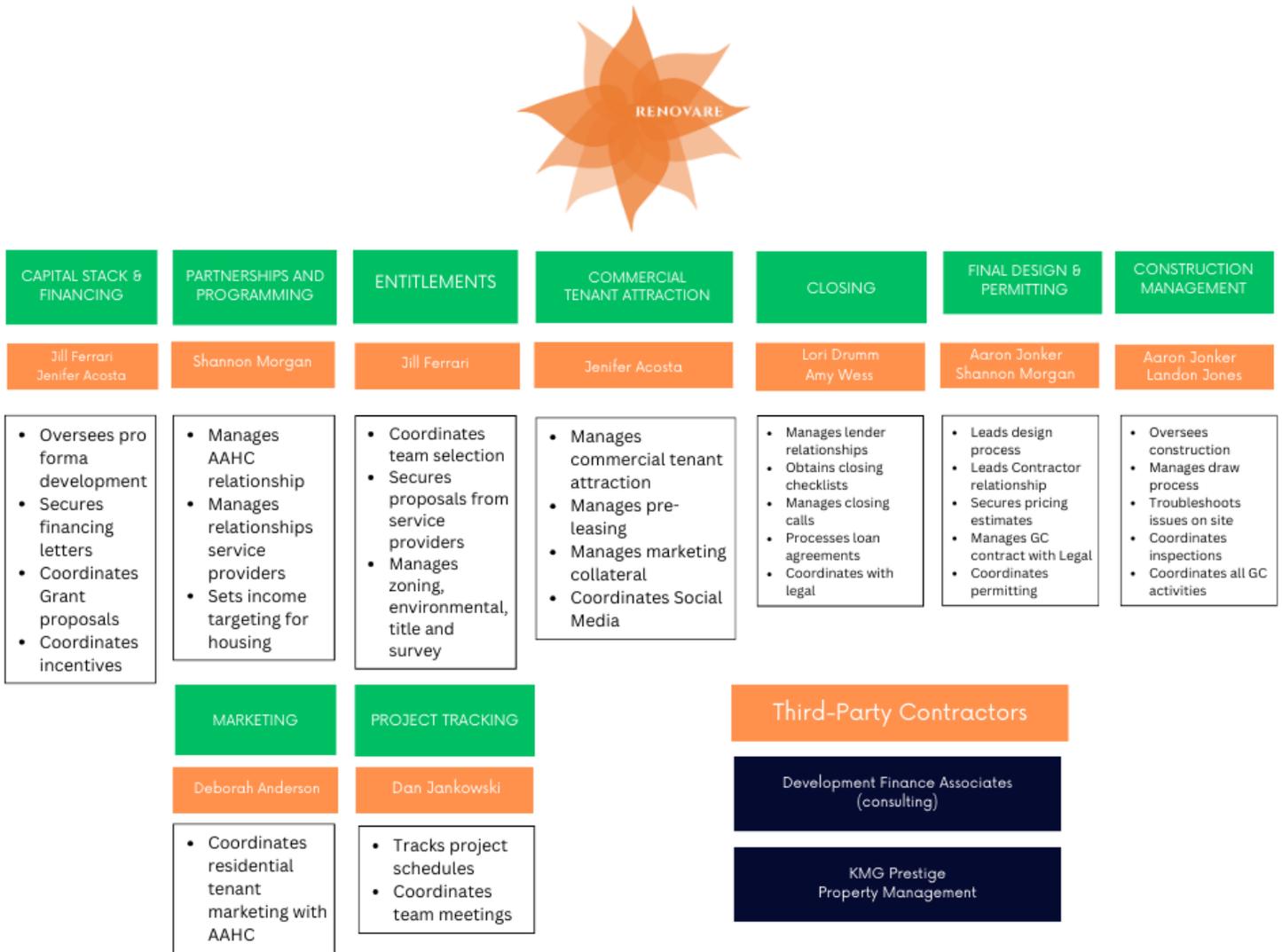


ORGANIZATIONAL CHART

Roles and Responsibilities

a. Include the roles of each entity and/or staff for project management, entitlements, financing, construction and if applicable, property management.

The graphic below outlines the Roles and Responsibility leads for each activity listed above.



PROJECT ROLES & RESPONSIBILITIES

b. Provide resumes just for the critical team members in the organization/s who will be working directly on this project, if selected.

Resumes for Key team members from both Renovare and MSquared are attached.

d. Highlight and provide examples of development projects that best showcases the team's work.



GRANDVIEW MARQUETTE

Marquette, Michigan

Renovare Founder, Shannon Morgan, managed the complete redevelopment of the former Holy Family Orphanage site into the Grandview Marquette, which opened in 2017. The project includes 56 units of workforce housing that is located in a walkable neighborhood within Downtown Marquette. The project included the packaging of Low Income Housing Tax Credits (LIHTC) tax credits, Federal Historic Tax Credits (HTC), Brownfield Tax Increment Financing (TIF) and Payment in Lieu of Taxes (PILOT). The project won both national and state awards, including the Governor's Award for Historic Preservation.



THE GATEWAY

Fremont, Michigan

Renovare Founder, Shannon Morgan, managed the complete redevelopment of the historic former Fremont High School into The Gateway, a 38-unit senior development in Fremont, Michigan. The Gateway is adjacent to the Fremont Community Recreation Authority, across the street from the Fremont Area District Library, and just minutes away from a charming pedestrian friendly downtown. The Fremont project was financed through the Low Income Housing Tax Credit (LIHTC) program. The Gateway has been recognized through an honorable mention for "rural communities" in the national Charles L. Edson Tax Credit Excellence Award. The Gateway has also received awards from the Associated Building Contractors, the Michigan Historic Preservation Network, and the the Michigan Governor's Office.



ETON STREET

Birmingham, Michigan

In her former position as Senior Vice President of HRS Communities/Crosswinds, Renovare Founder, Shannon Morgan, and the Crosswinds Team constructed Eaton Street Station. Eaton Street was a former lumber yard redeveloped into a walkable mixed-use project near Downtown Birmingham. The completed project includes 164 Townhome units in a walkable community with easy access to a transit station. This complicated brownfield redevelopment project utilized various financing mechanisms, including brownfield Tax increment financing. Eaton Street Station was 2006 Condominium Project of the Year on behalf of the National Association of Homebuilders.



