

PROPOSAL DEVELOPED FOR

Redevelopment and Adaptive Reuse of the Former Charity Hospital

JLL + LSU Real Estate and Facilities Foundation / Issued June 4, 2018

1532 TULANE PARTNERS, INC

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AUGUST 20, 2018

Chris Roth, Managing Director
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Dear Mr Roth and Members of the Selection Committee:

On behalf of the 1532 Tulane Partners. team, thank you for the opportunity to submit our proposal for the redevelopment and adaptive reuse of the Charity Hospital Building. We are pleased to provide our response, and excited to partner with JLL and the LSU Real Estate and Facilities Foundation (REFF) on this transformative project for the City of New Orleans.

We recognize that redeveloping this significant piece of New Orleans history provides an important opportunity to engage not only stakeholders within your organizations, but the New Orleans community at large. In addition to the physical nature of the redevelopment, our team believes it is paramount to create ways to help build equity in the community for all members, both through inclusive programming as well as creative financing, such as allocating a portion of the EDD/TIF funds to be used for grants available to co-working entrepreneurs and district-driven business start-ups. We also believe that building on the momentum from the Greater New Orleans Foundation's public working sessions for the Spirit of Charity Innovation District is a key to the success of this project. Embedding a robust community engagement process to ensure equity and inclusion is vital as we move forward with finalizing our development plans.

While we look to the future—at untapping the potential for catalytic economic revitalization that the Charity Hospital building holds—our team understands the importance of looking at the building's past. Throughout its history, Charity Hospital has stood as a beacon of hope for the residents of the City of New Orleans. Countless lives have been affected by its existence, which goes far beyond the footprint of the building itself. A significant number of New Orleans residents were born in Charity Hospital. Even more were trained for healthcare careers that prepared them to care for community members, including the most vulnerable New Orleanians. And, as the only level 1 trauma center in southern Louisiana, its reach extended throughout the region. Charity Hospital is the physical embodiment of new life and restored health. It is the heart of the beloved Spirit of Charity that the City of New Orleans and its people embrace and call their own.

Throughout the post-Katrina revival of New Orleans, many proposals have been made to renovate, reuse, or replace Charity Hospital and provide hope where it had been washed away. Still, the structure of Charity Hospital stands vacant. The 2017 Urban Land Institute's Advisory Services Panel Report on the former Charity Hospital acknowledged that the notion of healing is a critical component of addressing the building's future. Our team believes the historic structure can and should remain intact as a reminder of its enduring vitality for New Orleans. Through workforce development and job training programs, medical training programs, workforce housing, school internship programs, and entrepreneurial co-working endeavors, our team will bring the building of Charity Hospital back to its stature as a beacon of hope and provide a renewed Spirit of Charity to the City.

In order achieve this vision, our team has assembled a wide mix of professional disciplines and experiences based on close working relationships, a consistent record of quality service, and a set of shared values. Members of our team have been involved in some of the most catalytic revitalization projects in the region.

We believe that renewing historic buildings attends to history while looking to the future, modeling the kind of regeneration that is at the heart of major civic revitalization efforts. Re-purposing the Charity Hospital, and creating a heart of the Spirit of Charity Innovation District, will bring renewed vitality, density, and connectivity to the adjacent neighborhoods and communities, New Orleans, the state of Louisiana at large, and the surrounding region.

A primary component of our proposal is an innovation hub—for co-working and collaborating, inventing and making, apprenticeship and training and entrepreneurial efforts—sited within the Charity Hospital redevelopment as well as an adjacent building that we are calling out as phase 1B of a larger Spirit of Charity Innovation District implementation plan. These spaces will be designed for partners including Tulane University, Living School New Orleans, and the Orleans Parish School Board, among others. Within the Charity Hospital redevelopment’s commitment to knowledge and community service, the innovation hub is an amenity that showcases cutting-edge research, facilitates leisure, and trains future leaders, an integral catalyst for the larger Spirit of Charity Innovation District.

Within this package, we have attempted to demonstrate that our team has thoroughly studied the context of Charity Hospital—including its connectivity to and potential synergies with adjacent properties, parishes, communities, and the city. We hope it is apparent that our approach is one that goes beyond simply renovating a building. We believe that our proposal provides an opportunity for renewed life and vitality not only to this iconic building and its deeply embedded historic significance, but to all residents of the City of New Orleans.

We look forward to working with you on this important project.

Sincerely,



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PICTURED LEFT TO RIGHT: 1532 TULANE PARTNERS TEAM WITH MAYOR LATOYA CANTRELL; MAKE-IT-RIGHT COMMUNITY MEETING; CHARLES MCAFFEE, MAKE-IT-RIGHT CONTRACTOR.

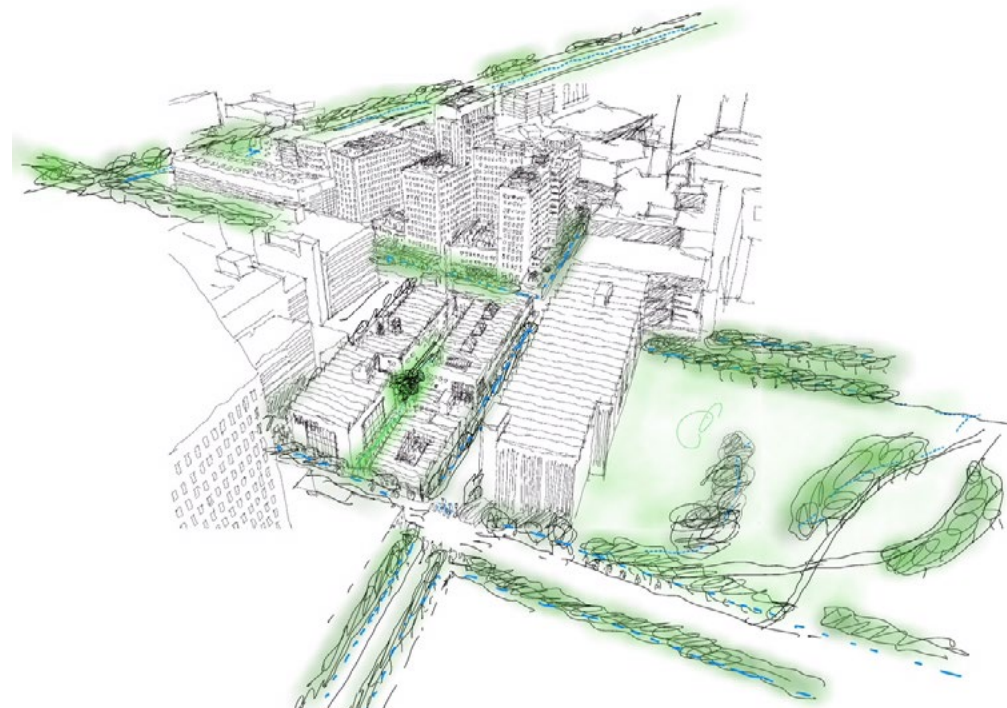


Imagine: A future designed for equity and opportunity. This is New Orleans 2030.

Our proposed redevelopment plan places the former Charity Hospital and the Spirit of Charity Innovation District (SCID) as keystones of catalytic transformation, providing opportunities for community driven private and public investments that create positive and lasting equity for all New Orleanians.

Imagine: it is 2030. Charity is full of people from across the city. It is a hub of education; innovation; workforce development; market rate, faculty/student, and affordable housing; locally owned retail; and community activity, vibrant uses that serve the surrounding community. Residents find the new Claiborne Corridor providing safe, transit-oriented, and pedestrian friendly access to the SCID, City Park, and the lake via the Greenway. Affordable, quality housing choices are now available for families, seniors, and young professionals, attracted to the assets and vibrant energy emerging from Charity.

Imagine: a place where academic researchers and students from Tulane University, LSU, and others in the industry collaborate in extension lab facilities and are widely recognized for new technologies, practices, and ideas. A place where medical students and medical service providers on 24-hour rotation can meet to discuss case studies over coffee and a sandwich at 3 a.m. A place where grade school students showcase their science fair projects and anxiously await the completion of their new charter school nearby. A place where a family visiting New Orleans learns about the cultural impact a city can have on innovation initiatives and the new technologies emerging from them. A place where community members can receive wellness and nutritional coaching.



GREEN INFRASTRUCTURE/ ECO DISTRICT/SMART CITY

In 2030, the Spirit of Charity has created hope, equity, and the rebirth of a vibrant community, the Spirit of Charity Innovation District. Entrepreneurialism has led to economic revitalization. The act of making—creation—is contagious, and one idea seeds yet another endeavor. The entrepreneurs and founders of these companies are the same people who were, long ago, born in Charity Hospital. They are community members, they are neighbors. People who were once employees are now employers.

We believe our plan has the potential to be transformational on multiple scales. Starting with the redevelopment of Charity Hospital, we see opportunities for catalytic revitalization that span neighboring sites and can anchor a vibrant Spirit of Charity Innovation District. Once begun, impact will not stop there.



Through this program, the 1532 Tulane Partners team can establish a fund available to disadvantaged community members for residency within the innovation hub and opportunities for apprenticeship and entrepreneurial programs. The results would impact not only the Charity Hospital redevelopment, but the SCID, neighboring districts, and city as a whole. More buildings have been renovated, more businesses have been opened, more community members are working in their own neighborhoods.

Is this not the Spirit of Charity?

Section 2

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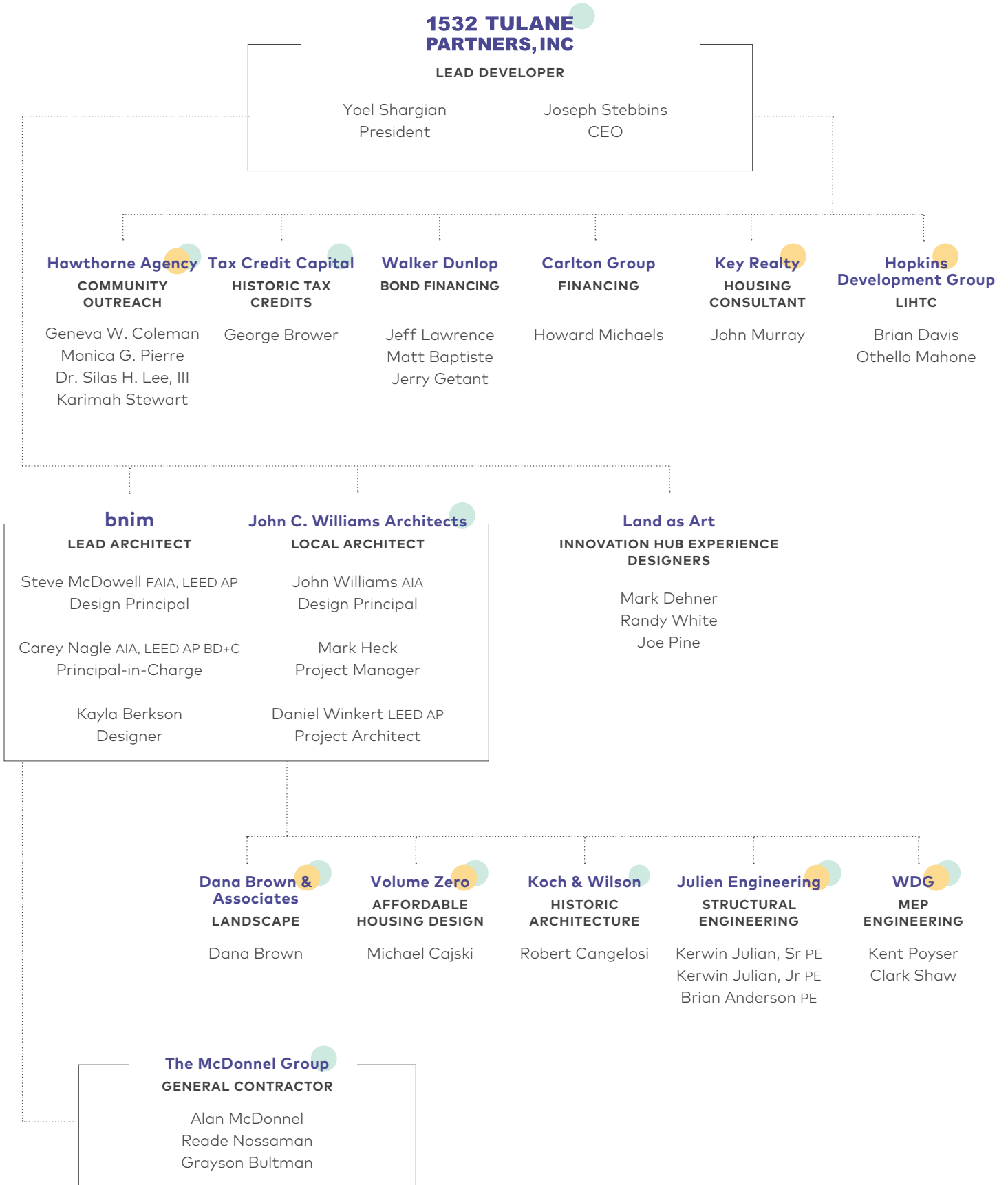
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Section 3

TEAM



Organizational Chart



= MBE/WBE/DBE = LOCALLY OWNED / OPERATED

Evidence of Formal Relationships

Given the scale of this transformative opportunity, we have formed a locally-based, nationally-recognized partnership of development professionals under the banner 1532 Tulane Partners., a collaborative partnership spearheaded by Yoel Sharigan and Joseph Stebbins. In addition to 1532 Tulane Partners., we have brought together a wide mix of professional disciplines and experiences—based on close working relationships and a consistent record of quality service—including: finance; real estate; architecture and design; affordable housing; community outreach; historic preservation; landscape and urban design; structural, civil, and MEP engineering; and construction management. This collaboration not only represents a financially strong, diverse group but one built on a set of shared values that leads to successful design processes and successful buildings. Values such as: a focus on people and social impact, transparency and openness in the process, the engagement and participation of all stakeholders, and a willingness to question the status quo and best-practices in a rigorous search for the best and most appropriate solutions for each project.

Our team is committed to promoting diversity and full and equal opportunity in all aspects of this project proposal. We acknowledge the following City of New Orleans diversity and inclusion goals:

- 35% utilization of DBE
- 50% utilization of businesses that are locally owned and controlled
- DBE among project ownership group encouraged
- 40% of all work hours completed by Louisiana workers performed by local workers
- 20% of local workers DBE as part of HIRE NOLA
- 20% apprentices should be disadvantaged local workers (if using apprentices)

We not only believe in complying with these goals, but plan to exceed them. We have established effective partnerships with minority team members and will employ strategies for training and workforce development that will contribute to the overall vision of Charity Hospital, proving that equity and inclusion will be key enablers in bringing to life the Spirit of Charity Innovation District and ensuring that as it thrives, all community members share in this prosperity. More about our plans for diversity and inclusion is included in Section 4.



Memorandum of Understanding

On this date, **August 20th, 2018**, 1532 Tulane Partners and the undersigned team members have worked collaboratively in the preparation and agree to proceed with the unified vision of the attached proposal respectfully submitted in response to the RFP for the Adaptive Reuse of the Former Charity Hospital. All parties acknowledge that if awarded the right the redevelop the Former Charity Hospital, they will enter formal agreements with the 1532 Tulane Partners to bring the project to its completion.



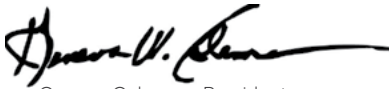
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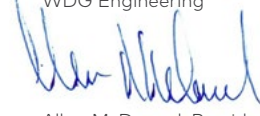
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06/15/2018

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Dear Sir or Madam:

Congratulations on starting your business! New businesses are the backbone of any economic recovery for Louisiana. I am excited that you have chosen to be part of the entrepreneurial spirit of the Louisiana economy.

I offer you the assistance of my office and my staff for any issues relating to the creation of your business. Of course, at GeauxBiz.com, we understand the frustrations that a current or potential business owner can encounter when trying to obtain information about the licenses and permits necessary for doing business in Louisiana.

GeauxBiz.com is a starting point for customers to obtain information regarding the state and local agencies that need to be contacted for a variety of registration documents. Visit GeauxBiz.com to create a customized business license checklist tailored to your specific business licensing needs. As you begin the processes involved in establishing your business in Louisiana, SCORE.org, a nationwide volunteer organization with Louisiana chapters, can provide valuable guidance free of charge to you.

I am truly excited about the use of email and text notifications by our Commercial Division to protect Louisiana business owners from fraud and identity theft. Free subscriptions to this system will enable customers to receive messages regarding changes to commercial entities, non-governmental correspondence, office closures and most importantly, warnings involving possible fraudulent activity.

If changes are necessary to your registration or you need to file your annual report, online filing options are available. GeauxBiz.com is here to serve you, the citizens and businesses of Louisiana. We also recommend that you visit the Louisiana Economic Development website at OpportunityLouisiana.com for information and resources that are available to Louisiana businesses. Once you've begun operating, business experts at your local Louisiana Small Business Development Center (www.lsbdc.org) are available to provide you with confidential, one-on-one business consulting at no cost to you.

Again, thank you for your entrepreneurial spirit and I wish you all the best in your new endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Kyle Ardoin".

R. Kyle Ardoin

43062072D



Section 4

DIVERSITY, INCLUSION, EQUITY

Community Outreach Plan

Embracing the Past and Investing in the Future The Hawthorne Agency, Inc. will guide our team in the formation of an outreach plan that evokes transparency and promotes diversity, inclusion, and equity. We recognize that the conceptualization of this plan must include an appreciation of the many New Orleanians who still embrace the spirit of their individual perception of what Charity Hospital represents to them, in a non-tangible context. Through them, the spirit of Charity lives and encompasses how they identify their legitimacy as bonified natives of this city. For many, it has been a birthplace, a healing place, and/or a place of departure for friends, neighbors, and “ya mama nem.” It is for these reasons, we are proposing that a balance be established between the physical design of the Charity Hospital redevelopment and the concepts and ideas of the community—building on local cultural assets, preventing displacement, and honoring the many communities that make up a diverse NOLA.

The strategic communications efforts will include a combination of print, electronic, and social media, editorial board meetings, design charettes, coordination with elected officials, community organization and stakeholder events, assistance with content development for the existing website, and a designated telephone information line. Media relations tasks, directed by Monica G. Pierre, will assist in establishing/maintaining open communication with media representatives that facilitates the dissemination of factual project information to the community on a continual basis.

Additionally, we will utilize the resources already available to us, such as the information on economic development outlined by Mayor Cantrell in her “Forward Together New Orleans” transition document, the “Spirit of Charity” master plan study, and the 2017 ULI Advisory Services Panel Report for the redevelopment of Charity Hospital to accomplish the goals of this project. Our results-oriented strategy is designed to facilitate community support for this cultural landmark in the city’s history.

To successfully accomplish the aforementioned approach, our community outreach plan of action will consist of the following components:

Task 1 - Research

To conduct a thorough review of prior outreach efforts and an assessment of the demographics within the project parameters. Understanding the dynamics of the population and documented stakeholder perceptions will yield a data-driven, inclusive communications process. A stakeholder contact list will be developed and maintained for future correspondence.

Task 2 – Messaging

Building on the project narrative that has been established, our team will craft key messages that promote consistency, continuity, and accuracy of information about the project. Tailored to reach and engage diverse stakeholders, the creation of memorable messaging will aid in clearly communicating the project’s objectives in easy to understand language, void of technical jargon.

Task 3 – Core Outreach Tools

Since by its very nature, adaptive reuse projects are contentious, the method of educating the community and acquiring their feedback must be ongoing, flexible, and transparent. Therefore, advantageous community outreach and engagement goes beyond minimal public meetings; it is constant and commences prior to any construction activity. The communications strategy will employ a mix of core outreach tools as described on the next page.



EDITORIAL BOARD MEETINGS

A critical aspect of transparency is the credibility of the fact provider. In telling the project's story, editorial board meetings will serve as opportunities to formally present important project-related information directly to the media hierarchy in order to effectively achieve this objective.

PRINT MEDIA

Print media will be leveraged to provide current status information about the project via articles, ads, and/or feature stories that validate the teams' commitment to total transparency and engagement.

ELECTRONIC MEDIA

Personal interaction between the project team and the New Orleans community will be afforded through electronic media for the presentation of clear, concise information about varying phases of the project and its public inclusion efforts.

SOCIAL MEDIA

Use of social media will expand the opportunity to engage a broader, more diverse audience. It will also aid in the promotion of events.

GRAPHIC DESIGN

Creating a protocol of accepted fonts, colors, and graphics will provide an aligned, recognizable, and uniformed visual look for the project. Compelling outreach materials will be developed for print, electronic, and social media utilizing a combination of dynamic graphics and text that result in pieces that are both visually appealing and reader-friendly.

WEBSITE CONTENT DEVELOPMENT

To ensure accessibility to updated information about the project, outreach materials will be made available for use on the existing website, www.charityinnovationdistrict.com.