INWOOD

New York New York

Inwood is a 698-unit mixed-income ground-up multifamily development in the recently rezoned Inwood neighborhood of upper Manhattan. The project will deliver 698 units of mixed-income housing including 348 market rate units, 69 rent-restricted units available at 120% AMI rents, and 281 units of affordable housing available to households at a range of incomes between 40% and 80% AMI. The Project's commercial program will include a grocery store, neighborhood-serving retail, and a home for the nonprofit theatre organization, The People's Theatre, which will host performances and offer programming. The Project will be a first mover in the culturally- and amenity-rich Inwood neighborhood, delivering high-quality housing and community services, while providing convenient access to both Upper and Midtown Manhattan job centers and connecting to a fully renovated public park and open space.



NORTH AUD BLOCK

Buffalo, New York

MSquared, Pennrose, and the Westminster Economic Development Initiative ("WEDI"), in partnership with The Erie Canal Harbor Development Corporation ("ECHDC"), will transform a 2-acre site into a mixed-income, mixed-use development that will be integral to the ongoing revitalization of downtown Buffalo. The North Aud Block Redevelopment will include 367 mixed-income residential units, 70% of which will be affordable to households earning between 40-130% AMI, as well as a ~55,000 square feet commercial program, 20,000 square feet of open space, and connections to mass transit and multi-modal pathways that will add to the vitality of the area. The project will provide a range of services and experiences that will cater to a wide demographic of residents and tourists, including restaurants, retail outlets, cultural attractions, vast public spaces, and increased access to the Buffalo River.



SQUARE 10

New Haven, Connecticut

Square 10 is the first phase of a large-scale revitalization plan that will create new mixed-income housing within a ground-up, mixed-use, transit-oriented development on the former site of the New Haven Coliseum. Alongside market-rate units, the project will include units that are affordable to families at a range of 50-100% of AMI as well as 16,000 square feet of retail and restaurant space and 25,000 square feet of public open space. Upon completion, Square 10 will transform and revitalize this integral corner of New Haven, providing a critical gateway to downtown.

2. Development Team Experience

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

Renovare Development brings a unique set of experiences and strengths to the development of your site, making them exceptionally well-suited for projects that serve deep community needs. Here are some key aspects that make the development team stand out:

1. **Woman-Owned Firm:** Both Renovare and MSquared being primarily woman-owned is significant, especially in an industry where diversity and inclusion are increasingly valued. This perspective can bring fresh ideas, different approaches, and a commitment to promoting diversity within the development process.
2. **Focus on Community Needs:** The team's primary focus on projects that serve deep community needs demonstrates a commitment to social impact and community development. This emphasis ensures that the development process is not solely profit-driven but also considers the well-being and requirements of the local community.
3. **Expertise in Creative Capital Stacks:** Managing partners' extensive experience in working with creative capital stacks indicates a nuanced understanding of financial structures. This expertise is crucial for navigating the complexities of funding sources, optimizing financial strategies, and ensuring the feasibility and sustainability of projects.
4. **Diverse Partnership Experience:** The team's experience in collaborating with municipal, private, and philanthropic entities showcases adaptability and the ability to navigate diverse stakeholders. This is crucial in community-centric projects where partnerships with various organizations and entities may be necessary.
5. **Michigan-Centric Projects:** Renovare's track record of successful housing and community-centric commercial projects throughout Michigan indicates a deep understanding of the local landscape, regulations, and community dynamics. This local expertise can be invaluable in overcoming regional challenges and leveraging opportunities unique to Michigan.
6. **Comprehensive Project Understanding:** The team's experience spans the entire project lifecycle, from securing funding to design entitlement and overseeing final construction. This end-to-end understanding of the development process ensures a seamless and well-coordinated execution, minimizing potential obstacles and delays.
7. **Navigating Regulatory Challenges:** Given the involvement with municipal partners, Renovare Development likely has experience navigating local regulations and bureaucratic processes. This expertise is crucial in securing the necessary approvals and entitlements for community projects.

8. **Philanthropic Engagement:** Working with philanthropic partners indicates a commitment to social responsibility and community welfare. This engagement can contribute to a more holistic and socially conscious approach to development, aligning with the values of various stakeholders.

In summary, the team's unique combination of a woman-owned identity, commitment to community needs, financial expertise, diverse partnership experience, local focus, and comprehensive project understanding make them well-suited for the challenges and opportunities associated with developing your site.

b. Experience developing projects in Michigan

Renovare Development's managing partners have extensive experience in Michigan, spanning from the Upper Peninsula to the City of Detroit, which positions them as a well-qualified and regionally attuned development firm. Here are key points that highlight their expertise and involvement in Michigan:

- **Establishment and Local Focus:** Renovare Development was established in 2018, demonstrating a relatively recent but focused commitment to Michigan. All of the company's projects are currently located in the state, indicating a deep understanding of the local market, regulations, and community needs.
- **Statewide Presence:** The fact that the company has undertaken projects ranging from the Upper Peninsula to the City of Detroit showcases their ability to navigate diverse geographical and community contexts within the state. This broad reach suggests adaptability to different local dynamics and challenges.
- **Award-Winning Projects:** Renovare Development's experience in developing award-winning projects statewide is a testament to their commitment to excellence and their ability to create developments that meet or exceed industry standards. Recognition through awards also speaks to the positive impact their projects have had on communities.
- **Involvement with Advisory Councils:** Members of the Renovare Development team serve on Advisory Councils for the Michigan Economic Development Corporation (MEDC), the Michigan State Housing Development Authority (MSHDA), and being an approved developer for the Michigan State Land Bank Authority demonstrates a high level of engagement with key state entities. This involvement creates a deep understanding of state-level policies, economic development strategies, and housing initiatives.
- **Partnerships with State Organizations:** Being an approved developer for the Michigan State Land Bank Authority further solidifies Renovare Development's credibility and ability to collaborate with key state organizations involved in land and community and economic development.
- **Membership in Michigan Housing Coalition:** Renovare Development's membership in the Michigan Housing Coalition indicates a commitment to staying informed about industry trends, networking with other housing professionals, and actively participating in initiatives that contribute to the development of affordable housing solutions in the state.
- **Collaboration with housing organizations:** Renovare works closely with partner organizations to create comprehensive solutions to community needs.

c. Experience developing projects in the City of Ann Arbor

Renovare Managing Partner Shannon Morgan has experience in developing projects within the City of Ann Arbor. One notable accomplishment is the successful completion of the Nielson Square Condominiums.

Aaron Jonker, former owner of the Wolverine Building Group, has made significant contributions to the Ann Arbor landscape. Under his management, the Wolverine Building Group oversaw the construction of The Landmark Student Housing Building and the Windsong Apartments.

d. Experience developing in an urban environment.

Both Renovare and MSquared have extensive experience in developing projects within urban environments. The owners of Renovare have successfully undertaken projects in diverse urban settings, including but not limited to the City of Detroit, Ypsilanti, Benton Harbor, and Flint. This broad range of locations demonstrates Renovare's adaptability to different urban contexts and their commitment to contributing positively to various communities. In navigating urban development, Renovare understands the intricacies of working with local municipalities. The company has demonstrated its ability to navigate regulatory frameworks, zoning requirements, and community engagement processes unique to urban environments. This experience allows Renovare to effectively collaborate with local authorities and stakeholders, fostering positive relationships that contribute to the success of their projects. Furthermore, Renovare emphasizes a comprehensive construction strategy when working in urban environments. Recognizing the complexity of vertical infrastructure development in cities, the company is well-versed in addressing the challenges associated with urban construction. This includes considerations such as limited space, transportation logistics, and the integration of sustainable practices to enhance the urban fabric. Overall, Renovare's track record in urban development reflects a deep understanding of the nuances involved in creating successful projects in dynamic and diverse urban landscapes. Their experience spans multiple cities, showcasing their ability to adapt and excel in various urban settings.

e. Experience developing projects of a similar size.

Members of the Renovare team bring a wealth of experience in developing projects of considerable scale. Their track record includes successful completion of large-scale projects throughout their careers, demonstrating versatility across different types of developments. Here are some notable examples:

- **Assembling and Entitling Over 100 Acres in Las Vegas Gaming District:** Renovare staff members have experience in assembling and entitling a significant land parcel exceeding 100 acres in the gaming district of Las Vegas. This project likely involved intricate negotiations, regulatory compliance, and strategic planning within the unique context of the gaming district.

- Acquiring Thousands of Acres for Master Planned Communities: The team has demonstrated expertise in acquiring vast land holdings for the creation of large master-planned communities. These communities span across diverse locations, including Texas, Virginia, Tennessee, and Michigan, showcasing Renovare's ability to navigate different markets and regulatory environments.
- Building Large Vertical High-Rise Buildings in Michigan: Renovare staff members have experience in the construction of large vertical high-rise buildings, contributing to the urban development landscape in Michigan. This kind of project requires expertise in vertical construction, project management, and coordination with various stakeholders to ensure the success of the development.

The range and scale of these projects highlight the Renovare team's capability to handle complex and sizable developments, showcasing their strategic vision, project management skills, and ability to navigate diverse regulatory landscapes. This diverse portfolio positions Renovare as a developer capable of taking on projects of considerable magnitude across different regions and project types.

f. Experience in property management.

Renovare Managing Partner Shannon Morgan has a robust background in property management, particularly in the realm of Homeowners Associations (HOAs). Her experience includes serving on dozens of HOAs as the President, demonstrating her leadership and commitment to community management. This involvement indicates a deep understanding of the intricacies of overseeing residential communities and working collaboratively with homeowners and tenants to address their needs.

Furthermore, Shannon Morgan is the co-owner of multiple Low-Income Housing Tax Credit (LIHTC) buildings in Michigan that are currently managed by KMG Prestige. Shannon's role as a co-owner underscores her hands-on involvement in the management of affordable housing properties, showcasing her dedication to fostering long-term affordability and sustainability in housing initiatives.

Currently, Renovare is actively engaged in managing multiple Homeowners Associations. Renovare is committed to preserving the affordability and character of the communities they manage. This involves navigating and enforcing complex legal restrictions to ensure that the communities remain affordable over the long term, contributing to the overall sustainability and success of the housing developments.

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

The team members of Renovare Development have extensive experience working with public entities and their commitment to community partnerships is a significant asset that distinguishes them in the development field. Here are key points that highlight their experience in working with public entities:

- **Partnerships with Public Housing Commissions:** Renovare Development has a history of collaborating directly with Public Housing Commissions, including notable engagements with The Detroit Housing Commission, Flint Housing Commission, and Pontiac Housing Commission. This experience showcases the team's ability to navigate the specific challenges and requirements associated with public housing projects.
- **Municipal Collaborations:** Renovare has worked with over 30 different municipalities throughout Michigan under the Neighborhood Stabilization Program. This demonstrates their capacity to adapt to diverse local contexts, regulations, and community needs, emphasizing their commitment to serving communities across the state.
- **Transformational Brownfield Project with Alger County Land Bank:** Renovare's current partnership with the Alger County Land Bank on the Munising Marketplace project exemplifies their involvement in transformational initiatives. The project, a 3-story mixed-use building with childcare, a fresh market, a workforce center, and 39 units of Missing Middle Housing, underscores their dedication to holistic community development.
- **Diverse Project Components:** The Munising Marketplace project's inclusion of childcare, a fresh market, a workforce center, and housing units reflects a comprehensive approach to community development. This diversity of elements addresses multiple community needs and aligns with Renovare's commitment to creating projects that serve a broad range of functions for the benefit of residents.
- **Affordable Housing Focus:** The Munising Marketplace set-aside of 39 units for Missing Middle Housing targeted for 60-120% Area Median Income (AMI) demonstrates Renovare's commitment to providing affordable housing options. This focus aligns with the broader goal of addressing housing challenges in the communities they serve.
- **Brownfield Expertise:** The Renovare team has significant experience in tackling complex redevelopment projects, often involving contaminated or underutilized properties. This expertise showcases their ability to navigate regulatory complexities and environmental considerations.
- **In summary,** Renovare's experience in partnering with public entities, working on public housing commissions, collaborating with numerous municipalities, and engaging in transformational brownfield projects highlights their adaptability, community-focused approach, and ability to address a variety of needs within the Michigan communities they serve.