COMMUNITY ORGANIZATION AND STAKEHOLDER EVENTS

Presentations at community organization meetings are recommended as a means of listening to and interacting with

the community to garner their thoughts and ideas. Additionally, special events centered around project milestones will help to publicize the project's progress and further community participation.

TELEPHONE INFORMATION LINE

A designated telephone line will provide residents easy access to verbally communicate inquiries or concerns and obtain approved responses from appropriate project team members. It will be in operation during regular business hours and include a voice mail system for receiving calls outside of those hours to be addressed the next business day.

PUBLIC OPEN HOUSE SESSIONS

In continuing with the outreach initiated during the strategic planning process, an inclusive method for communicating with the public will be maintained through conducting open house sessions. During these sessions, the community will be educated on the project's status and able to provide their input in an informal, interactive setting. Attendees will be given the opportunity to speak one-on-one with members of the project team while they view displays, make comments, and meaningfully participate as this amazing project comes to fruition.

POP-UP INFORMATION STATIONS

The utilization of pop-up information stations in the project area will allow our team to meet the public where they are, especially during project milestones, to obtain input and address specific concerns that may arise as the project progressively evolves.

ADVISORY COMMITTEE

An advisory committee comprised of individuals with expertise in the identified project sectors (i.e. housing/quality of life, transportation and mobility, parks, public spaces and green infrastructure, equitable economic growth, and the charity building, etc.) is suggested to make recommendations for the benefit of the community and/or provide key information that will aid in consensus building.



Providing mechanisms for measurable outreach results

To accomplish the objectives envisioned by JLL and LSU REFF, we propose utilizing quantitative and qualitative research methodologies to effectively measure and explore the perceptions, expectations, and vision of residents for Charity Hospital, to ensure that our team's proposed solution is respectful and supportive of the culture and history of the community. One of the primary objectives of our outreach efforts is to measure and evaluate the level of public awareness and expectations based on stakeholder understanding about the former Charity Hospital Redevelopment project. Our research will be led by Dr. Silas H. Lee III, who has conducted extensive research for previous developments with similar objectives.

Our multi-year research initiative is customized to analyze the concerns, expectations, and priorities of residents bounded by Poydras St, S. Claiborne Ave., Iberville St., and Loyola Ave. As researchers and planners, we recognize the importance of including the opinions of the diverse residents in this emerging community and have incorporated a multi-modal strategy to measure their opinions.

RESEARCH COMPONENT 1: BASELINE TELEPHONE SURVEY (YEAR ONE)

The first component of our research initiative is to conduct an extensive baseline survey of 300 residents to not only measure the cumulative support, awareness and perceptions of residents about the development, but evaluate the results by key demographic groups such as age, race, gender, proximity to the project, and other demographics. Respondents from landline and cell phone households will be interviewed by trained interviewers calling from a centralized research company.

RESEARCH COMPONENT 2: MOBILE ACCESSIBLE SURVEY (YEAR ONE)

The second component of this research strategy is a mobile/web friendly version of the baseline survey accessible to residents. This survey will be available to respondents for a limited period of time to avoid response duplication.

RESEARCH COMPONENT 3: ANNUAL TRACKING SURVEYS (YEARS TWO-THREE)

An annual tracking survey is proposed to measure shifts in perceptions, expectations, and satisfaction of residents. The data from the annual tracking survey will allow planners an opportunity to proactively address issues before they evolve into major obstacles.

Measurement of Impact

Our team will measure the success of our diversity, inclusion, and equity methods through an economic impact calculator (EIC). By tracking our team's progress, we will be able to ensure that we are on track with meeting and exceeding the diversity and inclusion goals set forth for this project. These efforts will be led by the team's community outreach group, The Hawthorne Agency. The EIC will track*:

- Total economic impacts, including both direct and indirect benefits
- How much of the benefit stays in the local area
- Number of jobs generated within the impact area including indirect jobs
- Total local, state and federal tax benefits of the project

*Reports by contract or aggregate



Project Ownership and Investment

Ownership and investment opportunities represent a significant strategy in promoting diversity, inclusion, equity, and access opportunities in this development. Our team's plan is to implement equity at the ownership and developer levels with Hopkins Development Group who will have the majority interest in ownership and development fees in the Low Income Housing Tax Credit portion of this the Charity Hospital redevelopment and have a consulting role in the workforce, faculty/student, and market rate housing portions of the project. Hopkins' valuable insight will help shape the Spirit of Charity Innovation District and continue to provide housing opportunities for the low and very low income future residents of the area.

Units in the project set aside for workforce housing or affordability will also be kept in those designations to provide opportunity for permanent ownership by disadvantaged families and persons. It is anticipated that any sale of units—the aforementioned tenants will have priority in ownership opportunity—would occur only after a Historic, Low Income or Opportunity Tax Credit hold period. 1532 Tulane Partners intends to procure a local HUD-approved home ownership counseling firm to work with current tenants and prospective disadvantaged buyers, allowing disadvantaged tenants to build resources and receive home ownership counseling aiding in home ownership qualification. This would also allow for permanent housing opportunities in these set aside units, beginning approximately 3 years prior to the end of the investment hold period.

Employment and career opportunities for neighborhood stakeholders and disadvantaged persons and businesses will ensure equity and increase quality of life. The proposal for the creation of a Tax Increment Finance District in the Spirit of Charity boundaries is a chance to provide just such opportunities. Opposed to using these TIF funds to pay down debt on a single building, better use would be to have the funds administered by a district-wide non-profit (such as the Greater New Orleans Foundation or a Spirit of Charity Innovation District located non-profit) to provide grants and subsidies to disadvantaged residents or business tenants for direct career or business growth in the area. 1532 Tulane Partners will set aside space and offer stipends or reduced rates for time at co-working and maker spaces within the innovation hub to recipients' of any such grants.



Construction

Opportunities to realize equity outcomes during the construction of the project include, but are not limited to, ensuring the participation of disadvantaged business enterprise contractors, working with and supporting pre-apprenticeship and training programs that expand the pipeline of qualified workers, local hiring commitments, and other initiatives. Subcontractors who may not otherwise have the benefit of performing work on associated projects will be given the opportunity to expand, grow, and become more proficient in every area of the trade (i.e. accounting, trade skills, management, etc.) through the Charity Hospital redevelopment. Furthermore, our team's contractor, The McDonnell Group (TMG), is committed to establishing long-term relationships with those who effectively perform their respective scopes of work and render a quality product.

Our team will promote equity and demonstrate accountability in the diversity and inclusion goals that have been set forth by JLL, LSU REFF, and the City of New Orleans **during the construction phases of the project** through employment of the following means:

Aggressive Outreach

Outreach and good faith efforts are needed to generate interest, identify recruitment sources and structure procurement to allow MBE/WBE/DBE contracting firms the opportunity for involvement. We shall accomplish this via the following methods: community outreach meetings, advertisements, notification to related organizations, project scope forms, time lines and particulars sent to prospective MBE/WBE/DBE by certified mail return receipt requested, follow up by telephone five days after mailing, pre-bid meetings, structuring of bid packages to allow for breakdown of work and comparable scope between similar trades, and matching MBE/WBE/DBE's with prospective bidders on large packages where they may not be competitive.

TMG shall begin outreach through advertisements to trade organizations, special interests group publications and large distribution publications. This shall make the contracting opportunities widely recognizable. TMG's advertisements shall demonstrate sincerity and responsibility. Subcontractors who respond shall be maintained in a database for future contact when their appropriate scope of work is bid.

Targeted Bid Solicitation

In addition to advertisements, TMG shall notify organizations and special interest groups targeting the construction industry. Letters requesting initial interest and membership listings shall be for-warded to these organizations. Organizations wishing to participate shall have their members added to the bid solicitation contact list. TMG shall also advertise contracting opportunities by speaking at organization meetings. During these presentations, scopes of work with approximate dollar amounts shall be made clear and known.

To accommodate bidding, TMG shall forward construction drawings and documents to the organization. When a particular scope of work is published for bid solicitation, TMG shall host pre-bid meetings if any of the following conditions are met: TMG deems it to be in the best interest of the subcontractors, subcontractors request a meeting, or the complexity of scope requires clarification. During the meeting, bidders shall be issued a bid package defining the scope of work, submission requirements, availability, and access to construction documents.

Bid packages shall be structured for simplicity with easy identification of scope split between various sub-contractors. To accommodate MBE/WBE/DBE participation, bid bonds shall not be requested unless deemed necessary by TMG. A bid bond shall be requested only if said scope of work meets one of the following characteristics: scope is highly technical, work is critical to the project schedule, scope of work is comprised of a high dollar value, or if required by Owner. Once bids are received, TMG shall ensure that all subcontractors bid on comparable scopes of work.



Project Labor Agreements

Our team has consulted with Tiger Hammond, President of the Greater New Orleans AFL-CIO. If our team is awarded, Tiger shall be engaged to implement a construction apprenticeship plan following the guidelines of the North America's Building Trades Unions. This major inclusive provision of our proposal with the GNO AFL-CIO shall offer priority training to displaced and nearby residents with the opportunity to participate in construction. Contract negotiations and design shall allow ample time to integrate these individuals into the team so they can be gainfully employed by the time construction starts.

This skilled craft apprenticeship system program establishes an "earn while you learn" system with opportunities for college credit through many of its parts. National partners include the National Urban League, Wider Opportunities for Women, and Helmet to Hardhats. The program provides career training to disadvantaged individuals including low-income, minority, veteran, and female workers, and is widely referred to as "the other four-year degree."

Our team proposes the use of a Project Labor Agreement (PLA) with the mission to realize equity outcomes and ensure access to economic opportunity for area residents. PLA's positively impact construction projects, and research by nationally recognized institutions such as Cornell University, UCLA, and Michigan State University supports their use. The program shall provide:

- Workforce training and apprenticeship programs
- Education and work programs targeted to displaced residents
- Local hiring provisions
- Minimum wage rates and benefits
- Disadvantaged Business Enterprise participation
- Union Labor participation
- Cost Controls
- Timely schedule delivery
- Heightened level of safety

Cash Flow Assistance

To assist MBE/WBE/DBE subcontractors who have inadequate monetary resources to fulfill their portion of work, TMG offers cash flow assistance. Cash flow assistance can include any of the following: TMG will allow the subcontractors assign their subcontract agreements to financial institutions to accommodate lending requirements which affects cash flow distribution, TMG will also offer subcontractors assistance in accounting by monthly payroll draws, joint check arrangements to vendors, etc. Efforts by TMG to aid MBE/WBE/DBE contractors shall continue into and through the construction process.

Equal Opportunity Measures

TMG shall create an environment conducive to equality among all subcontractors and employees regardless of age, race, or gender. TMG expects subcontractors to participate in such a work environment and requires acknowledgment of the same through The McDonnell Group's Equal Opportunity Policy. TMG shall refer minority, woman, and disadvantaged applicants to the proper union halls, trade organizations, subcontractors when TMG cannot properly accommodate them.

During construction, TMG shall meet employment goals by following up on initial contacts whether initiated by TMG or on behalf of the applicant, by requesting lists of minority participants through the local unions and trade organizations and disseminating lists to respective subcontractors.

TMG shall bind all subcontractors to the same terms and conditions of the MBE/WBE/DBE subcontracting and hiring plan. All subcontractors are also encouraged to comply with the spirit of Open Access through all the same phases of their contracting and employment opportunities. Subcontractors shall be required to forward a written plan on how they are to meet the goals of the Subcontracting Plan.

[READ MORE ABOUT NORTH AMERICA'S BUILDING TRADE UNION](#) 

Asset and Facility Management

Opportunities to promote equity during the ongoing operation of the Charity Hospital Redevelopment project include, but are not limited to, ensuring the participation of disadvantaged business enterprise contractors, working with and supporting workforce development programs that expand the pipeline of qualified workers, local hiring and wage commitments, and other initiatives. For the **ongoing asset and facility management phase of the project**, the Hawthorne Agency will assist with the outreach efforts on behalf of 1532 Tulane Partners. Our team will track and archive all responses, and make them available for review by development team members and project stakeholders to promote a transparent process to our teams approach to equity in asset and facility management. Our team will also employ the following methods to promote equity and demonstrate accountability in the diversity and inclusion goals that have been set forth by JLL, LSU REFF, and the City of New Orleans:

Aggressive outreach

Our team will develop an aggressive outreach plan, generating interest for local workforce development through advertising and a direct, targeted, multi-level approach that will include:

- Newspaper
- Contact by fax/email/telephone follow-up (certified and "certifiable" businesses).
- Segment on local weekly radio/television

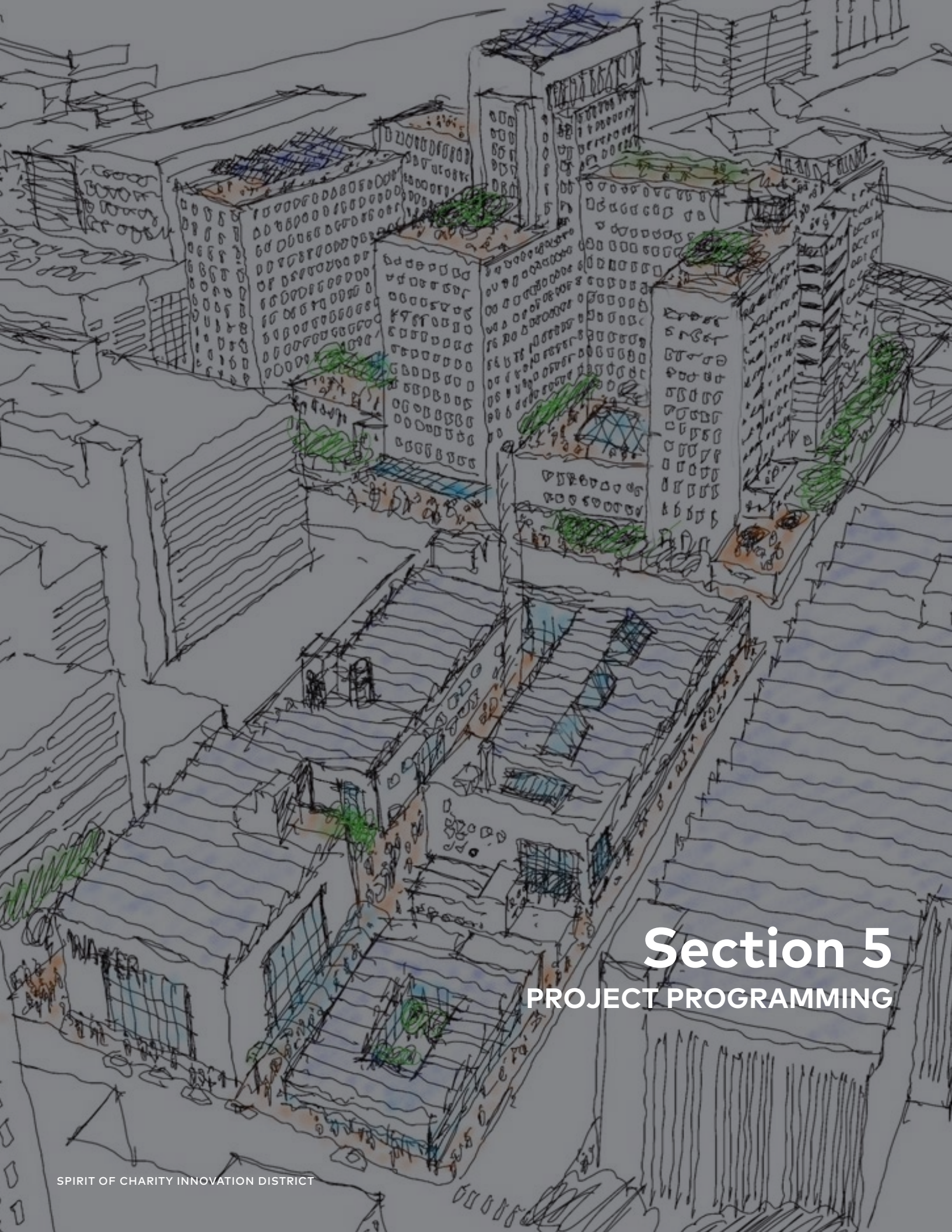
Small Business Exchange

DBE engagement for the hiring of skilled workers and management groups for asset and facility management will be led by Valerie Voorhies of the Small Business Exchange (SBE). SBE has a 34 year history of providing DBE's owned by minorities, women, and veterans (especially disabled veterans) with access to information and resources that enable them to successfully enter and compete in both local and global economies. We will utilize the SBE and its extensive database and outreach tools for inclusion in both the construction and facilities management for this project. To ensure transparency and ease of response, our team will provide "open access" to the procurement process through SBE's "Bid Opportunity Tracking" system. This includes:

- Pre-bid stage
- Out-to-bid stage with planholder/prospective bidder listing
- Bid results with sub-to-low bidders at 1st, 2nd and 3rd tier levels

Educational Opportunities + Workforce Development

Through our proposed programming for internship and apprenticeship opportunities within the innovation hub and in partnership with Tulane University, the Gulf Coast Education and Training Consortium, and other local institutions, we have designed a long-term equity and community investment strategy for the Charity Hospital redevelopment. These opportunities will be managed by the institutions with which they are associated, and will each serve as gateways to lifelong careers in the medical industry. In turn, these programs will provide a pipeline of skilled workers, adding workforce and productivity to the area's biomedical industry and entrepreneurial incubators.



Section 5

PROJECT PROGRAMMING

Development Program

Vision

In 1938, Charity Hospital was constructed to expand the public healthcare resources available to the City of New Orleans. Outside of the immediate impact within its walls, the hospital also served as the impetus for the birth of a medical district that slowly grew around it. For nearly 70 years, Charity Hospital was an economic catalyst, spurring the growth of a district built around the medical industry. After Hurricane Katrina, the severity of damage to Charity Hospital permanently shuttered its doors, and the district surrounding it abruptly died. Once a bustling area, it became a strictly vehicular thoroughfare for commuters heading for I-10 or Claiborne Avenue and into the CBD.

Our team's vision is one of resurrection. While a district solely focused on the medical economy is one that cannot be reproduced, we believe an adaptive approach that honors the heritage of the Charity Hospital building—that includes work force and temporary housing, medical training programs, an innovation hub, retail, restaurants, and Tulane University as an anchor tenant—will become an economic catalyst for the Spirit of Charity Innovation District, as well as support the now expanded and dispersed medical district. We believe this redevelopment is the key to unlocking a renewed Spirit of Charity.

Implementing the Spirit of Charity Innovation District

Innovation districts are natural drivers of civic revitalization. When envisioned effectively, they increase density, encourage the development of new ideas, technologies, and companies, facilitate collaboration, and emphasize diversity and inclusion. Our vision for this new district is one that is open to all citizens of New Orleans. We believe it is important to build upon the historical medical nature of the district while bringing in elements that will uplift the area to its former vibrancy and vitality. In order to achieve this vision, we propose Charity Hospital to be the main hub of redevelopment—phase 1—with growth moving out from there. The redevelopment of the old laundry and power plant facilities—phase 1B—into a mixed-use development including expanded innovation center and research facility, creating a connection to the Superdome and CBD, will draw more foot traffic into the area. Redevelopment of the Dibert Building—phase 2A—into permanent low income housing with mental health support services will fill a need for immediate access to mental health care for the city's most at risk population. Redevelopment of the L&M Building—phase 2B—will include mixed-income housing (very low, low, moderate, and market rate). Finally, incorporating a new YMCA community center—phase 3—offering programs for seniors and youth will fill a need for a downtown presence for the Y of Greater New Orleans. Implementing principles of transportation oriented developments along Tulane Avenue will create a point of entry to the district for city-wide residents. We see redevelopment opportunities that would continue up and fan out from Tulane Avenue toward Claiborne Avenue, creating a connection to the culturally rich Claiborne corridor. View our full proposed implementation strategy on page 52.

Mitigating Risk

Risk is a factor in any development project. One of the key aspects of a successful project is identification and mitigation of those risks. In reviewing the district framework and site context, physical former Charity Hospital building structure, and uses and financing options, as well as studying past proposals from area stakeholders, 1532 Tulane Partners has identified several potential areas which could have detrimental effects to the success of this redevelopment project and has developed an approach to mitigate the risks they potentially impose.

Timing is critical to the success of any project and agreement. Physical, political, or financial issues can quickly produce delays in process or roadblocks to effectively completing each phase of a project. Difficult to resolve or overly complex systems greatly increase the chances of project failure. With these potential risks in mind, our team deemed programmatic uses such as moving New Orleans City Hall and the Courts as overly complicated. Out of multiple discussions had with the Mayor's office, we became aware of the complications that would result from this move, some being issues that have plagued the current location for years: building program for appropriate security, access, and ownership; issues of traffic and parking; and ultimately, political approval. Additionally, it became clear from our conversations that the Cantrell administration was not amenable to relocation to the Charity Hospital redevelopment.