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

Managing Partner Shannon Morgan's involvement with LOCUS highlights Renovare's experience and commitment to working with transit-oriented development (TOD) and sustainable urban development. LOCUS, as the national coalition of real estate developers advocating for TOD, sustainable, walkable, and urban development, plays a crucial role in shaping policies and initiatives that align with these principles.

Shannon's role as a Steering Committee member for LOCUS indicates her active participation in steering the direction of advocacy efforts for transit-oriented development and smart growth. Furthermore, being the advocacy arm for Smart Growth America, LOCUS collaborates closely with Transportation for America, emphasizing Shannon's engagement in the broader ecosystem of transportation and urban development.

Notably, Shannon Morgan has contributed as a technical consultant for the Federal Transportation Administration's Pilot Program for Transit-Oriented Development Planning Grant initiative. This involvement, alongside her colleagues at Smart Growth America, demonstrates her expertise in providing technical guidance and insights into transit-oriented development planning. This experience spans from 2015 to 2017, showcasing a sustained commitment to advancing smart growth principles in collaboration with federal transportation authorities.

In summary, Shannon Morgan's affiliation with LOCUS and her role as a technical consultant for the Federal Transportation Administration illustrate Renovare's expertise and active engagement in advocating for and contributing to transit-oriented development, sustainable urban planning, and smart growth initiatives.

i. Successful LIHTC or other funding or financing that was awarded on a competitive basis within the past 7 years

The Renovare Team's achievements in securing various grants, allocations, and awards in 2023 demonstrate a remarkable commitment to community development and affordable housing. Here's a summary of Renovare's funding achievements:

- Missing Middle Grant Awards: 2023
 - Quantity: 4
 - Significance: These grants support housing development that bridges the gap between single-family homes and larger apartment buildings, contributing to diverse and inclusive housing options.
- Ann Arbor Community Foundation Grant: 2023
 - Amount: \$1 million
 - Purpose: Funding from the Ann Arbor Community Foundation, likely contributing to community development or specific projects in Ann Arbor.

- Whirlpool Foundation Grant:2023
 - Amount: \$1 million
 - Purpose: Grant from the Whirlpool Foundation, indicating support for specific projects aligned with the foundation's goals.
- ARPA Allocation from Washtenaw County:2023
 - Amount: \$3.6 million
 - Purpose: Allocation from the American Rescue Plan (ARP) funds in Washtenaw County, contributing to community initiatives.
- Egle Grant Funding:2023
 - Purpose: Environmental remediation funding in Munising and Benton Harbor, highlighting a commitment to sustainable development practices.
- Blight Elimination Grant (Wayne County):2023
 - Amount: \$750,000
 - Purpose: Grant for blight elimination, contributing to community revitalization efforts in Wayne County.
- HOME Funds (Wayne County):2023
 - Amount: \$1.8 million
 - Purpose: HOME Investment Partnerships Program funds for affordable housing initiatives in Wayne County.
- Blight Elimination Funds (Michigan State Land Bank Authority):2023
 - Amount: \$470,000
 - Purpose: Funds for blight elimination projects, addressing community improvement through property redevelopment.
- New Market Tax Credits (LOI): 2023
 - Amount: LOI for \$20.5 million
 - Purpose: Intent to secure New Market Tax Credits, a valuable tool for community development in economically distressed areas.
- Brownfield Redevelopment Funds (Washtenaw County Brownfield Authority):2023
 - Amount: \$2.6 million
 - Purpose: Funds for redeveloping brownfield sites, addressing environmental challenges and promoting sustainable development.
- Rural Scattered Site Transformational Brownfield (Alger County, MI):2023
 - Status: Full local approval
 - Significance: Approval for the first Rural Scattered Site Transformational Brownfield in Alger County, MI.
- LIHTC Buildings Owned by Shannon Morgan:2015 & 2018
 - Notable: Ownership of multiple LIHTC buildings, including the Grandview Marquette and Fremont Gateway which received the prestigious Charles L. Edson Tax Credit Award for impactful use of the Low-Income Housing Tax Credit.
- Creative Financing for Affordable Housing:
 - Noteworthy: The team's extensive history with creative financing for affordable housing, showcasing innovation in funding strategies.

j. Experience with Affordable Housing.

Renovare Founder Shannon Morgan is an owner in two LIHTC projects in Michigan. She participated in the financing, design and construction of each project. These projects are listed in Section 1.d. The Renovare team has extensive experience in affordable housing development which underscores their dedication to addressing the critical need for affordable housing in Michigan. Renovare Founder Jill Ferrari is the former Director of Community Development for Wayne County, Michigan, where she managed all affordable housing activities funded through HOME, CDBG and NSP. Renovare is currently developing a 100 Million dollar pipeline of affordable and attainable housing.

MSquared is a women-owned social impact real estate company focused on mixed-income, mixed-use projects across the United States. Founded by nationally recognized affordable housing expert, Alicia Glen, the MSquared team brings extensive knowledge of housing policy and decades of experience in originating, structuring, and closing complex real estate investments across asset classes and the capital stack (debt, mezzanine financing, equity, tax credits). MSquared has more than 3,000 mixed-income housing units in development and pre-development, totaling over \$2 billion in value.

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.

No Respondent team member has ever sued or been sued by a HUD or a 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.

See Attached. Renovare's financial statements were prepared internally by Lori Drumm, Chief Financial Officer. Lori@renovaredevelopment.com. MSquared is sending financials separately.

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.

No owner or affiliate of Renovare Development or MSquared has been subject to a bankruptcy proceeding in the past ten years.

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

No respondent team member has ever sued or been sued by a HUD or a public housing agency.

3. DEVELOPMENT PLAN

a. Plan for Community Engagement

The Renovare team understands the importance of inclusive community engagement. The team will plan on capturing community feedback, questions and concerns and responding to them through the following:

Initial Public Meeting:

- Host an introductory meeting to present the project plans, goals, and timelines to the community.
- Encourage open dialogue and questions from attendees.
- Collect contact information from interested community members for future updates.

Community Feedback Platforms:

- Establish online platforms such as a project website, social media pages, or email newsletters to disseminate information and collect feedback.
- Regularly update these platforms with project progress, milestones, and any changes.
- Create a dedicated email address or feedback form for community members to submit their questions, concerns, or suggestions.

Community Workshops and Focus Groups:

- Organize workshops or focus groups to delve deeper into specific aspects of the project, such as design elements or environmental impact.
- Invite key stakeholders, local residents, and community organizations to participate and provide input.
- Document discussions and integrate feedback into project plans where feasible.

Community Liaison:

- Appoint a dedicated community liaison or engagement coordinator to serve as a point of contact for residents and community groups.
- Ensure the liaison is accessible via email, phone, or in-person meetings to address inquiries and concerns promptly.
- Provide regular updates to the community through various channels, including newsletters, social media, and community meetings.

Regular Progress Reports:

- Issue regular progress reports or newsletters to update the community on construction milestones, project challenges, and any adjustments to the timeline or plans.
- Include photographs, diagrams, and other visual aids to enhance understanding and transparency.

Public Hearings and Town Hall Meetings:

- Schedule public hearings or town hall meetings at key project milestones, such as site plan approval or major construction phases.
- Allow community members to voice their opinions, ask questions, and express concerns directly to project representatives and city officials.
- Document discussions and incorporate relevant feedback into project decision-making processes.

Accessibility and Inclusivity:

- Ensure that all engagement activities are accessible to diverse community members, including those with disabilities or language barriers.
- Seek out input from underrepresented or marginalized communities to ensure their perspectives are considered in the project planning process.

Ongoing Communication and Transparency:

- Maintain open lines of communication with the community throughout all stages of the project.
- Respond promptly to inquiries, concerns, or complaints raised by community members.
- Foster a culture of transparency by sharing project updates, challenges, and successes openly with the community.

Feedback Integration:

- Analyze feedback trends and identify common themes or priorities expressed by the community.
- Incorporate relevant feedback into project plans, designs, and decision-making processes wherever possible, demonstrating a commitment to responsive and inclusive community engagement.

b. Design Principles for Urban Mixed-Income Developments

Design will be critical to accommodate the financing structures necessary to incentivize the project. Design for social diversity is challenging because it asks urban dwellers to use place as a connector rather than a divider. Residents of diverse neighborhoods—where diversity is based on income, race, or ethnicity—are being asked to reverse the usual association between place and difference, where attention to one has meant delimiting the other. They are being encouraged to have a heightened sense of place and, at the same time, have a more relaxed attitude about difference.

Design principles for urban mixed-income developments that prioritize social diversity and community cohesion can help address the challenges mentioned. Here are some key principles that will be used:

- **Inclusive Design Process:** Engage residents from diverse backgrounds in the design process from the beginning. Ensure that the design team reflects the diversity of the community and actively seeks input from all stakeholders, including low-income residents, people of color, and other marginalized groups.
- **Mixed-Use and Mixed-Income Spaces:** Create mixed-use developments that incorporate a variety of housing types, including affordable housing, market-rate housing, and supportive housing. Integrate commercial, retail, and community spaces to encourage interaction among residents of different income levels.
- **Universal Design and Accessibility:** Prioritize universal design principles to ensure that the built environment is accessible to people of all ages, abilities, and socioeconomic backgrounds. Incorporate features such as barrier-free pathways, accessible public transportation, and inclusive recreational facilities.

- **Cultural Sensitivity and Representation:** Respect and celebrate the cultural diversity of the community through design elements that reflect the heritage, traditions, and values of different ethnic and racial groups. Incorporate public art, murals, and cultural landmarks that promote a sense of belonging for all residents.
- **Flexible and Adaptable Spaces:** Design flexible and adaptable spaces that can accommodate a range of uses and activities. Create gathering spaces, such as plazas, parks, and community gardens, that can be used for social events, cultural celebrations, and informal gatherings.
- **Conflict Resolution Mechanisms:** Establish clear mechanisms for addressing conflicts and resolving disputes related to the design and use of space. Provide opportunities for residents to voice their concerns, participate in decision-making processes, and work collaboratively to find mutually beneficial solutions.
- **Community Engagement and Empowerment:** Foster a sense of ownership and pride among residents by involving them in the stewardship and maintenance of public spaces. Support community-led initiatives, such as neighborhood clean-up efforts, public art projects, and community gardens, that promote social cohesion and collective action.
- **Education and Awareness:** Raise awareness about the benefits of social diversity and inclusive design through community workshops, educational programs, and public forums. Encourage dialogue and exchange of ideas among residents to build understanding and empathy across diverse social groups.
- **Long-Term Sustainability:** Design for long-term sustainability by integrating green infrastructure, energy-efficient technologies, and sustainable building practices into the development. Promote environmental stewardship and resilience to climate change while also addressing social equity and economic opportunity.

c. Plan for Governmental planning approvals and construction/building permits

To effectively navigate the governmental planning approvals and construction/building permits process, the Renovare team will follow a comprehensive plan that leverages their expertise and experience. Here's a structured plan:

Initial Assessment and Pre-Application Meeting:

- Conduct an initial assessment of the project to identify potential zoning regulations, building codes, and other requirements.
- Schedule a pre-application meeting with the City of Ann Arbor's building and planning department to discuss the project scope, objectives, and any potential challenges or concerns.

Development of Project Plans and Documentation:

- Work with architects, engineers, and other consultants to develop detailed project plans, including site plans, architectural drawings, and engineering designs.
- Ensure that the plans comply with all applicable zoning regulations, building codes, and design standards.

Submission of Entitlement Applications:

- Prepare and submit entitlement applications to the City of Ann Arbor's planning department for review and approval.