Heavy use of public subsidies, Community Development Block Grant funds, and other public dollars and programs diverts these funds from current planned uses as well as creates problems and potential shortfalls with the existing financial plans of the government agencies controlling those programs and funds. Additionally, regulatory delays during the construction of a complex stack of capital can lead to significant problems, delays, and possible collapse of a transaction. 1532 Tulane Partners will rely

primarily on private equity and lending with historic tax credits and bond issuance for the financial structure. This will reduce the risk of a complex, highly public subsidy not materializing in a timely manner. A more traditional private equity development plan allows the project to get underway quickly and start delivering positive benefits to the district and City as soon as possible. Unnecessary holding periods (through long or complex approval processes) have the potential to drive up costs and increases risks.

Charity Hospital Proposed Program Summary

The catalyst to the larger Spirit of Charity Innovation District is the redevelopment of the Charity Hospital Building, and our teams focus remains on this transformative project while remaining alert to opportunities for growth outward from here. Our proposed program for the redevelopment for Charity Hospital consists of a diverse plan that is all revenue generating while still being community driven. It includes the following:

PROGRAM	MANAGED BY	SIZE	LOCATION	REVENUE PRODUCING
Office	Tulane University	175,000 SF	levels 2-4	✓
Housing	Triumph Housing Management	465,075 SF	levels 5-18	✓
Innovation	Land as Art, LLC	66,425 SF	levels 1-3, 11-13	✓
Education	Tulane University, Charter programs	15,900 SF	levels 12-13	✓
Community	TBD (Third-Party Management)	81,000 SF	level 1	
Retail	TBD (Third-Party Management)	46,175 SF	levels 1 + 3	✓
Parking	TBD (Third-Party Management)	86,950 SF	basement/lower level	✓

OFFICE

Tulane University stands as an anchor tenant for the building utilizing the location for non-academic administrative offices. Tulane’s involvement provides the university the opportunity to strengthen their presence within downtown and the SCID. Their inclusion in the project provides a tenant that lowers the risk of the entire project as a long standing institution in the district and New Orleans.

After phase 1A and the completion of the Charity Hospital redevelopment, we propose utilizing office space in the Butterworth and Hutchinson buildings across Tulane Avenue for traditional offices, providing small business owners and entrepreneurs access to and use of the innovation hub. This would also act as an income source to support the proposed non-profit hub.

HOUSING

The housing component will include work force housing, faculty/student housing for Tulane University, market-rate housing, and co-living units. This combination allows for a diverse population to inhabit the building in an equitable way.

INNOVATION

The innovation hub will allow for residents of the city to have affordable access to collaborative space and spur entrepreneurial growth within the Spirit of Charity Innovation District. Here, community members will have an opportunity to launch enterprises and businesses, expand existing operations without large capital expenditures, and grow entrepreneurial enterprises. Part of our financial proposition includes allocating a portion of the EDD/TIF funding to the creation of a grant program controlled by the Greater New Orleans Foundation that would be available to DBE individuals and organizations. Our team has begun discussions with area high schools (New Harmony High School and Living School New Orleans), universities (Tulane and UNO), and the Gulf Coast Education and Training Consortium about creating internship opportunities within the innovation hub for students.

A portion of the innovation will be incorporated into lower floors of the Charity Hospital, allowing for a connection to the Tulane Avenue corridor, and conference and meeting space located on upper levels. We are also proposing that a more technologically oriented section to be located in the old Laundry Building (phase 1B). The use of these low rise buildings allow for a connection to the Perdido and Poydras Avenue corridors. This also allows this block to become the foothold for the expansion of the Spirit of Charity Innovation District out of the Charity Hospital redevelopment. Committed to knowledge development and serving as a community wide asset, the innovation hub will showcase cutting-edge research, facilitate learning activities in a fun environment, and train future entrepreneurs and innovators. It will be an integral party of the larger Spirit of Charity Innovation District.

EDUCATION

Our proposed program calls for several potential institutional uses: medical training programs, medical research facilities (phase 1B), and an Orleans Parish School Board (OPSB) Charter Launch. The medical training programs will be focused on bringing high school students from New Harmony High School and Living School New Orleans, placing them on track for successful careers in the medical industry and connecting them with working professionals surrounding the district. The medical research facilities will be placed in the Laundry Building in what we are proposing as phase 1B of the larger Spirit of Charity Innovation District implementation strategy. As New Orleans is almost exclusively now all charter schools who are responsible for finding their own facility placement, OPSB has proposed having space within Charity Hospital where newly launched charter schools could be located for 2-3 years prior to finding a permanent location in the city.

COMMUNITY

Within the community-based development space, our vision includes a daycare facility, community art galleries, public outdoor amenity space, and an area dedicated to the History of Charity Hospital.

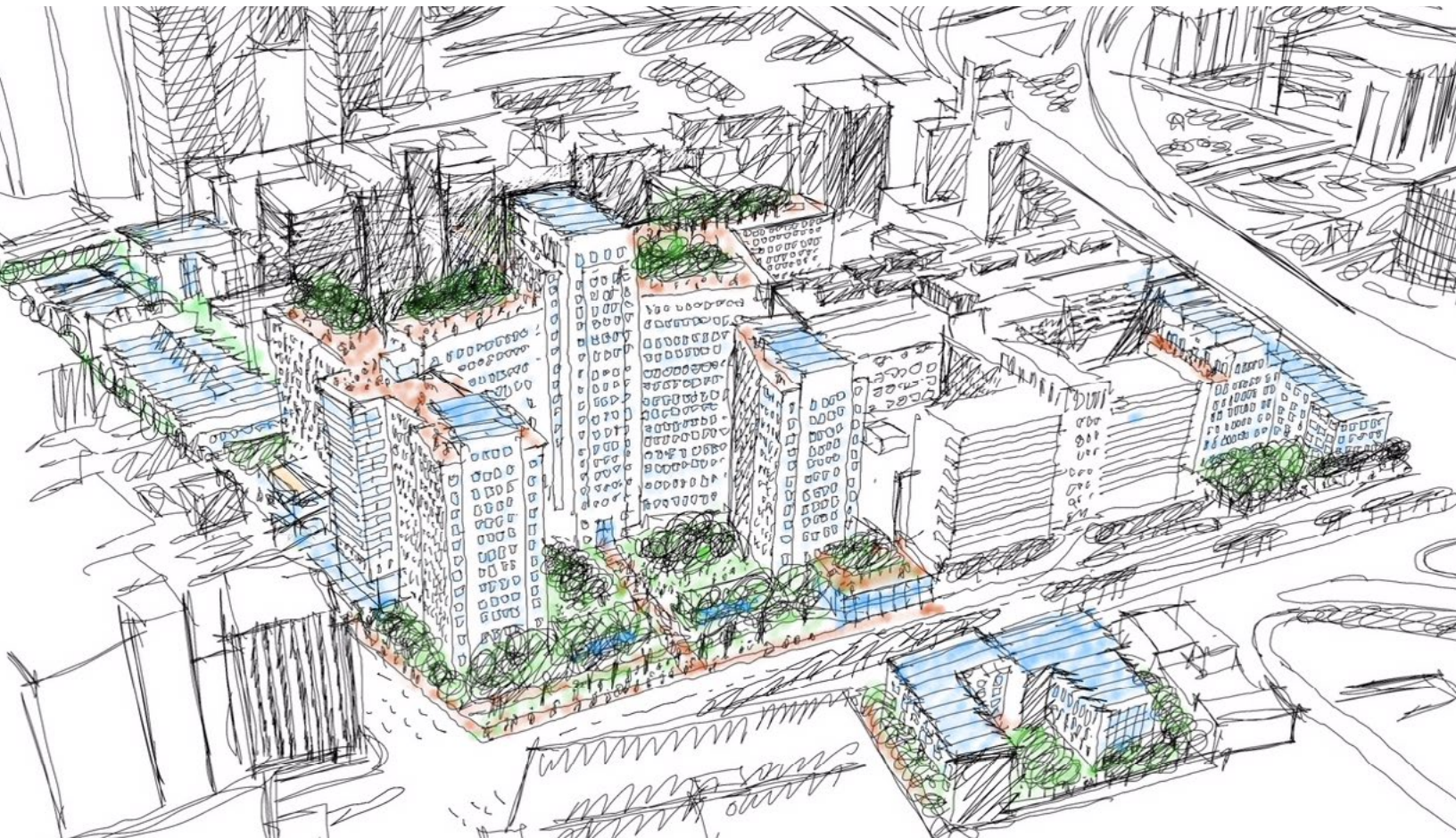
RETAIL

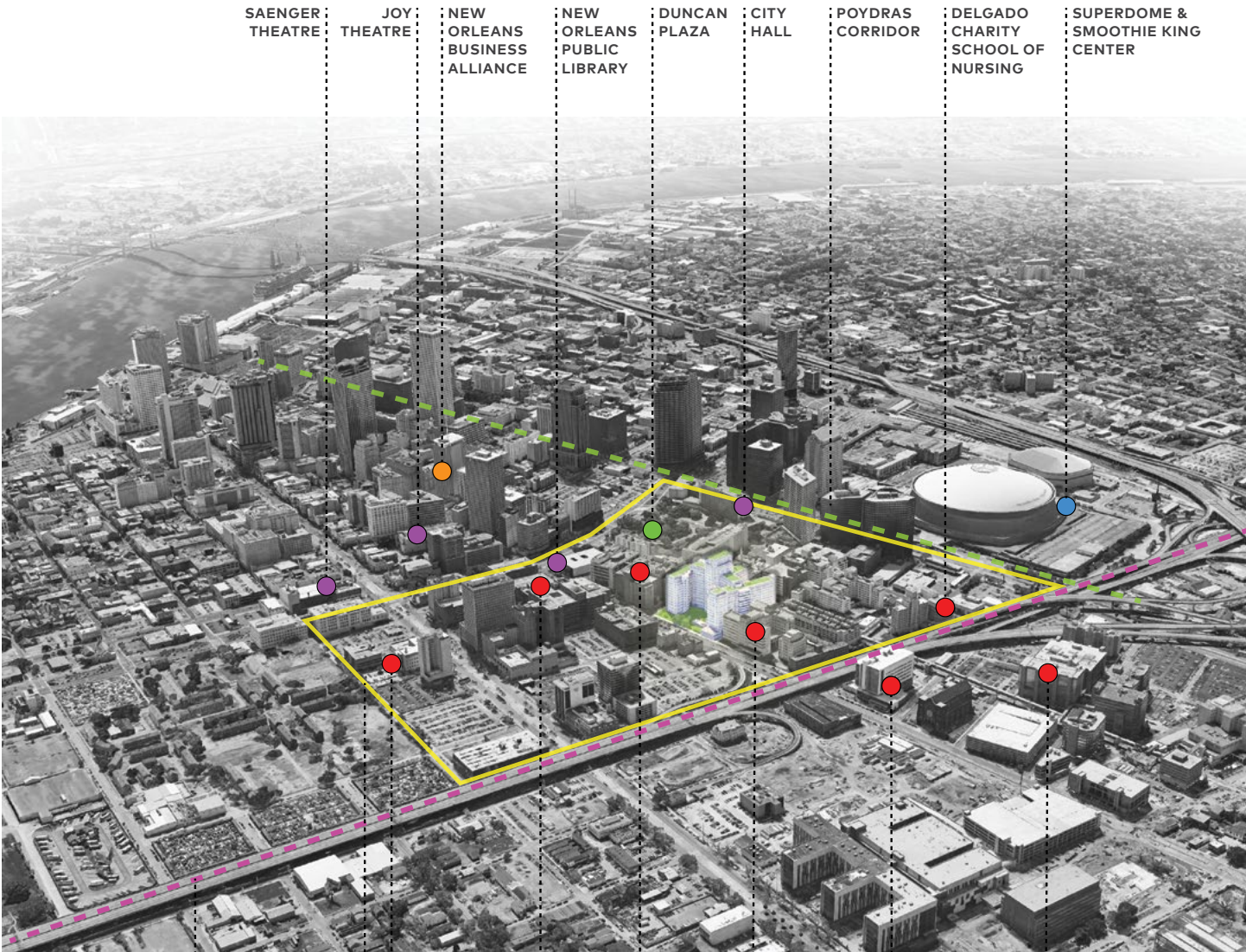
The retail component of our redevelopment will focus on locally owned businesses with a focus on locally made products and local hiring, providing jobs to those living within or nearby the district.

PARKING

While the team believes that public transit should be the priority for moving the community to and from the building, we understand that parking is an important component for any large scale development in downtown New Orleans. Creating underground parking in the underutilized basement allows for positive parking counts for the district and project while not removing any prime usable square footage from the historic building.

SPIRIT OF CHARITY INNOVATION DISTRICT



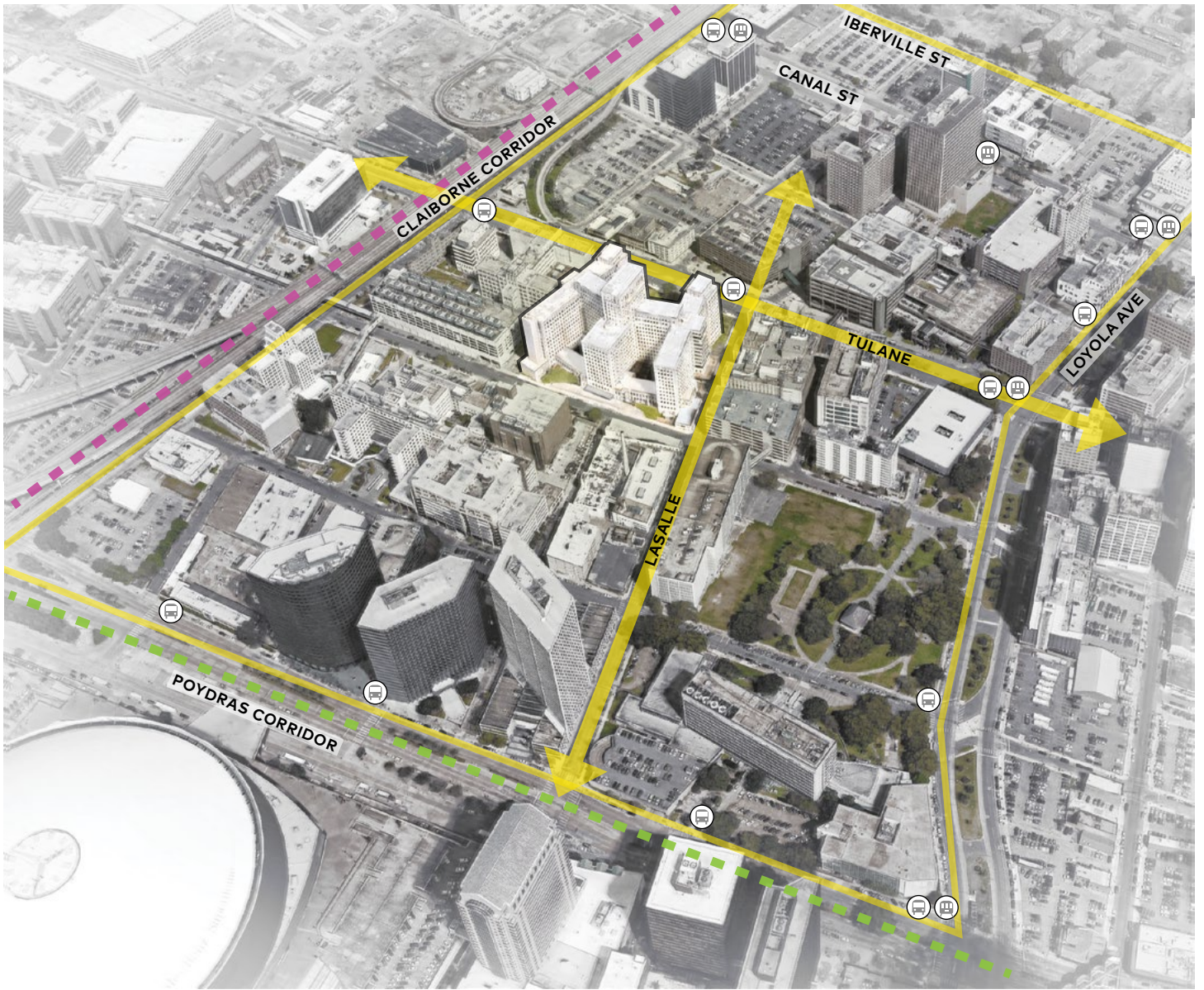


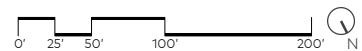
SAENGER THEATRE JOY THEATRE NEW ORLEANS BUSINESS ALLIANCE NEW ORLEANS PUBLIC LIBRARY DUNCAN PLAZA CITY HALL POYDRAS CORRIDOR DELGADO CHARITY SCHOOL OF NURSING SUPERDOME & SMOOTHIE KING CENTER

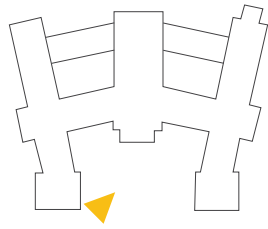
CLAIBORNE CORRIDOR PROPOSED SPIRIT OF CHARITY INNOVATION DISTRICT NEW ORLEANS BIOINNOVATION CENTER TULANE MEDICAL CENTER TULANE UNIVERSITY MEDICAL SCHOOL LSU SCHOOL OF MEDICINE LOUISIANA CANCER RESEARCH CENTER LSUHSC SCHOOL OF MEDICINE



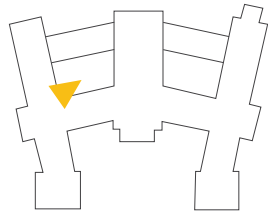
- PUBLIC PLAZAS/PARKS ● EDUCATIONAL INSTITUTION ● BUSINESS
- CIVIC ● MEDICAL INSTITUTION ● SPORTS / ENTERTAINMENT