- Include all required documentation, such as site plans, environmental assessments, traffic studies, and any other relevant information.
- Address any feedback or concerns raised by city officials during the review process.

Coordination with Governmental Agencies:

- Coordinate with other governmental agencies, such as the local fire department, utilities, environmental agencies, and transportation authorities, to address any regulatory requirements or permitting needs.
- Obtain necessary approvals or permits from these agencies as required for the project.

Review and Approval Process:

- Participate in the review process conducted by the City of Ann Arbor's building and planning department.
- Address any comments or revisions requested by city officials to ensure compliance with regulations and standards.
- Provide additional documentation or clarification as needed to support the approval process.

Securing Building Permits:

- Prepare and submit building permit applications to the City of Ann Arbor's building department once entitlement approvals are obtained.
- Include detailed construction plans, structural calculations, and other required documentation with the permit application.
- Work closely with city inspectors to address any issues or concerns identified during the permit review process.

Construction Phase Management:

- Oversee the construction process in accordance with approved plans and permits.
- Coordinate with contractors, subcontractors, and suppliers to ensure that construction activities comply with all regulatory requirements and building codes.
- Implement quality control measures and inspections to monitor progress and ensure compliance with safety standards.

Regular Updates and Communication:

- Maintain open communication with city officials, stakeholders, and the community throughout the planning and construction process.
- Provide regular updates on project milestones, progress, and any significant developments.
- Address any concerns or issues raised by stakeholders in a timely and transparent manner.

Completion and Final Approval:

- Complete construction activities and address any outstanding items identified during final inspections.
- Obtain final approval from the City of Ann Arbor's building department and other relevant agencies to close out the project successfully.
- Celebrate the completion of the project and showcase its positive impact on the community.

PARTNERSHIP STRUCTURE

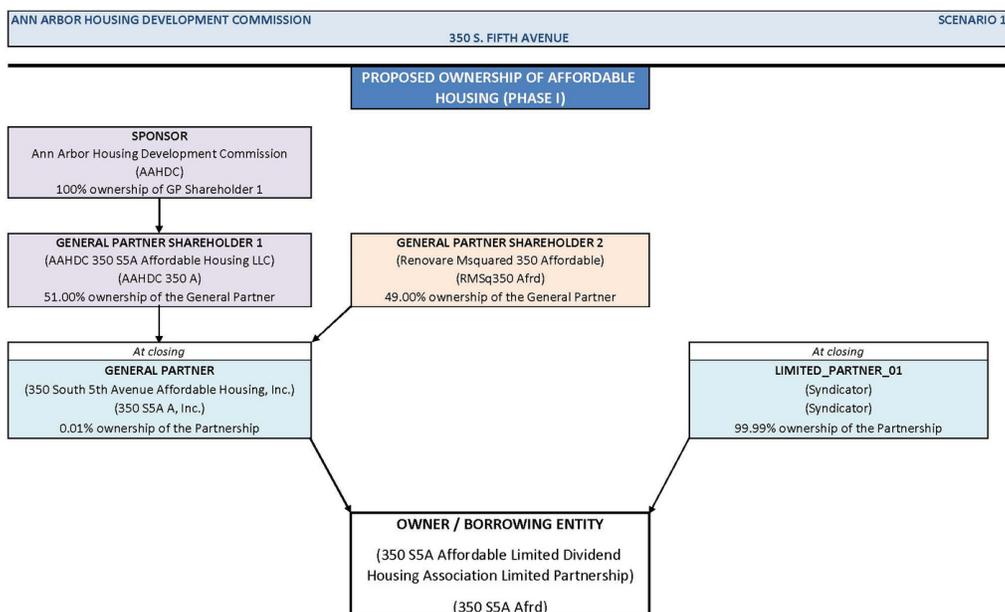
04

The Respondent has significant experience with partnership approaches to development, including public-private partnerships. Successful partnerships require clear roles and responsibilities, weekly team meetings, and constant written communication.

The Respondent needs clear communication and accessibility from the AAATA to be successful . A point of contact must be assigned, and must be available for weekly team meetings during the planning phase of the development.

In order for the development to be successful, the AAHC needs to play the role outlined for it in the RFP. There are no current deviations requested at this time.

The Respondent proposes to create a General Partnership (GP) entity that is comprised of 51% AAHC, and 49% Renovare/Msquared. All financing will incorporate this structure. For LIHTC financing, a breakdown similar to the graphic below is proposed:



FORM 1	CONTENTS	YES	NO
Intro	DEVELOPMENT INTRODUCTION		
	Form 1 – Completeness Checklist	X	
	Respondent's Cover Letter	X	
	Project Narrative / Development Summary	X	
	List 3 references including at least 1 municipal reference, and 1 financial institution	X	
TAB A	PROFESSIONAL EXPERIENCE		
	Co-developer Respondent Description	X	
	Development Team Experience and Capacity	X	
	Development Plan	X	
TAB B	FINANCING AND AFFORDABILITY		
	Financing Narrative	X	
TAB C	PARTNERSHIP STRUCTURE		
	Partnership Structure	X	
TAB D	DEVELOPER COMPENSATION		
	Compensation Proposal	X	
TAB E	ATTACHMENTS		
	Attachment C - Legal Status of Offeror	X	
	Attachment D – Vendor Conflict of Interest Disclosure Form	X	

SHANNON

MORGAN

POLICY / HOUSING ADVOCACY / ADVANCEMENTS IN CONSTRUCTION

45265 BRUNSWICK DRIVE CANTON MI | (734) 320-09786 | SHANNON@RENOVAREDEVELOPMENT.COM



Shannon's career spans over twenty-seven years and includes completing more than 20,000 units of housing. She has developed award-winning projects that have redefined Michigan's built environment, while championing those underserved in the housing market. She is a steering committee member for LOCUS/Smart Growth America, who named her Affordable Housing Developer of the Year in 2018. She was entered into the Midwest Commercial Real Estate Hall of Fame in 2022.