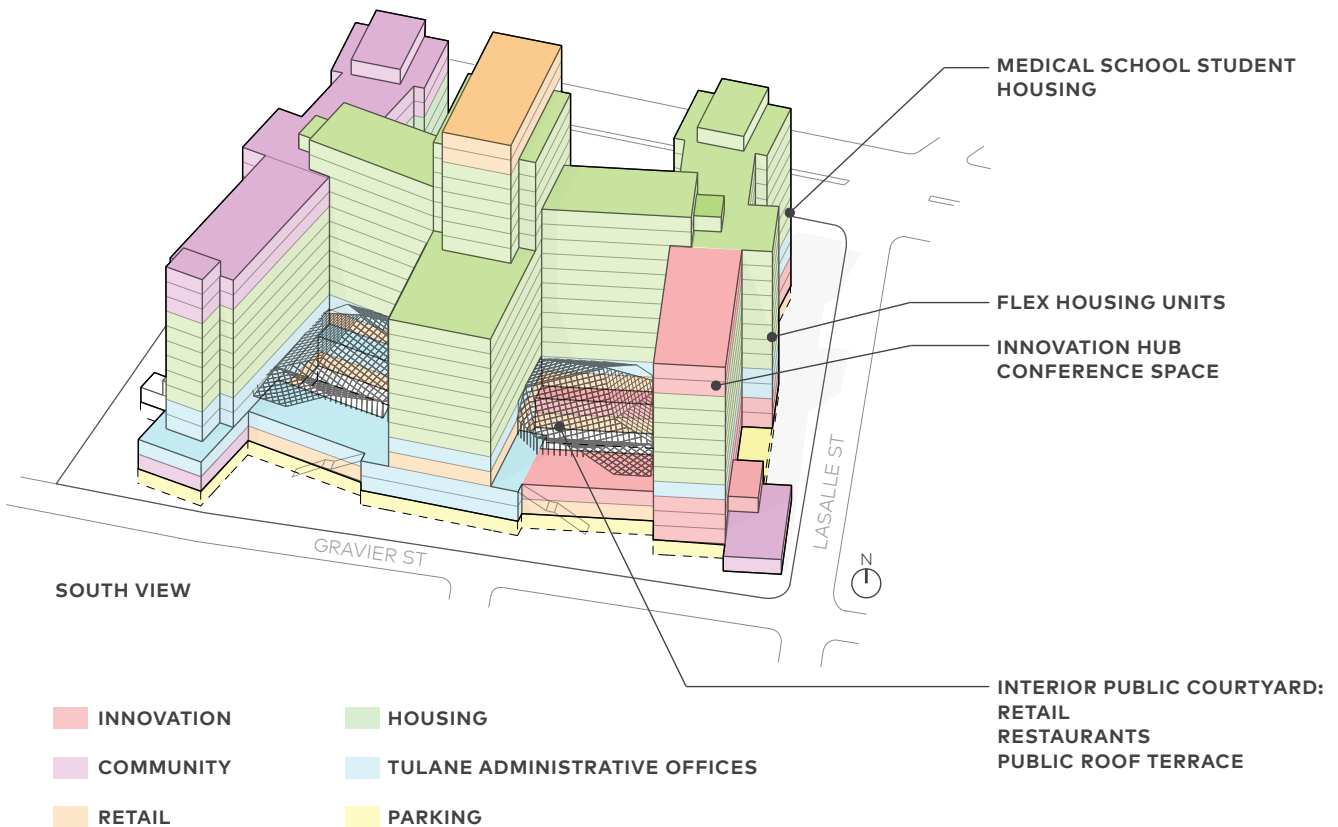
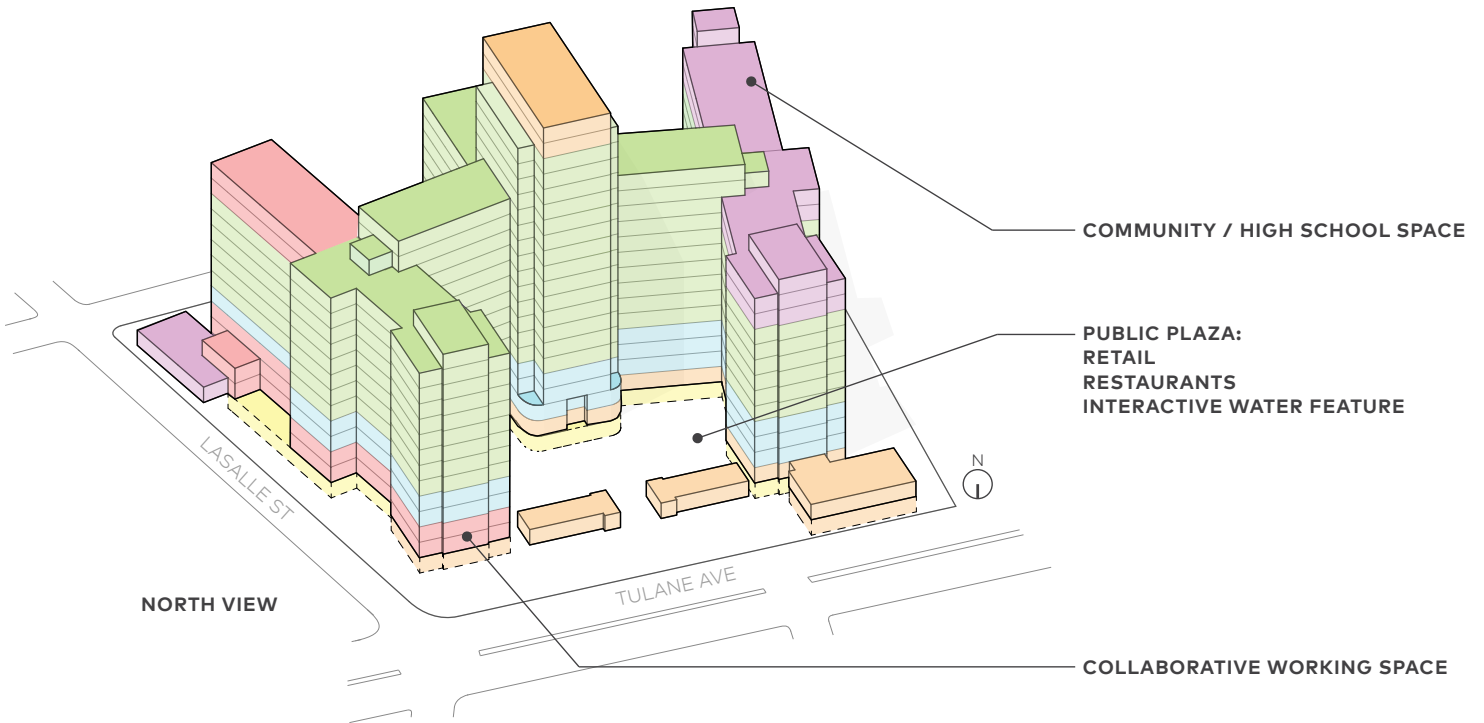




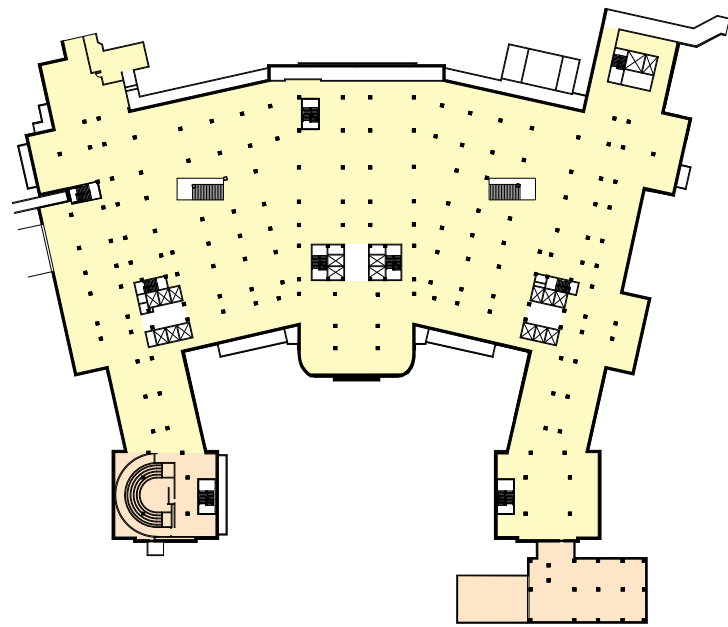
VIEW LOOKING WEST INTO COURTYARD



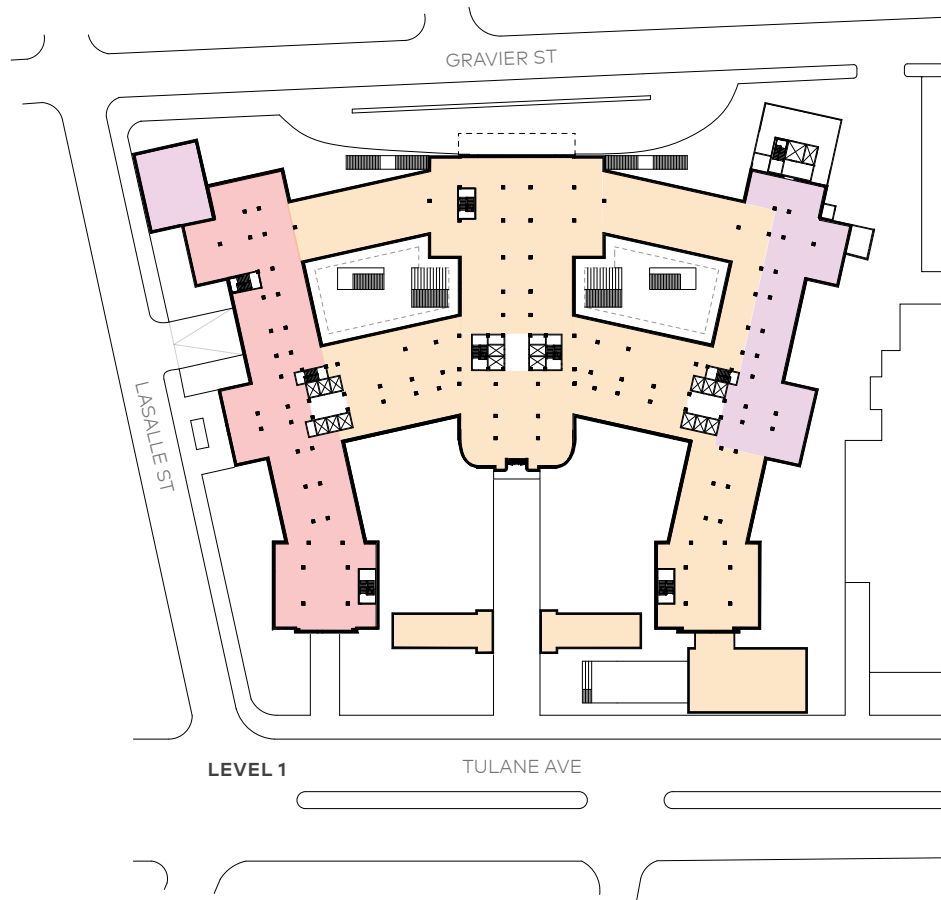
VIEW LOOKING WEST INTO ATRIUM



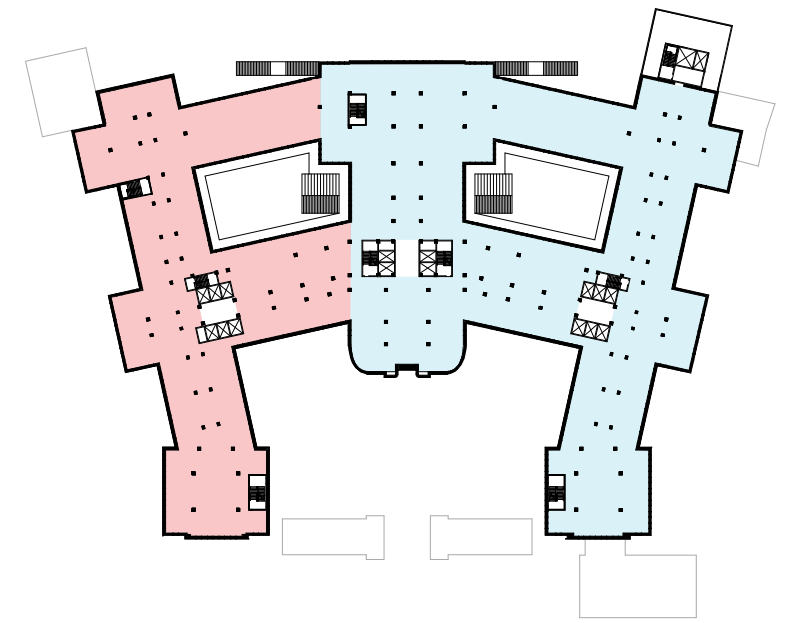
- | | |
|---|--|
| INNOVATION | HOUSING |
| COMMUNITY | TULANE ADMINISTRATIVE OFFICES |
| RETAIL | PARKING |



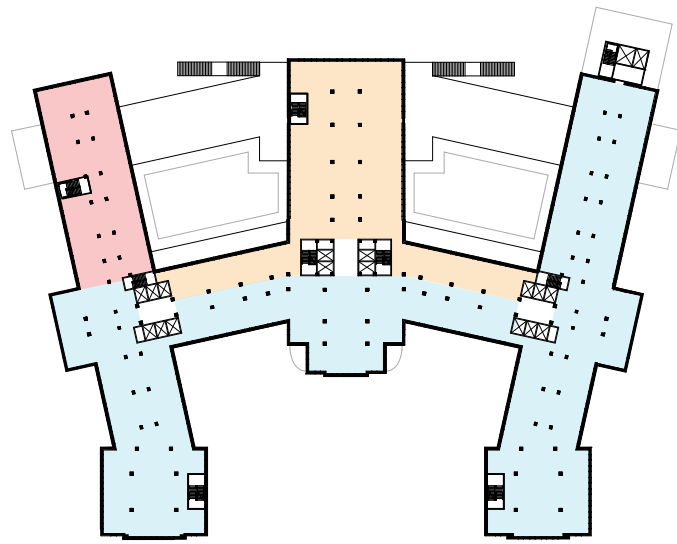
LOWER LEVEL



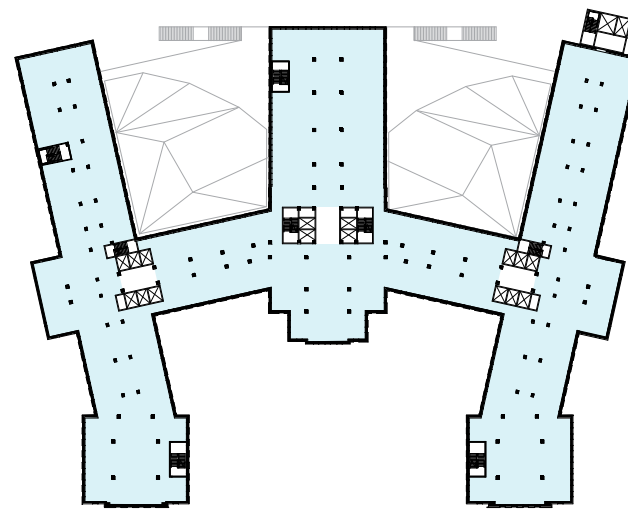
LEVEL 1



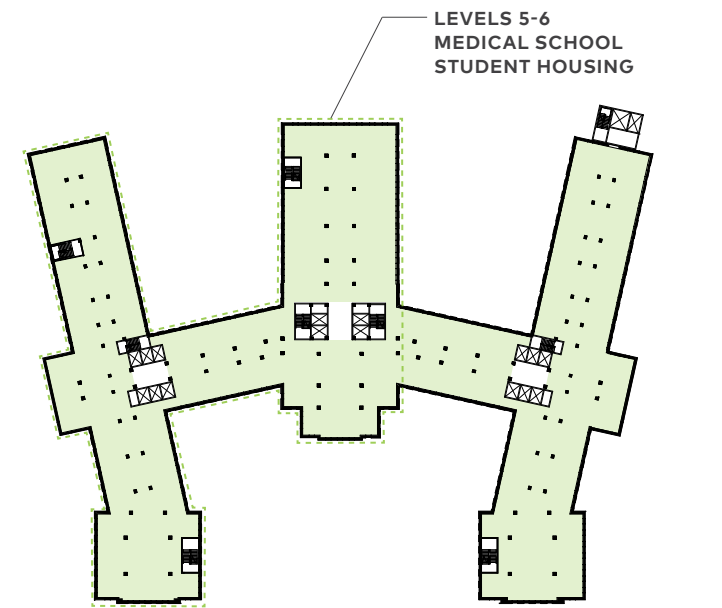
LEVEL 2



LEVEL 3

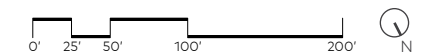


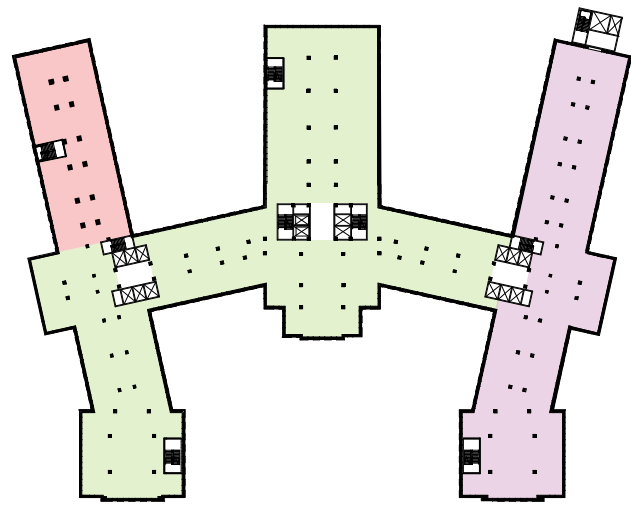
LEVEL 4



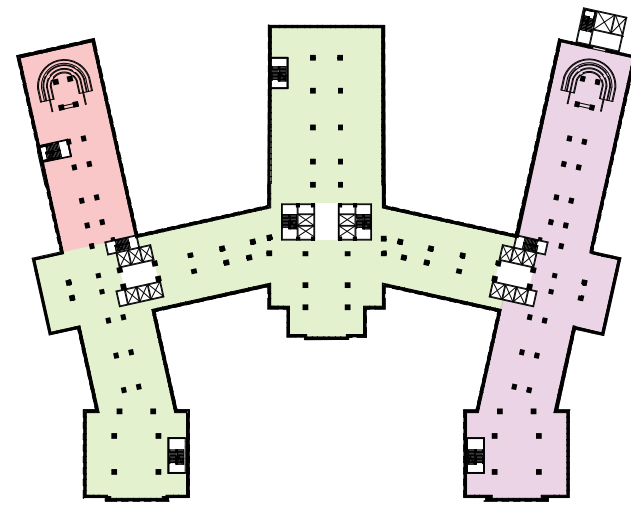
LEVELS 5-10

- INNOVATION
- COMMUNITY
- RETAIL
- HOUSING
- TULANE ADMINISTRATIVE OFFICES
- PARKING

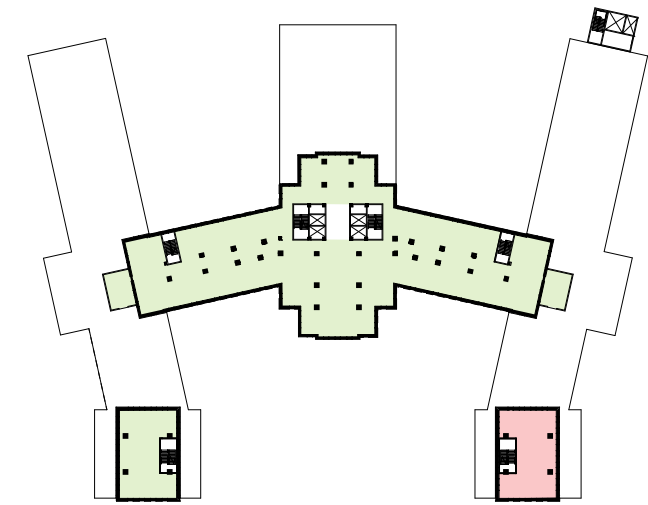




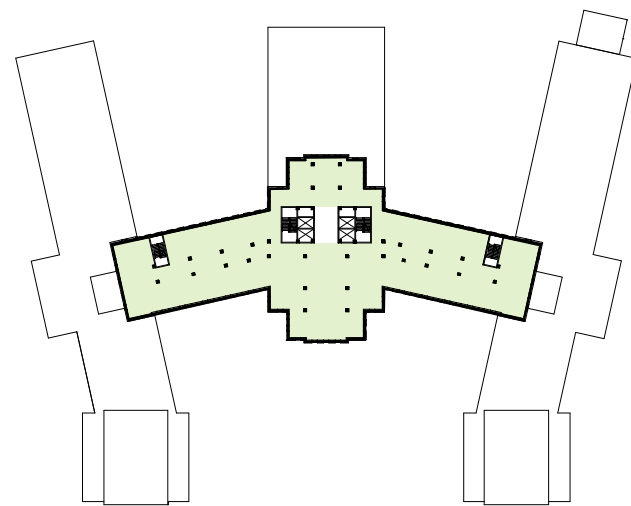
LEVEL 11



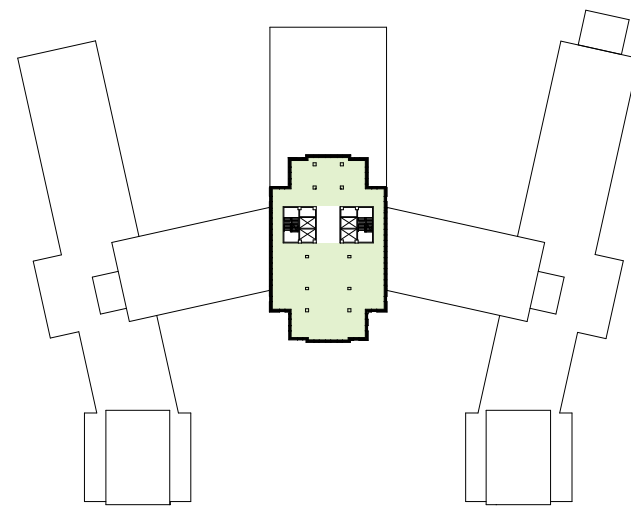
LEVEL 12



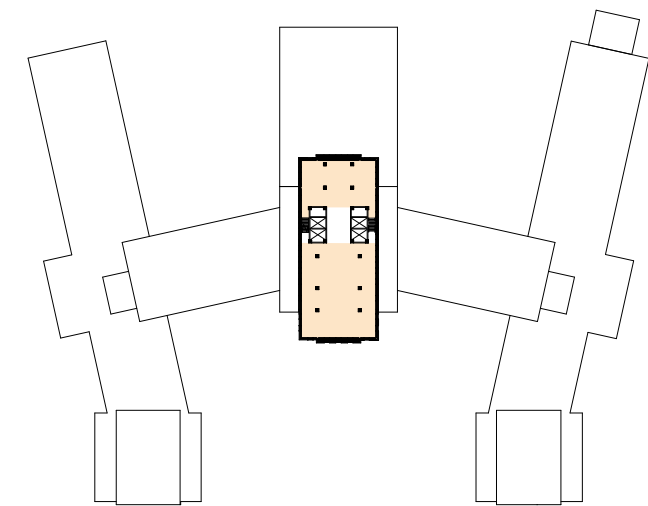
LEVEL 13



LEVEL 14



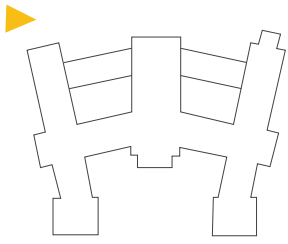
LEVELS 15-18



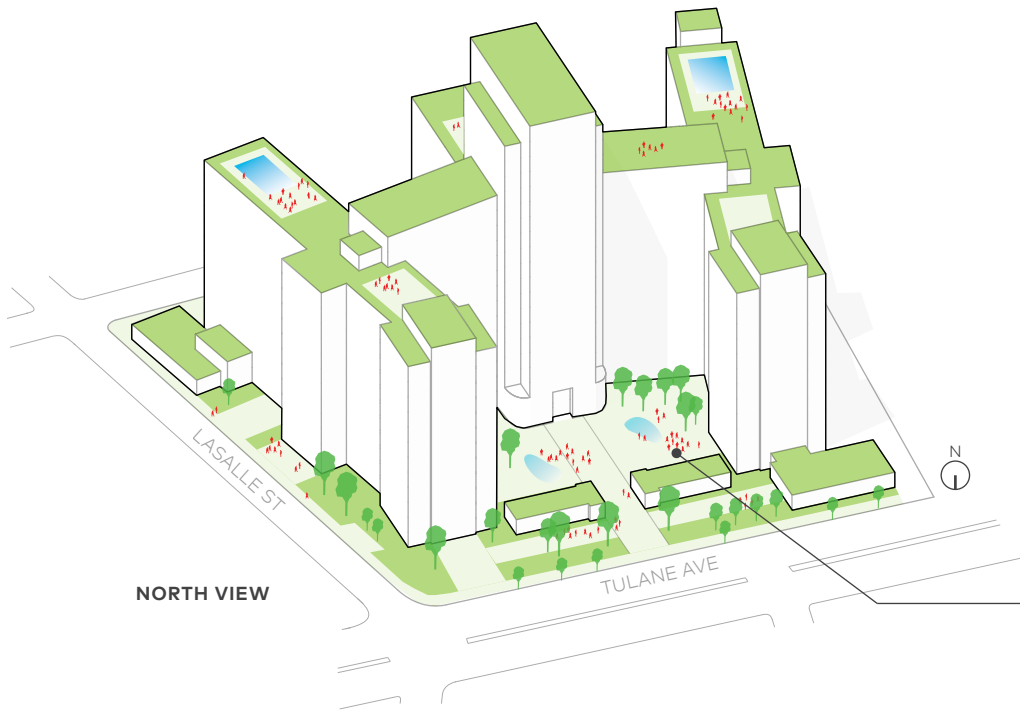
LEVELS 19-20

- INNOVATION
- HOUSING
- COMMUNITY
- TULANE ADMINISTRATIVE OFFICES
- RETAIL
- PARKING





VIEW LOOKING NORTHWEST DOWN GRAVIER STREET

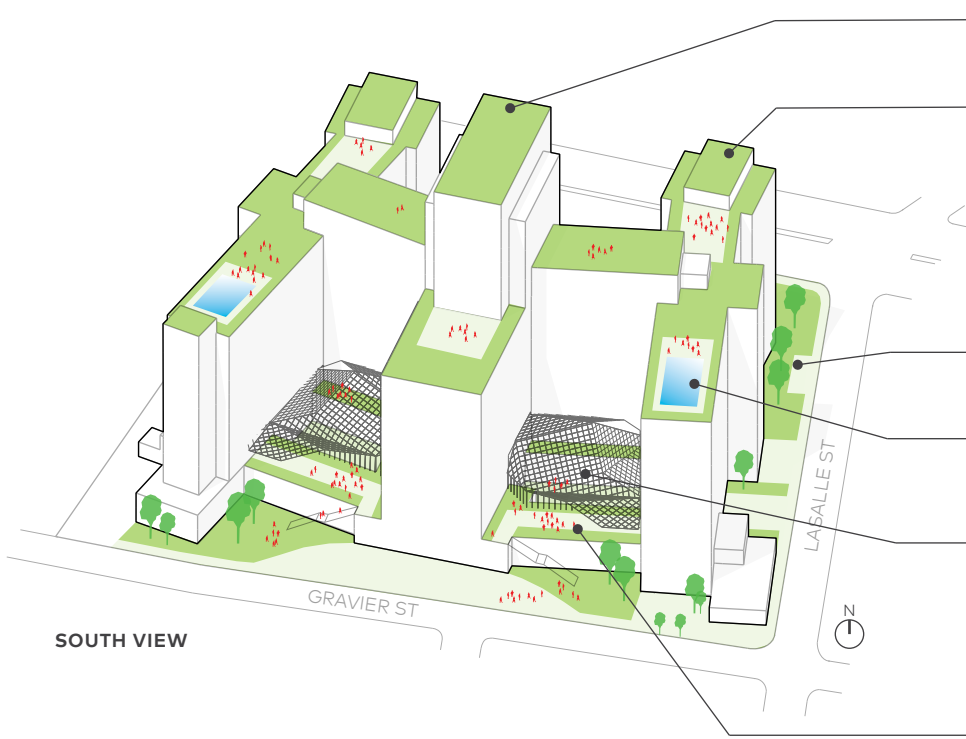


NORTH VIEW

AMENITIES

The reimaging of Charity will feature a focus on exterior amenities and public space which will serve to better connect the building and its spaces to the community and its adjacent context. These features will serve to create visual and physical connections to invite the community in, creating vibrant social spaces that capture the spirit of the neighborhood and New Orleans.

- PUBLIC PLAZA**
- RETAIL**
- RESTAURANTS**
- INTERACTIVE WATER FEATURE**



SOUTH VIEW

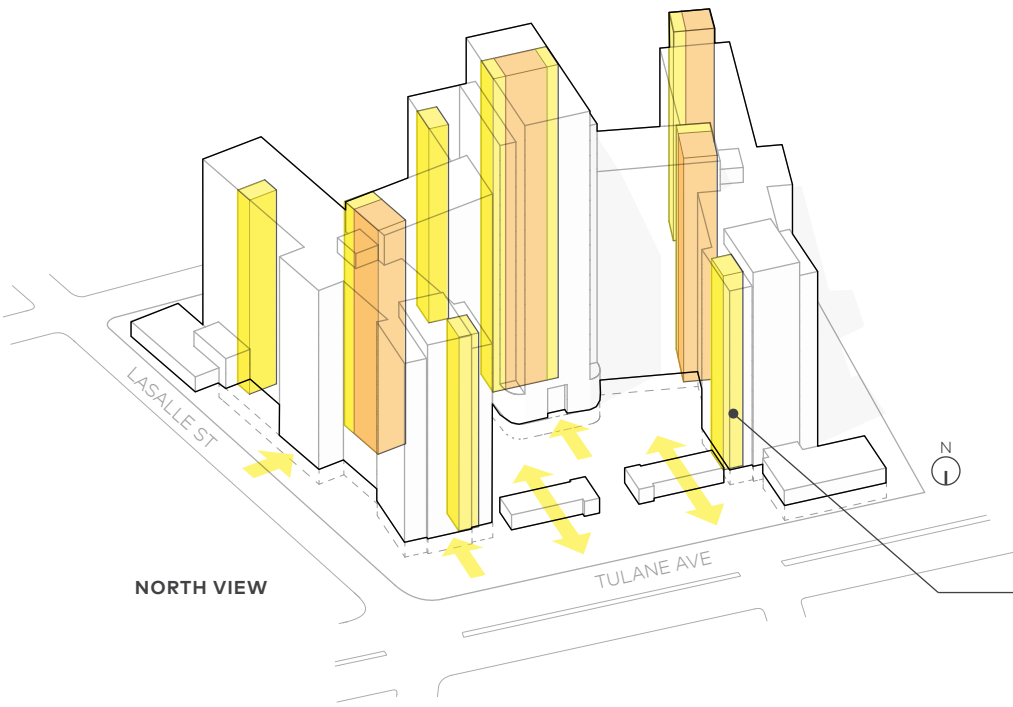
- GREEN ROOFING PROVIDES AMENITY AND STORM WATER MANAGEMENT**
- ROOFTOP AMENITIES INTERIOR AND SUPPORT SPACE**

- POCKET PARK**
- PEDSTRIAN AMENITIES**

- SHARED TENANT AMENITIES**

- INTERIOR PUBLIC COURTYARD:**
- RETAIL**
- RESTAURANTS**

- PUBLIC ROOF TERRACE**

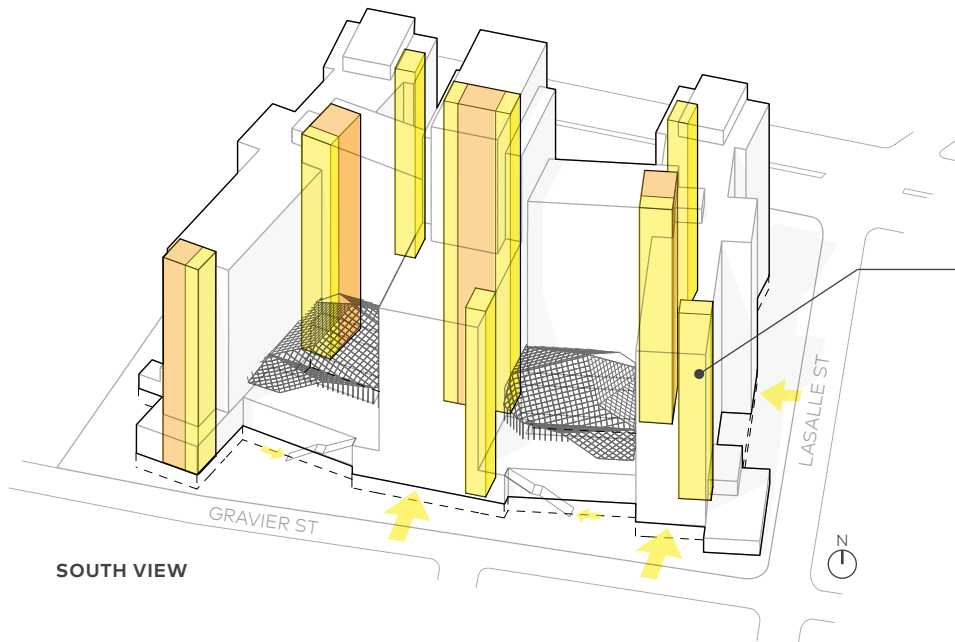


NORTH VIEW

CIRCULATION

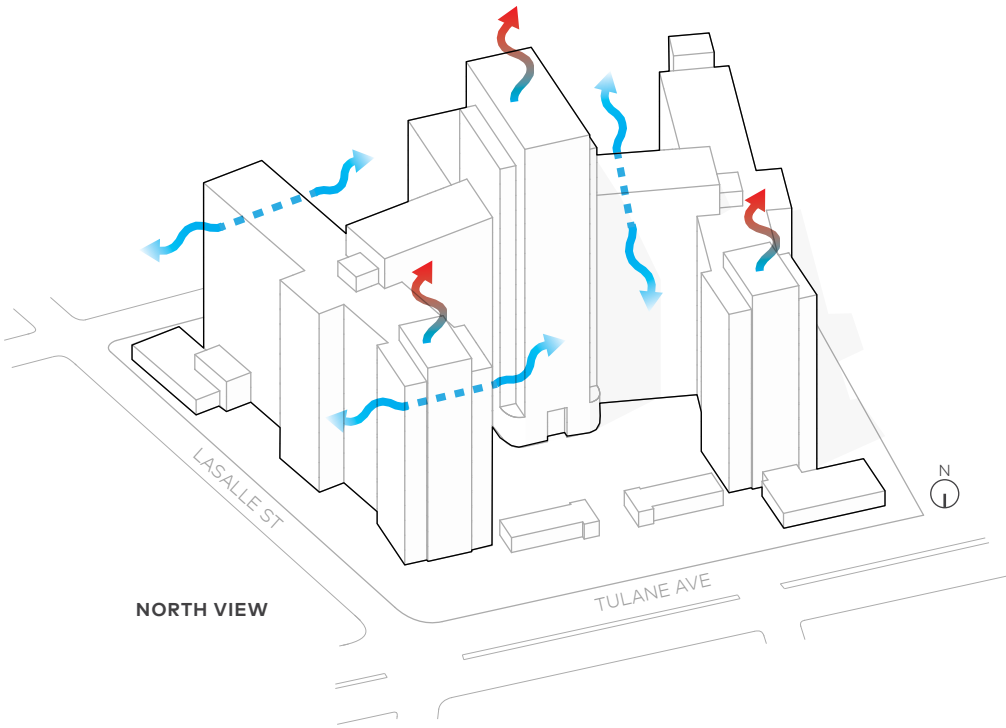
Many of Charity's existing internal vertical circulation paths will be utilized. Non-original exterior stair additions will be removed and new internal stairs will be added to accommodate circulation and exiting needs. Throughout the building are opportunities to connect two floors together with the use of open stairs, encouraging connectivity and collaboration.

NEW INTERIOR STAIR CIRCULATION TO REPLACE NON-ORIGINAL EXTERIOR STAIR ADDITIONS



SOUTH VIEW

NEW INTERIOR STAIR CIRCULATION TO REPLACE NON-ORIGINAL EXTERIOR STAIR ADDITIONS



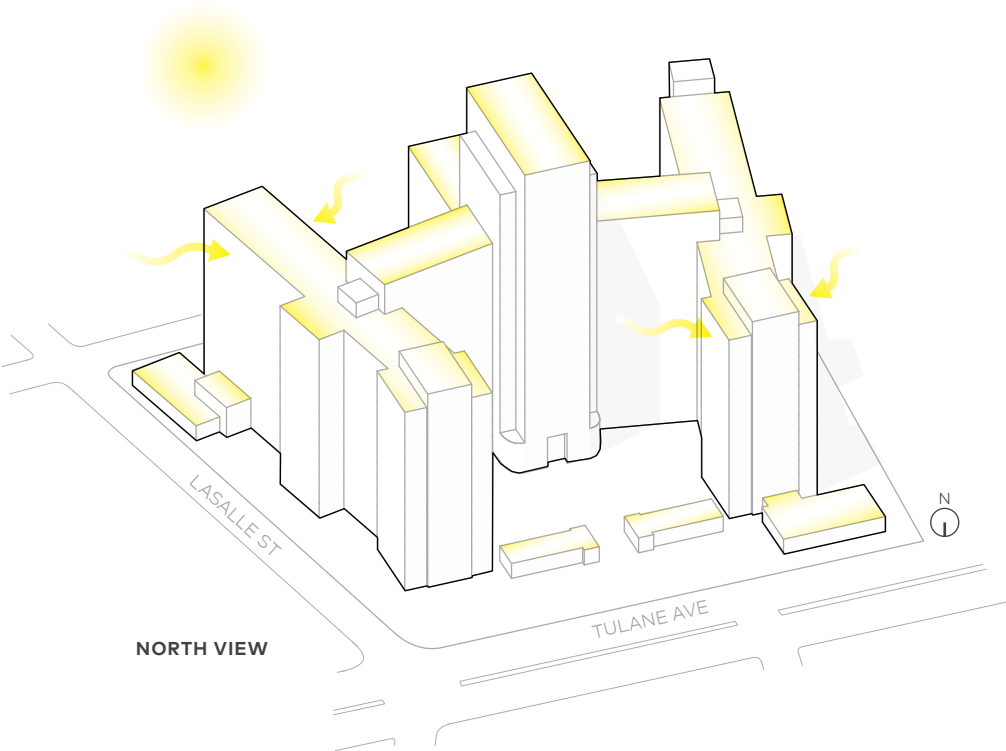
NORTH VIEW

SUSTAINABLE STRATEGIES

The reinvigoration of Charity will feature a multitude of integrated sustainable strategies. These strategies will serve to reduce the building's carbon footprint, reduce negative impacts of stormwater runoff, and better connect its occupants to nature and the community.

NATURAL VENTILATION

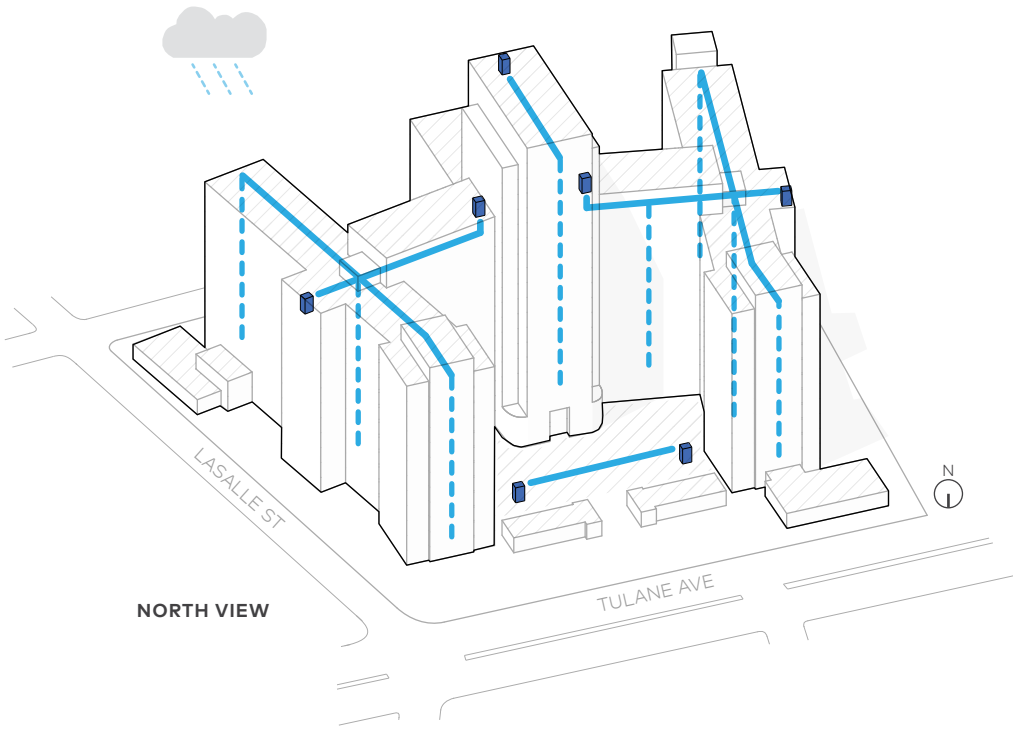
Charity's narrow cross section provides an ideal configuration to facilitate natural ventilation with the ability to capture cross ventilation. The natural ventilation strategy serves to reduce the building's energy footprint and connect its occupant to the outdoors.



NORTH VIEW

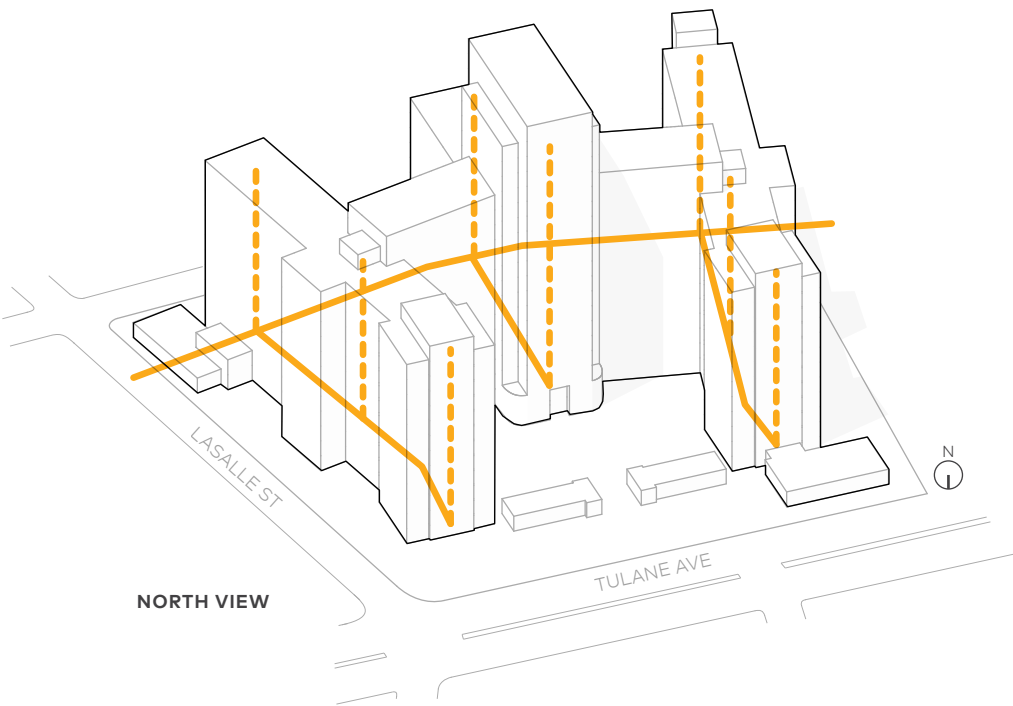
DAYLIGHTING

Charity's narrow footprint also provides an ideal configuration to deliver excellent daylighting opportunities throughout. Reducing artificial lighting results in lower carbon footprint and allows occupants to connect to the outdoors and their circadian clock.



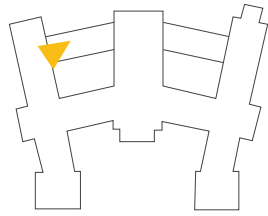
STORM WATER

Stormwater will be captured at Charity's many roof tops and held within the green roof structure and rooftop cisterns for treatment and reuse within the building, for uses like flushing toilets. The project seeks to be a positive contributor in helping New Orleans to manage stormwater in a sustainable manner.