EDUCATION

BA Marketing, 1996
Michigan State University

Certificate of Real Estate in Urban Planning and
Walkable Communities
George Washington University

EXPERTISE

Real Estate Development
Community Development
Economic Development
Housing
Women's Leadership
Brownfield Redevelopment

EXPERIENCE

Managing Partner

Renovare Development/Renovare Opportunity Fund | May 2019 - Present

- Owns and manages a real estate development company focused on transformational mixed-use real estate development projects throughout Michigan;
- Works with municipalities and state organization to design and implement community development projects
- Responsible for representing the organization in a leadership capacity
- Responsible for representing the organization in public speaking engagements and technical panels
- Works with state and federal agencies to create and lobby for housing and economic development policy
- Responsible for managing contractors, professional service providers and consultants
- Responsible for project entitlements and managing the public process
- Locates and secures viable development sites and creates joint ventures
- Works with local and regional elected officials and boards to advise strategy

EXPERIENCE (CONTINUED)

Chief Development Officer

Shelborne Development/ 2018-2019

- Managed a 100 million dollar portfolio of affordable housing developments and annual operating budget of 5 million dollars;
- Responsible for representing the organization in a leadership capacity;
- Responsible for overseeing all operations, marketing, and staffing;
- Responsible for identifying new opportunities in neighborhood and mixed-use development
- Responsible for overseeing all project management including acquisition, predevelopment, and construction.

Senior Vice President

Crosswinds Communities/Home Renewal Systems/HRS Communities 2004-2018

- Responsible for overseeing all aspects of real estate development. Led award winning project in Michigan and throughout the country
- Worked on the state first New Urbanism Project and missing middle housing projects located in Detroit, Flint, Dearborn, Royal Oak, and other urban cores
- Supervised team of real estate project managers
- Supervised and worked collaboratively with a team of consultants including lenders, attorneys, architects, contractors, engineers, and others
- Created real estate development strategies and projects that reflected community needs utilizing the organizations expertise
- Redeveloped multiple Brownfield sites
- Lead the organizations strategic planning and executive management process
- Obtained capital through a variety of public and private sources including municipal, state, federal and tax credit opportunities
- Led over 30 cities and state agencies in Michigan and Ohio to implement the Neighborhood Stabilization Plan
- Created and worked with Senator Levin's office to on federal legislation implemented in the Dodd-frank Act
- Worked with Smart Growth America on federal legislation that was enacted including RRIF and TIFIA
- Created and partnered in the companies LIHTC deals located in Fremont and Marquette MI

S O C I A L M E D I A

JILL FERRARI

INNOVATION IN COMMERCIAL REAL ESTATE / WOMEN'S LEADERSHIP

1133 KENSINGTON AVENUE, GROSSE POINTE PARK, MI | (313) 348-7236 | JILL@RENOVAREDEVELOPMENT.COM



Jill has over twenty-seven years of experience in real estate and economic development. Her background includes private real estate development, private law practice, consulting and community development. She has managed the development of complex real estate projects in multiple states and has held the position of Chief Executive Officer for multi-million-dollar organizations focused on affordable housing and community development. She is the current Chair of Mission Advancement of the Urban Land Institute Michigan District Council, and was named a "Notable Executive in Real Estate" by Crain's Detroit magazine in 2022.

EDUCATION

Juris Doctor, 2001
Wayne State University Law School
Detroit, MI

BS in Environmental Health, 1998
Oakland University
Rochester, MI

EXPERTISE

Real Estate Development
Real Estate Financing
Economic Development
Organizational Management
Women's Leadership
Entrepreneurship

EXPERIENCE

Co-Founder/Managing Partner

Renovare Development | May 2019 - Present

- Owns and manages a real estate development company focused on transformational mixed-use real estate development projects throughout Michigan;
- Manages a Qualified Opportunity Fund dedicated to investment in workforce housing and economic development projects in Michigan through the Opportunity Zone Program;
- Responsible for representing the organization in a leadership capacity;
- Responsible for representing the organization in public speaking engagements and technical panels, as well as publishing subject matter articles;
- Responsible for sourcing new projects and identifying funding for all projects; and
- Oversees all organizational operations, including accounting, marketing, business development and other areas.

EXPERIENCE (CONTINUED)

Chief Executive Officer

Shelborne Development | August 2017 – May 2019

- Managed a 100 million dollar portfolio of affordable housing developments and annual operating budget of 5 million dollars;
- Responsible for representing the organization in a leadership capacity;
- Responsible for overseeing all operations, marketing, and staffing;
- Responsible for identifying new opportunities in neighborhood and mixed-use development;
- Responsible for overseeing the packaging of financing for real estate development projects; and
- Responsible for overseeing all project management including acquisition, predevelopment, and construction.

Chief Executive Officer

Michigan Community Resources | August 2013 – August 2017

- Managed an annual operating budget of 2.5 million dollars;
- Responsible for representing the organization in a leadership capacity;
- Responsible for overseeing all operations, marketing, and staffing;
- Responsible for designing programming to support community and economic development initiatives in low-income communities throughout Michigan.
- Responsible for the successful launch of the “Power of One Dedicated Woman” annual event honoring individuals serving Detroit neighborhoods through a collaboration with multiple foundations;
- Responsible for the launch of “Neighborhood Exchange,” an online platform connecting neighborhood groups across low-income communities to resources, peer-based education and technical assistance;

Director of Community Development

Wayne County, Michigan | January 2008 - August 2013

- Managed an annual operating budget of over 6 million dollars;
- Responsible for representing the department in a leadership capacity;
- Oversaw the investment of over 100 million in federal funds through the U.S. Department of Housing and Urban Development to community development projects throughout Wayne County, Michigan resulting in over 50,000 units of affordable housing, 10,000 demolitions, and 20 new community facilities; and
- Responsible for the design and implementation of various creative community development programs focused on deconstruction, prisoner re-entry and supporting victims of domestic violence.

Founder and Principal

Redevelopment and Restoration Consultants | April 2004 – January 2008

- Founded a company providing services related to real estate consulting and incentive packaging; and
- Oversaw the assemblage, entitlements and financing for a 100-acre development in Las Vegas, including a 200 million dollar incentive package and the expansion of the Las Vegas Boulevard gaming district.