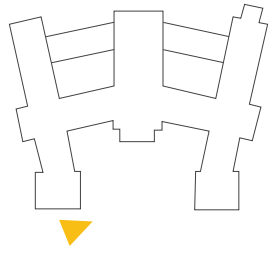


ENERGY / ENVELOPE

Charity will feature several energy and high performance envelope strategies. The project will make use of the existing Enwave systems nearby. Exterior cladding is to be re-anchored across the entirety of the envelope to protect the historic integrity of the building for generations to come. New continuous insulation will be provided across the envelope. Low energy systems are to be used throughout to implement loads efficiently and maximize reduction in energy and carbon footprint.



VIEW FROM ATRIUM ROOFTOP TERRACE



VIEW LOOKING NORTHWEST ACROSS TULANE AVENUE

Tenant / Renter / Operator Commitments

To date, 1532 Tulane Partners has identified and developed non-exclusive agreements with the following tenants, renters, and/or operators to complete the programming for the Charity Hospital redevelopment:

- Tulane University - administrative offices, research, academic programs, and faculty/student housing
- Triumph Housing Management - housing management
- Land As Art, LLC - innovation hub
- New Harmony High School - apprenticeship training program/partnership with innovation hub
- Living School New Orleans - apprenticeship training program/partnership with innovation hub
- Gulf Coast Education and Training Consortium - apprenticeship training program/partnership with innovation hub (in coordination with the University of New Orleans and other local institutions)
- Core USA - apprenticeship training program/partnership with innovation hub
- Orleans Parish School Board - Charter school launch program
- YMCA of Greater New Orleans - new community center within phase 1B of the proposed SCID implementation strategy



Tulane University
Office of the Chief Operating Officer
327 Gibson Hall
6823 St. Charles Avenue
New Orleans, Louisiana 70118

August 9, 2018

Mr. Joseph A. Stebbins, II
President
1532 Tulane Partners, Inc.
4127 S. Claiborne Ave.
New Orleans, LA 70125

**RE: Letter of Interest in Leasing Office Space and Research, Academic,
Faculty/Student Housing in the Adaptive Reuse of the Former Charity
Hospital Building.**

Dear Mr. Stebbins,

Many thanks for the meeting on August 8th.

We understand that 1532 Tulane Partners, Inc. is a Qualified Respondent to the Request for Proposals for the Adaptive Reuse of the former Charity Hospital building, and that on August 20, 2018, your company will be submitting its response to the Louisiana State University Real Estate and Facilities Foundation.

Tulane University shares your enthusiasm in the redevelopment of the former Charity Hospital Building and is interested in exploring participation with you in the plans for restoring it to its rightful place as an iconic part of life in the city.

As you are aware, Tulane has had a significant presence in this medical district and sees it as a priority for the university to maintain and enhance its presence in that area.

As we discussed at our meeting on August 8th, Tulane's particular interest is in potentially occupying a total of 300,000 square feet in the Charity Hospital building, which could be comprised of 175,000 square feet for administrative office space and 125,000 square feet for research, academic, and faculty/student housing.

Our interest in this project is dictated by circumstances as a conditional one, and of course is not binding, nor is it exclusive. Please continue to advise us of your plans and status as events unfold.

Regards,

Patrick Norton

Patrick Norton,
Senior Vice President and Chief Operating Officer



August 15, 2018

Yoel Shargian, President
1532 Tulane Partners, Inc
4127 S. Claiborne AV
New Orleans, LA 70125

Re: Property Management Firm for the Redeveloped Charity Hospital Building

Dear Mr. Shargian:

Please accept this letter as our commitment to work with your team as the Property Management firm in charge of property and facility management for the Redeveloped Charity Hospital Building.

As you are aware, our company, Triumph Housing Management (“Triumph”), was established in early 2011 and is one of the nation’s fastest growing and successful managers of Conventional, Low Income Housing Tax Credits and Project Based Section 8 apartment communities. Headquartered just north of Atlanta in Cumming, Georgia, Triumph currently manages approximately 10,000 multi-family units throughout the Southeast, Midwest and Northeast. Triumph offers a proven track record and invaluable experience in assisting our clients with leasing up newly developed communities; which includes 4 apartment communities or roughly 1,800 units throughout the Southeast and Midwest.

As a third-party management firm, Triumph is keenly focused on customer service to our client owners to promote long-term value, asset preservation, and cost efficiency. Triumph offers a full suite of management services and solutions including superior property operations management, lease-up management, financial services and reporting, facilities maintenance and operation, acquisitions and due diligence services, professional development and training, and successful strategic business and marketing plan development and implementation.

In addition, our success is the result of a diverse staff of well-trained and highly-skilled professionals including regional managers, community managers, leasing agents and maintenance personnel, as well as expert accounting, information systems, and compliance personnel; and we are proud to state that close to 50% of our portfolio is staffed with minority employees.

All team members are empowered to use their local market knowledge, ingenuity, and resourcefulness to beat the competition. In addition, our employees work with a sense of urgency and are sensitive to evolving trends; possessing the ability to respond and adapt in order to maintain profitability at each community we manage. In addition, Triumph offers quality and efficient

property management services - with the personnel, experience, training, and, above all, strong track record for handling challenging or troubled assets.

Every owner and financial institution we have the privilege to serve is unique and our continued success is based upon our flexibility to work in a constantly changing environment. Triumph believes the most important aspect of providing global business and human capital solutions is by understanding the needs of our client, executing our duties as assigned within the management agreement, taking care of our residents, and being the best relationship managers in the business.

Today's dynamic real estate market poses many difficulties. Through discipline and focus, Triumph delivers the results our clients expect. Our references are strong and we are proud of the reputation Triumph has earned in the marketplace.

We are very excited about the opportunity to work with you and your team on this historic initiative and look forward to your response.

Sincerely,
Triumph Housing Management, LLC

A handwritten signature in blue ink, appearing to read 'P. Ponte', with a stylized flourish extending to the right.

Paul J. Ponte
Chief Executive Officer



Mr. Joseph A. Stebbins, II
President
1532 Tulane Partners, Inc.
4127 S. Claiborne Ave.
New Orleans, LA 70125

RE: Letter of Interest in Development of Innovation Hub at the Former Charity Hospital Building and Other Related Facilities

Dear Mr. Stebbins:

We understand that 1532 Tulane Partners, Inc. is a Qualified Respondent to the Request for Proposals for the Adaptive Reuse of the former Charity Hospital building, and that on August 20, 2018, your company will be submitting its response to the Louisiana State University Real Estate and Facilities Foundation. We wish you well in redeveloping this long-standing beacon of health care in New Orleans. As you are aware, our team has worked to help develop innovation-based developments in multiple cities around the country, and we want to be a part of your plans for restoring Charity Hospital to its rightful place as an iconic part of life in the city and for creating a vibrant Innovation District for New Orleans and the surrounding region.

Thank you for inviting our team to work integrally with you to help curate what we are currently calling The Crossing. Given our team's multidisciplinary demographic, we are particularly well-positioned for this project. Our role is to help in developing both the program of the innovation hub within the main building of Charity and the laundry and power facilities across Gravier St. Additionally, we are planning to oversee the tenants who inhabit the space.

Our vision for The Crossing is the place for creativity and community well-being to blossom. The Crossing will aggregate and showcase the innovative strengths of the city of New Orleans. It will benefit and support local residents and the 24/7 workforce, and it will attract tourists. By providing spaces for new ideas to be fostered, shared, and experienced, The Crossing will be relevant and enriching to peoples' daily lives. This is an inclusive place where real things happen, where new ideas are generated and shared, and where lives are changed.

Our commitment to you is dictated by circumstances as a conditional one. Our interest in your efforts is unconditional. Please continue to advise us of your plans and status as events unfold. We look forward to working with you.

Regards,

Mark J. Dehaer,
Manager

P.O. Box 411828 • Kansas City, MO 64141-1828



August 8, 2018

Re: 1532 Tulane Partners Inc

Charity Hospital Redevelopment Youth Medical/Innovation Training Center

Dear Mr Stebbins,

We are pleased to be able to work with you on the development of a center at the Former Charity Hospital Building for the training of High School aged students in the medical arena and other innovative professions. Exposure of today's youth to the skills needed to prepare them for careers that allow them to be on a path to quality employment and growth.

We would be happy to work with you and help develop the curriculum for a center that allows for multiple schools to use the facility and to craft the kind of programs that can take the best advantage of the biomedical district, the innovation and maker space and the historically significant Charity Hospital Building.

We look forward to the development of a program that will help launch the youth of New Orleans to challenging careers in Healthcare and Healthcare support and other innovative career paths. Providing exposure and trying on the myriad of career paths will allow for New Orleans youth to embark on a rewarding career path that will serve them their entire lives.

We hope for your proposal for the building's success and look forward to creating a great new opportunity for success for up and coming New Orleanians!

Regards,

Sunny Summers, School Leader

www.newharmonyhigh.org
2539 Columbus, New Orleans, LA 70119



July 17, 2018

Re: 1532 Tulane Partners Inc Charity Hospital Redevelopment Youth Innovation Internship Program/Training Center

Dear Mr Stebbins,

Living School is pleased to be able to work with you on the development of a program at the Former Charity Hospital Building for the training of high school aged students in new opportunity and innovative professions. Exposure of today's youth to the skills needed to prepare them for careers that allow them to be on a path to quality employment and growth.

We would be happy to work with you and help develop the curriculum for a center that allows for multiple schools to use the facility and to craft the kind of programs that can take the best advantage of the biomedical district, the innovation and maker space and the historically significant Charity Hospital Building.

We look forward to the development of a program that will help launch the youth of New Orleans to challenging careers in innovative career paths. Providing exposure and trying on the myriad of career paths will allow for New Orleans youth to embark on a rewarding career path that will serve them their entire lives.

We hope your proposal for the building's future is successful and look forward to creating a great new opportunity for up and coming New Orleanians!

Regards,

A handwritten signature in black ink, appearing to read "Stefin Pasternak".

Stefin Pasternak
CEO & School Leader

spasternak@livingschoolnola.org | (504) 410-5736 | LivingSchoolNOLA.org

From: "Mark B. Stahl" <mark.b.stahl@gmail.com>
Date: August 8, 2018 at 4:40:15 PM CDT
To: 'Joseph Stebbins' <joseph.stebbins@gmail.com>, 'Mark Heck' <mheck@williamsarchitects.com>
Subject: Letter of support for CCNO Development Proposal Re: Charity Hospital Redevelopment

Dear Joseph and Mark,

I would like to share with you this letter of support for your response to the RFP for the redevelopment of the former Charity Hospital. As a business development consultant engaged in creating project partnerships among higher education, business, and government, I would especially interested in assisting your efforts to include and build an educational component that would provide training opportunities and build skills that would enable high school students to participate in successful bridge programs and educational experiences that will increase success in preparing for careers in (or related to) healthcare.

I think the way in which I could be of the most assistance to this proposal is in using the higher education / economic development networking resources of the Gulf Coast Educational and Training Consortium to build partnerships that will produce effective results. By bringing together economic development resources that will help identify prospective students with higher education initiatives that create relevant educational/training programs, we can leverage community resources to build new opportunities for your redeveloped Charity Hospital concept. The Gulf Coast Education and Training Consortium looks forward to engaging its community partners with your project goals to provide high school students with education and training experiences during the school year as well as summer bridge and internship programs. I'm confident our community partners will be glad to engage in discussion of these and other educational initiatives you would like to have considered for the Charity redevelopment project.

I have already reached out to two partners who are interested in participating in this project when it is funded. Best wishes with your excellent proposal.

All the best,

Mark

Mark B. Stahl
Gulfcoast Regional Education and Training Consortium
2000 Lakeshore Drive
KH 305
New Orleans, LA, 70148
Cell: 504-439-2001
Email: mark.b.stahl@gmail.com
Web: www.greatconsortium.org



CORE USA Sustainability Institute
8539 Willow Street
New Orleans, LA 70118

16 August 2018

To: 1532 Tulane Partners Inc

Cc: Mark Heck
John C. Williams Architects, LLC
824 Baronne Street, NOLA 70113

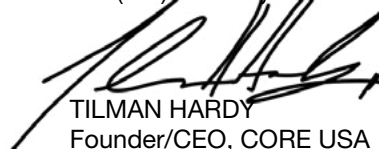
Re: Charity Hospital Redevelopment CORE USA Sustainability Institute

Dear Sir or Madam

CORE USA is pleased to work with you to establish a relationship between ourselves and the greater community in redeveloping Charity Hospital. Our ten years of teaching live learning sessions on sustainability have allowed us to introduce thousands of high-schoolers, hundreds of undergraduate, masters and PhD candidates in local and national and international colleges—as well as hundreds of contractors, realtors, homeowners, entrepreneurs, teachers, scientists, engineers and others—how to live a more balanced healthy life, personally, professionally, and publicly. Over years, many members of our network have learned how to be more efficient and effective on the job and have maintained a superior focus to pursuing professional goals.

Our headquarters is a historic landmark, once a corner grocery, African Americans living in the Carrollton Area of New Orleans during the 1960s leased the building to engage in peaceful organizing and civic engagement—until they ran out of money in 1970. In April of that year, staff of the Carrollton Advocate, their self published newspaper, wrote “We will return”. Those words inspired us to create a community owned learning cooperative whereby the many young people who were educated then, who are now in their 40’s an 50’s and raising children and grandchildren of their own, could come together. We have learned much in that process, and believe our experience will benefit you and the people and businesses within Charity’s impact area(s). We look forward to partnering with you to ensure Charity Hospital reaches it’s greatest potential.

Please feel free to contact me at 504-237-9556 (cell) should you have any further questions of me.



TILMAN HARDY
Founder/CEO, CORE USA

ORLEANS PARISH SCHOOL BOARD



(504) 304-3520 • OPSB.us • 3520 General DeGaulle Drive • Suite 5055 • New Orleans, Louisiana 70114

August 17, 2018

Mark Heck

Architect, John C. Williams Architects, LLC

RE: Charity Hospital Development

Dear Mark:

The Orleans Parish School Board is continually looking to identify and provide first-class facilities for the public school students of New Orleans. While roughly half of the students in our citywide portfolio go to school in a new or substantially renovated building, many others do not currently have that same opportunity.

As we work to provide opportunities for schools yet known, we have a real need for additional classroom space for either career focused schools or incubator space for schools just launching. We would be very interested in working with your team to potentially use some of the designated space at the old Charity Hospital site.

As we continue to strive to provide first-class facilities for all students of the city, we are excited about the potential of unlocking space in the downtown corridor of the city for students across New Orleans. I look forward to continuing this conversation with you and your team.

Best,

DocuSigned by:
Eric Seling
863F45E6352C45C...

Eric Seling

Chief Operating Officer, Orleans Parish School Board



**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

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**YMCA OF GREATER NEW ORLEANS
President & CEO**

Gordon R. Wadge

August 15, 2018

Mr. Joseph A. Stebbins, II
President
1532 Tulane Partners, Inc.
4127 S. Claiborne Ave.
New Orleans, LA 70125

**RE: Letter of Interest for the Possible Location of a Future YMCA Facility
sited within the Spirit of Charity Innovation District**

Dear Mr. Stebbins:

Thank you for reaching out to the YMCA of Greater New Orleans. We understand that 1532 Tulane Partners, Inc. is a Qualified Respondent to the Request for Proposals for the Adaptive Reuse of the former Charity Hospital building, and that on August 20, 2018, your company will be submitting its response to the Louisiana State University Real Estate and Facilities Foundation. We wish you well in redeveloping this long-standing beacon of health care in New Orleans, and want to be a part of your plans for restoring it to its rightful place as an iconic part of life in the city.

We also work in close collaboration with the historic Dryades YMCA. Together we can add tremendous value to the community through the Spirit of Charity Innovation District. Our desire is to develop a presence as more than a gym or place to shoot hoops—as the YMCA, we are community centered with specialized programming for youth, families and senior citizens.

We are aware that a public engagement process is underway. Please let us know how we can support your efforts in that public process. Please continue to advise us of your plans and status as events unfold. We look forward to working with you.

Sincerely,

Gordon R. Wadge
President and CEO

cc: Mr. Doug Evans
President and CEO
Dryades YMCA

YMCA OF GREATER NEW ORLEANS
320 Metairie Hammond Hwy, Ste. 321
Metairie, LA 70005
PH# (504) 568-9622 FAX# (504) 533-0080



Other Elements

Easements

The project team acknowledges and intends to honor all existing easements on the property including but not limited to the Entergy steam and chilled water access beneath the Charity Hospital building property.

Pedestrian and Vehicular Circulation

Our proposal to redevelop Charity Hospital includes strong linkages to adjacent properties throughout the Spirit of Charity Innovation District, and a robust pedestrian experience that include amenities that will facilitate connectivity, create vibrancy, and deliver a walkable district. This network of pedestrian linkages will aid in the Charity's catalytic impact on the district, spur additional development, and allow the true Spirit of Charity to be revealed.

The north courtyard will be transformed into a vibrant public plaza with mixed uses to engage the community through events and programming. In concert with the activated low roof decks adjacent to the enclosed south courtyard, this area will activate the street and draw the public into Charity, making it a vibrant community hub. Circulation corridors around the perimeter of the property will be enhanced with landscaping and pocket parks to provide activation at a smaller scale.

Vehicular circulation of the surrounding streets will be retained, and the existing drive on the south side of the building will be enhanced for site drop-off. We seek to build a strong connection to the Superdome and the Poydras Business Corridor by way of site enhancements to the south and the eventual inclusion of the Laundry Building / Power House to the south, that will in turn serve to further activate and strengthen the Spirit of Charity Innovation District.

Streetscape Details

We plan to provide a streetscape with a rhythm of street trees and smaller scale plantings around the perimeter of the Charity Hospital site. The streetscape will serve as an additional means to connect and provide continuity across the district while providing beautification and integration of pedestrian amenities such as seating areas. Please refer to the site plan on page 26 for additional detail.

General Site Grading / Public and Private Green and Open Space

Site grading at Charity Hospital will largely remain "as is." The existing south drive will be retained and converted as a primary drop off for the building. The north courtyard and adjacent site, the low south roof terraces, and the internal southern courtyards will all be open for public use. The northwest corner will be terraced to create an activated exterior space immediately adjacent to Tulane Avenue where a passerby can sit and enjoy lunch or outdoor concerts. This space will serve as a direct connection to the street while the former check-in and café buildings at the north will be fitted with operable glazing to open the north courtyard and invite in the community. Please refer to the site plan on page 26 and spatial renderings on pages 27-28, 32, and 37-38 for additional detail regarding these areas.

Stormwater detention will be supplied beneath the northern courtyard as a sustainable strategy to retain stormwater on site. Additionally, the high roof areas will serve as shared amenities for residents and students while integrating sustainable stormwater features for retainage on site and diversion from the city's storm sewer system.

Parking Solutions

Parking will be provided in the lower level of the Charity Hospital building. Parking will be fitted with direct connections to the public interior space of the enclosed south courtyards. This connection will bring daylight into the sub-grade level and draw visitors up and into the activated public spaces at the core of the building. In addition, the team intends to engage in an agreement with the Heal garage to the southeast to further serve parking needs of the building.

Non REFF or State-Controlled Property

Our vision for the Charity Hospital redevelopment and our larger proposed implementation strategy is to **add** to the larger Spirit of Charity Innovation District (SCID)—we envision this project adding education; workforce development; market-rate, faculty/student, and affordable housing; retail; and community amenities such as greenspace and courtyards, vibrant uses that serve the surrounding community.

Our team is committed to redeveloping Charity Hospital in a manner that will not only prevent the displacement of existing businesses and cultural institutions, but carefully consider and include them in an overall vision for the impact this project will have on the larger SCID. Thoughtfully integrating this site's nuanced context—surrounded by numerous community members who consider themselves stakeholders for this project—has been a primary driver for our program selection. Our team's goal is that the redevelopment will be a showcase for economic growth firmly planted in principles of equity and inclusion, as well as innovation and design excellence.

Our proposal includes a phased implementation strategy has been designed to build on the momentum of the work put in by the LSU REFF, the "Foundation," and City of New Orleans to date. Our community outreach program ensures that we are undertaking our proposed development in an inclusive and equitable manner, and reflects the true "Spirit of Charity." The expansion beyond Charity Hospital includes adding an expansion to the innovation hub, research facilities, additional sustainable housing, mental healthcare facilities, a new YMCA location, and office space.

For the seamless and successful development of this project, we have carefully considered utilizing properties that mitigate risk and impact the continued revitalization of the SCID. The properties that we have identified as prime opportunities for phases II-III are all operated through REFF or state-controlled ownership agreements. Additionally, beyond the phased implementation, we have identified a vision that could include the redevelopment of current city hall dependent on the city and mayor's needs and desires, and the construction of another civic building to anchor Duncan Plaza. Our team has had discussions with Mayor Cantrell about the relocation plans for City Hall, and will continue to work with the Mayor and her staff as developments progress to aid in identifying potential properties within the SCID for the relocation.



SPIRIT OF CHARITY INNOVATION DISTRICT IMPLEMENTATION STRATEGY

Our proposal includes an implementation plan for a phased request of control of multiple REFF or state-owned buildings that are currently vacant or being vacated in the near future. We also have included other notable buildings in this phased plan as well as our vision of their long term use. These buildings are clearly controlled by other entities and our involvement is contingent upon a separate procurement process. For state-controlled buildings currently occupied, our team will work with operating entities and the parameters of their needs as they prepare to relocate. Our proposed implementation plan is as follows:

PHASE 1	PHASE 2	PHASE 3	OTHER STRUCTURES
<p>1A Charity Hospital redevelopment</p> <p>1B UMC General Services/Laundry Building/ Emergency Generator Building #1/Power House/Main Warehouse/Maintenance Shop: <i>proposed expansion of innovation hub and a research facility for Tulane University</i></p> <p>1C Butterworth/Hutchinson Buildings: <i>proposed construction offices; to be converted to revenue-generating office space to support start-up non profit program within innovation hub</i></p>	<p>2A Dibert Memorial Building: <i>permanent supportive and low income housing with mental health support services</i></p> <p>2B L&M Building: <i>mixed-income (very low, low, moderate, and market rate) mixed finance housing</i></p>	<p>3 Student Nurses Residence: <i>Future YMCA</i></p>	<p>4 Proposed civic building</p> <p>5 Potential city redevelopment</p>



Section 6

PROJECT SCHEDULING + PHASING

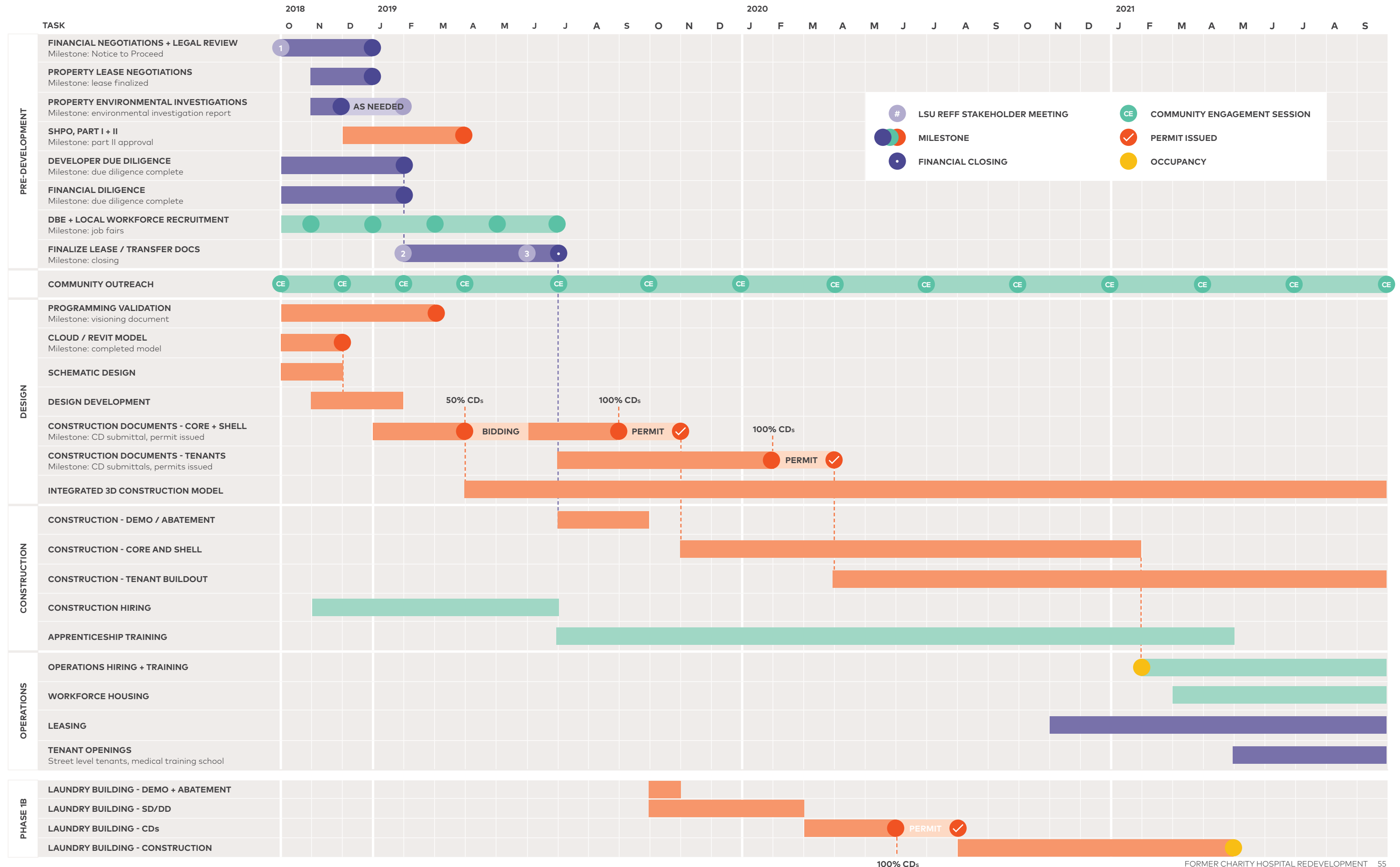
1770
← **ENTRANCE**

1770

Schedule Approach

Scheduling of any multifaceted, multi-phased project is a complex endeavor. Coordination between planning, permitting, financing, environmental remediation and considerations, occupancy (temporary and permanent), and operations is difficult. Within our proposal, programmatic and tenant choices have been made to facilitate an efficient process, and timely progress and completion of the development. Removing complex financing vehicles from the critical path and avoiding politically volatile issues will ensure the success of the Charity Hospital redevelopment.

Timeline

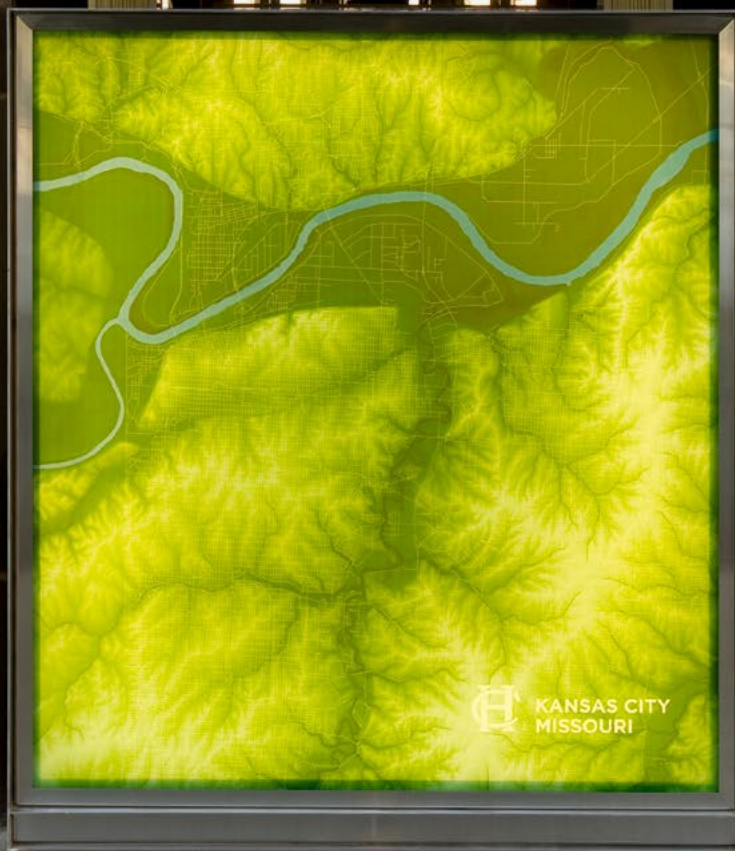


Section 7

DEVELOPMENT BUDGET + FINANCING PLAN

«EMPLOYEES

VISITORS»



Development Budget

SCHEDULE VI

1532 TULANE PARTNERS, INC
 SUPPLEMENTAL SCHEDULE OF FORECASTED CONSTRUCTION COSTS
 FOR THE PERIOD JUNE 1, 2019 THROUGH DECEMBER 31, 2026
 (SEE ACCOUNTANT'S COMPILATION REPORT)

FORECASTED CONSTRUCTION COSTS	Costs	Cost per Unit	Cost per SF	Construction Costs Incurred		
				2016	2017	2018
Land and Building Acquisition inc Leases						
Land and Building	\$ 11,875,000	\$ 25,703	\$ 12.76	\$ 11,875,000	\$ -	\$ -
Personal Property	-	-	\$ -	-	-	-
Off-site Improvements	-	-	\$ -	-	-	-
Other Acquisition Costs Site 2	568,000	1,229	\$ 0.61	568,000	-	-
Total Land and Building Acquisition	12,443,000	26,933	\$ 13.37	12,443,000	-	-
Construction "Hard" Costs						
On-Site Improvements	390,000	844	\$ 0.42	179,256	210,744	-
Utility Connections	-	-	\$ -	-	-	-
Other Site Costs	-	-	\$ -	-	-	-
Building - Construction	141,448,927.30	306,167	\$ 152.00	59,009,499	82,439,428	0
Rehabilitation	-	-	\$ -	-	-	-
General Requirements	10,608,670	22,962	\$ 11.40	4,950,712	5,657,958	(0)
Contractor Contingency 8%	14,144,893	30,617	\$ 15.20	6,600,950	7,543,943	(0)
Other Construction Costs	274,863	595	\$ 0.30	128,269	146,594	-
Total Construction "Hard" Costs	166,867,353	361,185	\$ 179.31	70,868,686	95,998,667	(0)
Contractor and Developer Fees						
General Contractor Overhead	14,144,893	30,617	\$ 15.20	6,600,950	7,543,943	(0)
General Contractor Profit	10,608,670	22,962	\$ 11.40	4,950,712	5,657,957	1
Developer Profit	25,488,744	55,170	\$ 27.39	11,894,747	13,593,997	(0)
Total Contractor and Developer Fees	50,242,306	108,750	\$ 53.99	23,446,409	26,795,897	0
Soft Costs						
Construction Loan Fees	60,000	130	\$ 0.06	28,000	32,000	-
Impact Fees and Permits	968,750	2,097	\$ 1.04	710,417	258,333	-
Payment & Performance Bonds (Construction)	-	-	\$ -	-	-	-
Real Estate Taxes (during construction)	-	-	\$ -	-	-	-
Permanent Loan Fees	58,810	127	\$ 0.06	58,810	-	-
Permanent Credit Enhancement	-	-	\$ -	-	-	-
Interest Expense	4,480,000	9,697	\$ 4.81	1,920,000	2,560,000	-
Title & Recording	-	-	\$ -	-	-	-
Legal Fees - Permanent Loan	85,000	184	\$ 0.09	85,000	-	-
Other Permanent Financing Fees	-	-	\$ -	-	-	-
Architectural Design	7,072,446	15,308	\$ 7.60	150,000	-	6,922,446
Architectural Supervision	1,414,489.27	3,062	\$ 1.52	150,000	-	1,264,489
Non A/E Engineering	500,000	1,082	\$ 0.54	300,000	-	200,000
Soil Tests	-	-	\$ -	-	-	-
Land Survey / Topo	25,000	54	\$ 0.03	5,000	-	20,000
Environmental Consultant	-	-	\$ -	-	-	-
Other Professional Fees	20,000	43	\$ 0.02	20,000	-	-
Accounting / Cost Certification / Audit	50,000	108	\$ 0.05	31,500	18,500	-
Organizational Fees - Legal	-	-	\$ -	-	-	-
Organization Costs (Partnership)	15,000	32	\$ 0.02	15,000	-	-
Construction Services Fees	-	-	\$ -	-	-	-
Other Professional Fees	-	-	\$ -	-	-	-
Appraisal (Feasibility)	17,500	38	\$ 0.02	7,500	-	10,000
Market Study	7,500	16	\$ 0.01	7,500	-	-
Marketing / Sales	75,000	162	\$ 0.08	-	25,000	50,000
Environmental Reports	15,000	32	\$ 0.02	5,000	-	10,000
Tax Credit Fees	12,000	26	\$ 0.01	66,200	-	(54,200)
Compliance Monitoring Fees	46,200	100	\$ 0.05	-	61,500	(15,300)
Other Non-Qualifying Soft Costs	-	-	\$ -	-	-	-
Organizational Costs	-	-	\$ -	-	-	-
Syndication Costs	125,000	271	\$ 0.13	125,000	-	-
Other Syndication Fees	-	-	\$ -	-	-	-
Other Developer Costs	-	-	\$ -	-	-	-
Selling Commissions	-	-	\$ -	-	-	-
Lease-Up Reserve	-	-	\$ -	-	-	-
Cash Reserves and Replacements	-	-	\$ -	-	-	-
Mortgage Reserve	-	-	\$ -	-	-	-
Escrows	-	-	\$ -	-	-	-
Operating Deficit Reserve	500,000	-	\$ -	40,000	-	460,000
Total Soft Costs	15,547,696	32,571	\$ 16.17	3,724,927	2,955,333	8,867,436
TOTAL PROJECT COSTS	\$ 245,100,354	\$ 529,438	\$ 262.85	\$110,483,022	\$125,749,897	\$ 8,867,435

Financing Plan and Uses

We have worked diligently to mitigate risk to the greatest extent prior to submitting this proposal. We have limited use of government funds outside of the historic tax credit program, and already securing funding agreements. Because of this, we believe our greatest risks are outside elements such as a large scale economic downturn and other uncontrollable, unforeseen circumstances. Below, table A outlines our development team's sources & uses. Table B outlines the supplemental schedule of forecasted sources of financing. Both are projections **for the period of June 1, 2019 through December 31, 2026.**



TABLE A: SOURCES AND USES

		AMOUNT	TOTAL
SOURCES OF FUNDS	First Mortgage	\$95,000,000	\$245,100,354
	Deferred Dev Note*	\$15,445,233	
	GP Equity/ OZ investment	\$29,622,340	
	Grants, Federally-Subsidized Loans, Bonds: Tax-Exempt Biodistrict Bonds used to finance costs in eligible basis	\$25,100,080	
	Return from Sale of Tax Credits	(\$79,932,701)	
USES OF FUNDS	Land and Building Acquisition inc Leases	\$12,443,000	\$245,100,354
	Construction "Hard" Costs	\$166,867,353	
	Contractor and Developer Fees	\$50,242,306	
	Soft Costs	\$15,547,696	

*refer to Table B

TABLE B: SCHEDULE OF FORECASTED SOURCES OF FINANCING

TYPE OF LOAN	FIRST MORTGAGE	DEFERRED DEV NOTE	OZ INVEST RET	CONSTRUCTION LOAN
Principal	\$95,000,000	\$15,445,233		\$48,000,000
Annual interest rate	6.75%	5.50%		8.00%
Term of loan	20.0 years	cash flow	25.0 years	3.25 years
Amortization period	30.0 years	10.0 years	25.0 years	n/a
Projected NOI	\$10,839,808	pct. to apply	will vary	n/a
Debt service coverage	1.25	n/a	pref rate	n/a
Beginning monthly payment	\$722,346	n/a	--	\$320,000
Annual debt service	\$8,668,150	will vary	will vary	\$3,840,000

Proof of Financial Commitment



The Carlton Group
Real Estate Private Equity Since 1991

August 16, 2018

Mr. Joseph Stebbins
1532 Tulane Partners, Inc.
4127 S. Claiborne Avenue
New Orleans, LA 70125

Re: Charity Hospital Redevelopment
1532 Tulane Avenue
New Orleans, LA 70112

Dear Mr. Stebbins,

As discussed, The Carlton Group Ltd. has been in business since 1991 and has completed over \$100 billion in transactions. We specialize in development financing having closed over \$8 billion in development transactions within the past 30 months.

Per our various meeting and discussions, we are pleased to deliver the financing based on the below terms for you to net lease and renovate Charity Hospital:

Property:	Charity Hospital, located at 1532 Tulane Avenue, New Orleans, LA
Borrower:	1532 Tulane Partners, Inc.
Guarantor:	None
Completion Guaranty:	To be provided by Borrower and/or a "bondable" general contractor
Loan Amount(s):	\$150 million renovation financing \$40 million EB-5 financing
Interest Rate:	30 day Libor + 600 bps
Loan Fee:	1.0% of the total loan amount
Amortization:	"Interest only" through the completion of the construction period
Term & Maturity:	Five (5) years, inclusive of a permanent loan takeout
Collateral:	Financeable long-term leasehold interest in the Property (including appropriate subordination non-disturbance and other customary leasehold financing provisions)



**Financial Statement
Conditions:**

Borrower will provide lender with Federal Tax Returns and financial statements annually as well as any other financial information deemed necessary.

Closing Documents:

The final terms and conditions of this transaction will be contained in the definitive documentation with respect to the Loan(s) once Borrower is awarded the Property pursuant to the "RFP" and the total project costs with respect to the intended redevelopment are determined.

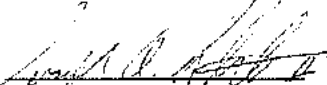
If you are in agreement with these terms, please indicate your acceptance by executing this letter and return to the undersigned. We appreciate this opportunity and look forward to working with you.

Sincerely,

Howard L. Michaels
Chairman

BORROWER:

1532 TULANE PARTNERS, INC.

By: 
Name: Jason A. Stebbins II
Title: CEO

TAX CREDIT CAPITAL, LLC

1527 THIRD STREET
NEW ORLEANS, LA 70130

TCC

George E. Brower II
Managing Member
georgeb@taxcreditcapital.com

504.582.2883
800.598.2883
(fax)504.799.3199

August 15, 2018

Re: Charity Hospital Redevelopment
CHR Partners, LLC Proposal

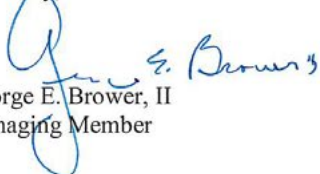
To Whom It May Concern:

Tax Credit Capital, LLC ("TCC") is excited to be a part of the 1532 Tulane Partners, Inc. proposal for the planned redevelopment of Charity Hospital. We have worked with this development team on other projects, to include the McDonogh 16 rehabilitation which was placed in service in 2014, with great success. Our 25+ year track record in working with historic tax credits, both federal and state, provides an additional layer of strength to a capable group.

TCC will work with the development team to locate potential federal historic tax credit investors for the project. It will also work to locate taxpayers that will purchase the state historic tax credits associated with the Charity redevelopment.

Please feel free to contact this office should you have any questions.

Sincerely,


George E. Brower, II
Managing Member



August 15, 2018

Mr. Joseph A. Stebbins, II
President
4127 S. Claiborne Ave
New Orleans, LA 70125

RE: 1532 Tulane Partners Inc.

To Whom It May Concern:

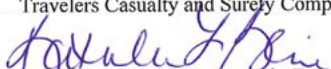
It has been the privilege of Arthur J. Gallagher Risk Management Services, Inc. and Travelers Casualty and Surety Company of America to facilitate surety bonds on behalf of The McDonnel Group, LLC for over 11 years. During this period of time, Arthur J. Gallaher and Travelers Casualty and Surety Company of America have worked with The McDonnel Group to attain a surety program in the range of \$200 million.

In the event that The McDonnel Group, LLC needs a bond(s) for a project that is in this range, Arthur J. Gallagher and Travelers Casualty and Surety Company of America would work to develop all necessary underwriting information needed at that time. It is important to note that the issuance of bonds is a matter between Travelers Casualty and Surety Company of America and The McDonnel Group, LLC. We assume no liability to third parties or to you if for any reason we do not execute any required bonds.

In our opinion, The McDonnel Group, LLC is one of the finest, best managed construction firms in the country. The McDonnel Group, LLC has handled each of its projects in a professional manner and completed all work satisfactorily.

Travelers Casualty and Surety Company of America is listed on the U.S. Treasury Department's Listing of Approved Sureties (Department Circular 570) and is rated A++XV by A.M. Best's Company.

Very truly yours,
Travelers Casualty and Surety Company of America


Kathleen L. Berni, Attorney-in-Fact

Section 8

ASSET AND FACILITY MANAGEMENT

E 202

101

E 204

Operations

Lease-Up And Marketing Plan

RETAIL SERVICES

While the first floor of Charity Hospital was designed to direct foot traffic to a single main entrance, it lends itself beautifully to a reworking that will give retailers highly desirable street exposure on both Tulane Avenue and LaSalle St. in a neighborhood with heavy foot traffic. The opening of the inner courtyard enhances the street appeal and takes advantage of the New Orleans delight in outdoor food and music events, while providing food and beverage vendors with desirable customer seating.

The types of retail services for Charity will be selected to enhance the experience of both the residential tenants of the building and the day users working in the office and commercial spaces. The larger trade area has already established the success of the grocery, bar and restaurant, and drugstore retail segments as what was formerly a business district has been converted to a residential, entertainment, and hospitality neighborhood that is lively and desirable day and night. Accordingly, marketing of retail space should specifically target these established downtown businesses and their competition.

All retail space marketing is a marvelous opportunity to fulfill the goal of 1532 Tulane Partners in supporting local businesses and entrepreneurs, especially those with MBE and DBE status. There is the potential to provide short term use of retail space in a wide variety of sizes and locations. New Orleans is blessed with restaurants acting as job training centers, as well as artists, musicians and other performers who are creative in establishing themselves in every public nook and cranny.

The marketing plan must be based on information about the market, and to that end 1532 Tulane Partners will assemble and provide retailers with critical data on households, demographics, incomes, sales tax collections, and forecasts. The Data Center is a local non-profit providing such information, and other commercial vendors provide specified market data, which is especially important to grocery operators. The nature of the market – its proximity to the two large medical facilities of Tulane University and the Louisiana State Medical Center, the renovated Dixie Brewery coming on line, the effect of the proximity to two large sports venues and City Hall – generates customers for retailers serving each of these market sectors.

Any marketing should stress the iconic nature of the Charity Hospital building itself and the instant name recognition and fondness its name engenders. To that end, 1532 Tulane Partners plans to use and repeat the name Charity in the facilities that it develops in the site.

The following specific retailers have been identified based upon the above:

- Rouses'
- Langenstein's Super Market
- Robert's Markets
- Martin's Wine Cellar
- Canseco's Markets
- CVS
- Rite-Aide
- Walgreens
- Castellons Drug Store
- Lil' Dizzy's
- Melba's Fried Chicken
- Liberto's (dry cleaning)
- Gonzales Tailoring and Alterations
- Liberty's Kitchen
- Café Reconcile

HOUSING

Triumph Housing Management (Triumph) will manage marketing and leasing for the housing program components of the Charity Hospital redevelopment. Triumph's focus will be to maximize property revenue while at the same time preserving the asset. Triumph has extensive experience with property lease-ups. Upon hiring, Triumph will develop marketing plan that will include a detailed daily leasing timeline identifying specific marketing outreach tactics that will be managed by a regional manager and affordable housing marketing director. Weekly conference calls will be held to track leasing velocity, ensuring successful marketing efforts and adjusting strategies as needed. Marketing tactics include:

- An interactive website with calendar of events and blog page
- Facebook and twitter ads
- Print ads with a QR codes
- Print advertisements and online banner in local weekly entertainment magazine
- Full-page color ad in new Rental Guide
- Outreach efforts at restaurants, shops, and bars
- Outreach efforts at downtown festivals
- Model apartment to be furnished & accessorized
- Online and feature ads with:
 - apartments.com
 - ApartmentFinder.com
 - ApartmentGuide.com
 - Rent.com
 - Forrent.com
 - Craigslist
 - yelp.com
 - move.com
 - mynewplace.com

Building Management for Disparate Program Components

BUILDING ACCESS AND SECURITY

Public spaces will be free movement areas with a limited security presence managed by a third-party entity. Each non-general programmatic element will have a full access security control system managed by the same third-party entity.

SHARED AMENITIES

Shared amenities will have electronic access control keyed to individual users and or actively monitored use for areas such as the health and fitness areas, pools, spa and rooftop amenities.

BUILDING MECHANICALS (MANAGEMENT METHOD: DIRECT)

1532 Tulane Partners intends to enter into a long-term agreement with Enwave to provide chilled water, hot water, steam, and emergency power to the building – reducing the amount of equipment on site and allowing for the most efficient and modern systems to be installed throughout the facility. Building management and monitoring systems will be installed to monitor the overall building mechanical operation and health.

TENANCY SEPARATION AND COORDINATION (MANAGEMENT METHOD: DIRECT)

We anticipate using elevator systems with electronic key-card floor access to maintain separation between tenants. Separation will be achieved on each floor through similar key card access systems, as well as through CMU partitions and discreet exit stairs will be used as needed to maintain specific separation as required by each tenant.

Program Management (Phase 1)

Areas within the Charity Hospital redevelopment that are not anticipated to require a tenant agreement in place prior to the commencement of construction (core and shell) will have tenants identified during the construction period in order to ensure equity and inclusion - allowing the best opportunity for local and DBE participation. Such tenant infill opportunities will be advertised through a formal RFP process with additional weight being given to local and DBE applicants, preferably those already sited within the Spirit of Charity Innovation District.

PARKING (MANAGEMENT METHOD: THIRD-PARTY MANAGER)

We believe the existing basement of Charity Hospital will be best used for on-site parking. A total of +/- 87,000 SF of below-grade parking will be configured for 24-hour valet parking service and will hold 147 spaces with an additional 78 spaces on lift racks, providing 225 spaces total. We intend to bid out valet/parking management 120 days prior to completion of major construction (core and shell) to avail a third-party time to install operational systems. Parking income will be approximately \$75-\$260/space which provides a net revenue of approximately \$190,000 to the building per annum.

RETAIL (MANAGEMENT METHOD: THIRD-PARTY MANAGER)

The +/- 46,000 SF retail uses of the Charity Hospital redevelopment will serve as primary forces of street activation for this redevelopment. As with parking, retail management will be selected through a solicitation process which will begin at 120 days prior to completion of major construction (core and shell). The remaining construction time will allow for the selected third-party retail manager to identify prospective tenants and design/coordinate tenant build-out.

RESIDENTIAL (MANAGEMENT METHOD: THIRD-PARTY)

+/- 475,000 SF and approximately 462 residential units with a mixed income strategy allowing for workforce housing, market-rate housing, graduate student housing, and flexible unit housing to be managed in one structure. Triumph Housing Management will be responsible for managing the housing components of the Charity Hospital redevelopment. Tulane will oversee the selection of their residential tenants but Triumph will manage them with the general population. Proper oversight and management will ensure the quality of life expected in a prime residential development.

ANCHOR OFFICE TENANCY (MANAGEMENT METHOD: AFFILIATE)

With a single tenant occupying +/- 200,000 SF of office space—Tulane University—we anticipate that the manager of the residential space will have enough qualified employees to handle the maintenance needs of the anchor tenant as the building is anticipated to function off of Enwave's 4-pipe system and require similar operation and upkeep. The lease will be a triple Net lease with CAM to cover all general costs and allowing for changes in energy and other costs which might impact the long term pro forma.

INNOVATION HUB (MANAGEMENT METHOD: THIRD-PARTY)

+/- 67,000 SF of flexible space for office, meeting, maker, and co-working designed to interface with local research and teaching institutions such as the Gulf Coast Education and Training Consortium, New Harmony High School, Living School New Orleans, University of New Orleans, and others. Management by Land as Art, LLC will provide for a robust and trendsetting center that will serve the district and New Orleans for years to come. As outlined in the development budget in Section 7, we propose that in addition to the dedicated project funds, a local non-profit is engaged to provide a dedicated environment for local recipients of funds from the suggested TIF financing, providing these individuals with collaborative work space within the innovation hub.

DAYCARE (MANAGEMENT METHOD: THIRD-PARTY)

Rayne Early Childhood Program (RECP) will provide management services for +/- 12,000 SF of safe and nurturing space for child care, all sequestered on the lower level of the building with outdoor access. In order to allow the greatest opportunity for job growth and positive career paths for the tenants of the building and entrepreneurs in the innovation Hub, our plan provides a convenient, safe, and accessible child care option. Daycare will pay only CAM and NNN for an initial lease period of 2 to 4 years. After the initial lease period, adjustment to the lease that will not inhibit the function of the center will be negotiated.

EDUCATIONAL PROGRAMMING (MANAGEMENT METHOD: THIRD-PARTY)

Our redevelopment plan includes +/- 15,000 SF of educational programming that is designed to keep the teaching legacy of Charity Hospital alive. Tulane University will manage space for research and academic programming and for medical training classes. Areas of these floors will also be used as flexible school space and apprenticeship training for high school students. The Orleans Parish School Board will assist in placing newly launching charter school programs within the flexible school space, leased at a break-even rate so that these institutions can focus on educational programming rather than financial concerns.

Program Management (Phase 1B-3)

Asset management for the programs within future phases of our proposed implementation strategy will be developed after the completion of Phase 1, which includes the Charity Hospital redevelopment, our main focus. Program elements within these phases include but are not limited to the following:

TULANE UNIVERSITY MEDICAL RESEARCH (MANAGEMENT METHOD: THIRD-PARTY)

Additionally, Tulane University will occupy space within the Laundry Building for medical research programs. Spaces occupied by Tulane will be managed by University operational staff.

YMCA (MANAGEMENT METHOD: THIRD-PARTY)

The YMCA of Greater New Orleans has expressed enthusiastic interest in locating a new community center within the SCID that could include community spaces, a gymnasium, and programs for youth and seniors.

SUSTAINABLE HOUSING AND RESOURCE CENTER (MANAGEMENT METHOD: TBD)

We are proposing that a center for sustainable housing be located within the Dibert Building. This asset will be managed by Hopkins Development Group and will provide resources for community members in need of transitional housing facilities.

MENTAL HEALTH AND WELLNESS CENTER (MANAGEMENT METHOD: TBD)

As part of the medical offerings within Charity, the SCID, and neighboring districts, we are proposing a facility housed in the L&M Building. This program element will provide affordable access to mental health care and wellness services, including nutritional training and lifestyle coaching and could be managed by a qualified non-profit mental health care provider such as NAMI New Orleans that will be solicited through a public bid process.

Maintenance

Careful planning and consultation within the design and construction team will result in the delivery of a redeveloped building that reduces impact on the environment and is maintainable. Material choices and building modifications will be made specifically for their reduced environmental impact, including: implementation of green roof systems; solar panels where feasible and acceptable to the State Historic Preservation Office; use of Enwave's plant and facilities for chilled water and steam as well as a possible source of emergency power.

Major mechanical systems being fed by the Enwave plant will also feed plate exchangers to provide potable hot water increasing life span and reducing inefficiency and high maintenance costs associated with numerous small electric water heaters. Most large, high maintenance systems such as chiller plants usually needed in building such as Charity will be eliminated—along with their associated carrying costs—through the use of the adjacent Enwave facility.

Residential unit maintenance will be handled by Triumph Housing personnel. These units will carry similar mechanical equipment as the rest of the building.

Services for elevator maintenance and upkeep, trash removal, landscape care, and commercial cleaning, as well as other large routine tasks will be bid out through a public solicitation process. 1532 Tulane Partners will use these contracts as an additional opportunity for DBE/MBE and local participation, and anticipates crafting the solicitation with bonuses and goals to help achieve or exceed participation goals set forth by the City. These results will be monitored to assure continued improvement in this area.

Operating Pro Forma

SCHEDULE I

1532 TULANE PARTNERS, INC
FORECASTED SOURCES AND USES OF CASH
FOR THE PERIOD JUNE 1, 2019 THROUGH DECEMBER 31, 2026
 (SEE ACCOUNTANT'S COMPILATION REPORT)

SOURCES:	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035 - 2118	TOTAL
Net Operating Rental Income	\$ -	\$ -	\$ 9,551,106	\$ 10,081,265	\$ 10,413,863	\$ 10,767,724	\$ 11,131,758	\$ 11,506,258	\$ 11,879,000	\$ 12,235,370	\$ 12,602,431	\$ 12,980,504	\$ 13,369,919	\$ 13,771,017	\$ 14,184,147	\$ 14,609,672	\$ -	\$ 169,084,034
Interest Income - Reserves	-	1,469	19,142	20,397	21,152	21,935	22,745	23,584	-	166	342	529	726	935	1,156	1,389	-	135,669
GP Equity Contribution	29,622,340	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,622,340
Limited Partner Contributions	7,993,270	71,939,431	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	79,932,701
Permanent Financing Inc IDB Issue	25,100,080	95,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120,100,080
Deferred Developer Note	-	15,445,233	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,445,233
Construction Loan	48,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,000,000
Refinancing Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liquidation of Reserves	-	-	-	-	-	-	-	(815,090)	-	-	-	-	-	-	-	-	-	54,508
Net Sale Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	96,000,000	96,000,000
Carryover Cash Reserve	-	183,702	5,062,500	20,611	41,008	62,161	84,096	106,840	130,424	130,424	130,590	130,933	131,462	132,188	133,123	134,279	-	6,614,343
TOTAL SOURCES	\$110,715,691	\$ 182,569,835	\$14,632,748	\$ 10,122,273	\$ 10,476,024	\$ 10,851,819	\$11,238,598	\$ 10,821,592	\$ 12,009,424	\$ 12,365,960	\$12,733,364	\$ 13,111,966	\$ 13,502,107	\$ 13,904,140	\$ 14,318,427	\$ 14,745,340	\$ 96,054,508	\$ 564,173,817
USES:																		
Land and Building Acquisition inc Leases	\$ 12,443,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 16,443,000
Construction "Hard" Costs	70,868,686	95,998,667	(0)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	166,867,353
Refinance Loan Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contractor and Developer Fees	23,446,409	26,795,897	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,242,306
Soft Costs	3,724,927	2,955,333	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,680,260
Funding of Replacement Reserves	48,967	136,606	159,294	164,073	168,995	174,065	179,287	184,666	190,206	195,912	201,789	207,843	214,078	220,500	227,115	233,929	-	2,907,324
Permanent Loan - Interest	-	2,131,132	6,288,595	6,122,912	5,945,692	5,756,133	5,553,375	5,336,500	5,104,524	4,856,396	4,590,992	4,307,107	4,003,457	3,678,664	3,331,257	2,959,660	-	69,966,396
Permanent Loan - Principal	-	758,251	2,379,554	2,545,238	2,722,458	2,912,017	3,114,774	3,331,650	3,563,626	3,811,754	4,077,158	4,361,042	4,664,693	4,989,486	5,336,893	5,708,490	40,722,917	95,000,000
Refinancing Loan - Interest	-	468,115	468,115	468,115	468,115	468,115	468,115	468,115	468,115	468,115	-	-	-	-	-	-	-	4,213,035
Refinancing Loan - Principal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payoff Construction Loan	-	48,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,000,000
Available Funds	183,702	5,075,834	5,087,190	571,936	920,764	1,291,490	1,673,047	1,250,662	2,432,954	2,783,784	3,613,425	3,985,973	4,369,880	4,765,490	5,173,162	5,593,262	55,081,591	103,854,144
Fee Income to GP	-	10,000	46,200	47,124	48,066	49,028	50,008	51,009	52,029	53,069	54,131	55,213	56,318	57,444	58,593	59,765	-	747,996
Fee Income to LP	-	3,333	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	-	-	-	-	-	-	83,333
Available Funds	183,702	5,062,500	5,030,990	514,812	862,698	1,232,462	1,613,038	1,189,654	2,370,925	2,720,715	3,559,294	3,930,760	4,313,562	4,708,046	5,114,569	5,533,497	55,081,591	103,022,814
Undistributed Interest Income-Reserves	-	1,469	20,611	41,008	62,161	84,096	106,840	130,424	130,424	130,590	130,933	131,462	132,188	133,123	134,279	135,669	-	1,505,278
Available Funds	183,702	5,061,031	5,010,378	473,803	800,537	1,148,366	1,506,198	1,059,229	2,240,501	2,590,124	3,428,362	3,799,298	4,181,374	4,574,923	4,980,289	5,397,829	55,081,591	101,517,536
Payoff Deferred Dev Note	-	-	2,505,189	236,902	400,268	574,183	753,099	529,615	1,120,251	1,295,062	1,714,181	1,899,649	2,090,687	2,287,461	2,490,145	2,698,914	12,618,328	33,213,935
Available Funds	183,702	5,061,031	2,505,189	236,902	400,268	574,183	753,099	529,615	1,120,251	1,295,062	1,714,181	1,899,649	2,090,687	2,287,461	2,490,145	2,698,914	42,463,262	68,303,602
Distributions to General Ptrs.	-	-	1,252,595	118,451	200,134	287,092	376,549	264,807	560,125	647,531	857,090	949,825	1,045,343	1,143,731	1,245,072	1,349,457	21,231,631	31,529,434
Distributions to Limited Ptrs.	-	-	1,252,595	118,451	200,134	287,092	376,549	264,807	560,125	647,531	857,090	949,825	1,045,343	1,143,731	1,245,072	1,349,457	21,231,631	31,529,434
Carryover Cash Reserve	183,702	5,061,031	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	5,244,733
TOTAL USES	\$110,715,691	\$ 182,569,835	\$14,632,748	\$ 10,122,273	\$ 10,476,024	\$ 10,851,819	\$11,238,598	\$ 10,821,592	\$ 12,009,424	\$ 12,365,960	\$12,733,364	\$ 13,111,966	\$ 13,502,107	\$ 13,904,140	\$ 14,318,427	\$ 14,745,340	\$ 96,054,508	\$ 564,173,817

1532 TULANE PARTNERS, INC
SCHEDULE OF FORECASTED BASE-YEAR REVENUES AND EXPENSES
FOR THE PERIOD JUNE 1, 2019 THROUGH DECEMBER 31, 2026
(SEE ACCOUNTANT'S COMPILATION REPORT)



2018 4-person AMI	\$ 65,600	Project Location	New Orleans, LA
2018 4-Person 80%-Low Income Limit	\$ 52,500	Project County	Orleans Parish

RENT CALCULATIONS - SECTION 42

<u>Income Level Served</u>	<u>Number of BRs</u>	<u>Unit Size in SF</u>	<u>Number of Units</u>	<u>Gross Rent</u>	<u>Utility Allowance</u>	<u>Market Rent</u>	<u>Net Rent **</u>	<u>Monthly Rent</u>
Flex 2	2	1,000	14	2,400			2,400	33,600
Flex 3	3	1,150	18	3,300			3,300	59,400
Flex 4	4	1,300	6	4,400			4,400	26,400
Workforce	1	725.0 SF	17	848	-	1,100	848	14,416
Workforce	2	1,000.0 SF	32	1,018	-	1,300	1,018	32,576
Workforce	3	1,200.0 SF	5	1,176	-	1,500	1,176	5,880
Market	1	725.0 SF	115	1,400	-	1,400	1,400	161,000
Market	2	1,000.0 SF	225	1,800	-	1,800	1,800	405,000
Market	3	1,200.0 SF	30	2,900	-	2,900	2,900	87,000
Totals			<u>462</u>					<u>825,272</u>

** Lower of Gross Tax Credit Rent less Utility Allowance or Market Rent Average Monthly Rent per Unit 1,786

ANNUAL REVENUES

	<u>Monthly Rents</u>	<u>Annual Rents</u>	<u>Annual Rents / Unit</u>
Unit Rental Income	\$ 825,272	\$ 9,903,264	\$ 21,436
Retail, Parking, Medical Training, Innovation CTR (NNN) \$12/sf	153,682	1,844,187	3,992
Anchor Tenant	222,733.72	2,672,805	5,785
Gross Potential Income	<u>1,201,688</u>	<u>14,420,256</u>	<u>31,213</u>
Forecasted Vacancies	84,118	1,009,418	2,185
Other Rental Concessions	-	-	-
Total Vacancies & Reductions	<u>84,118</u>	<u>1,009,418</u>	<u>2,185</u>
EFFECTIVE GROSS INCOME (EGI)	<u>\$ 1,117,570</u>	<u>\$ 13,410,838</u>	<u>\$ 29,028</u>
Unit Operating Expenses	201,740	2,420,880	5,240
Unit Replacement Reserves	12,513	150,150	325
Total Annual Operating Expenses & Reserves	<u>214,253</u>	<u>2,571,030</u>	<u>5,565</u>
NET OPERATING INCOME (LOSS) PRIOR TO DS	<u>\$ 903,317</u>	<u>\$ 10,839,808</u>	<u>\$ 23,463</u>

1532 TULANE PARTNERS, INC
SCHEDULE OF FORECASTED OPERATING ACTIVITIES FOR YEAR 1
FOR THE PERIOD JUNE 1, 2019 THROUGH DECEMBER 31, 2026
(SEE ACCOUNTANT'S COMPILATION REPORT)

FIRST YEAR LEASE-UP	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Total Units in Project	462	462	462	462	462	462	462	462	462	462	462	462	462.0
Units Rented during Month	10	20	40	25	20	20	20	34	33	20	20	21	283.0
Cum Total Units	10	30	70	95	115	135	155	189	222	242	262	283	
Tax Credit Units Rented Per Month	-	-	-	-	-	-	-	-	-	-	-	-	-
Cum LI Units	-	-	-	-	-	-	-	-	-	-	-	-	-
Applicable Fraction	2.16%	6.49%	15.15%	20.56%	24.89%	29.22%	33.55%	40.91%	48.05%	52.38%	56.71%	61.26%	32.61%
Potential Rent Revenue	\$ 17,863	\$ 53,589	\$ 125,041	\$ 169,699	\$ 205,425	\$ 241,151	\$ 276,877	\$ 337,611	\$ 396,559	\$ 432,285	\$ 468,011	\$ 505,524	\$ 3,229,636
Retail, Parking, Medical Training, Innova	153,682	9,979	23,285	31,601	38,254	44,907	51,560	62,870	73,847	80,500	87,153	94,139	751,779
Anchor Tenant	222,734	222,734	222,734	222,734	222,734	222,734	222,734	222,734	222,734