S O C I A L M E D I A



MSQUARED

ALICIA GLEN

Founder and Managing Principal

Alicia Glen is the Founder and Managing Principal of MSquared, a real estate impact investing platform focused on promoting affordability, sustainability and diversity in projects and the industry. Alicia is a former New York City Deputy Mayor and a nationally recognized expert in urban development, infrastructure finance, impact investing and housing policy.

As Deputy Mayor from 2014 to 2019, Alicia was the architect of “Housing New York” – the largest housing plan in the nation – and developed and financed over 125,000 affordable homes, shattering all previous records. She also created “NYCHA 2.0,” a stabilization and modernization plan to generate \$24 billion in funds for essential capital repairs across NYCHA’s portfolio by converting units to private management and building new mixed-income projects. Twice named the “Most Powerful Woman in New York” by Crain’s, Alicia also launched the largest municipal ferry system in the United States; initiated large-scale planning efforts on the Long Island City waterfront, Sunnyside Yard and Governors Island; negotiated the expansion of Google’s NY campus, spearheaded the rezoning of the Garment District and East Midtown; established the Tech Talent Pipeline for the life sciences and technology sectors; and re-positioned the City’s industrial assets to support modern manufacturing and film/TV production.

Prior to serving as Deputy Mayor, Alicia was Head of the Urban Investment Group (UIG) at Goldman Sachs and co-led the firm’s 10,000 Small Businesses initiative. Under her leadership, UIG catalyzed more than \$5 billion of mixed-use development in cities across the country through equity, debt, and tax investment vehicles. UIG also invested in and structured innovative public-private partnerships, including the first domestic Social Impact Bond, CitiBike bike share, “New Lab” in the Brooklyn Navy Yard, the headquarters of the National Dance Institute at P.S. 90, and Teacher’s Village in Newark, NJ. From 1998-2001, Alicia served as the Assistant Commissioner for Housing Finance at the NYC Department of Housing, Preservation and Development.

An attorney who practiced at several national law firms in their real estate groups, she began her career at Brooklyn Legal Services.

Alicia is the Co-Chair of The Gateway Development Commission, the agency charged with delivering the largest infrastructure project in the country and is the Chair of the Trust for Governors Island. She also serves as a Trustee of the Citizens Budget Commission. A graduate of Columbia Law School and Amherst College, she is a nationally recognized expert in urban development, infrastructure finance, impact investing and housing policy.



MSQUARED

CAROLEE FINK

Principal

Carolee Fink is a Principal of MSquared, a women-owned and managed social impact real estate platform, where she oversees company operations, the development practice and sources deals across the country for the company’s investment management platform. She has spent decades at the highest levels of economic development. As a member of both the Bloomberg and de Blasio Administration, she oversaw major infrastructure and economic development projects, including the development of Brooklyn Bridge Park, Downtown Brooklyn Cultural District, NYU Applied Sciences Campus and the Domino Sugar Refinery redevelopment.

As Chief of Staff to New York City Deputy Mayor Alicia Glen, Carolee was responsible for day-to-day operations of more than 25 reporting agencies with a combined budget of \$30 billion. She ensured those agencies operated efficiently, effectively and in-line with the Administration’s efforts to build a new generation of mixed-income housing and grow New York City’s economy across the five boroughs. Under her management, Housing NY, the most comprehensive affordable housing program in the nation’s history, shattered all records, and long stalled initiatives to modernize the City’s commercial districts, like the rezoning of East Midtown and Garment Center were approved.

Prior to that, Carolee served as a member of the New York City Economic Development Corporation’s executive team as the Executive Vice President & Chief Development Officer. As CDO, she oversaw the Real Estate Transactions, Planning, Development, Public Markets and Transportation Departments and generated more than \$1.2 billion in new private investment.

Carolee holds a Master’s Degree in Real Estate from NYU’s Schack Institute of Real Estate and a Bachelor’s Degree from the University of Rhode Island. She currently serves on the Board of The Trust for Governors Island, NYU Furman Center, and the New York State Council on the Arts.



MSQUARED

IAN LUNDY

Director

Ian is a Director at MSquared, where he supports the Company’s real estate development and investment businesses, and focuses on opportunities to integrate technology and sustainability into all aspects of the firm’s work.

Prior to joining MSquared, Ian worked as Director of public/private partnerships and special projects at the NYC Housing Authority. During his tenure, he managed the implementation of the NYCHA 2.0 strategy, utilizing RAD to finance repairs for 10,000 residents, and structuring procurement for the rehabilitation of over 30,000 housing units. He also led work analyzing alternative public trust structures, infill development and air rights transactions.

Prior to NYCHA, Ian worked at the NYC Economic Development Corporation where he negotiated, led and managed initiatives delivering over 2,000 jobs, \$680 million in investment, and ~500 units of new housing through real estate partnerships.

Ian started his career with Tishman Speyer’s New York team where he focused on development in Hudson Yards, redevelopment opportunities in the Midtown East, long-term asset strategy, and the firm’s tech / innovation platform.

Ian received a B.A. from Georgetown University. He is a fellow with the Progressive Policy Institute and was a Coro Leadership NY fellow.

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 Delaware, whom Carolee Fink bearing the title of Principal 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: 2/7/24,

(Print) Name Carolee Fink Title Principal

Firm: GSD Urban Solutions LLC d/b/a MSquared

Address: 40 Fulton Street, Suite 1404, New York, NY

Contact Phone 917-415-6313

Fax _____

Email cfink@buildmsquared.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)

*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:		
GSD Urban Solutions LLC d/b/a MSquared	9174156313	
Vendor Name	Vendor Phone Number	
	2/7/24	Carolee Fink
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

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 Michigan, whom Shannon Morgan bearing the title of Manager 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.

Shannon Morgan Date: 2-7-24,
Signature

(Print) Name Shannon Morgan Title Manager

Firm: Renovare Development, LLC

Address: 13 N Washington Street Ypsilanti, MI 48197

Contact Phone 734-320-0978 Fax none

Email shannon@renovaredevelopment.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)

*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:		
<i>Shannon Morgan</i>		
Vendor Name	Vendor Phone Number	
Renovare Development, LLC	2-7-24	734-320-0978
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative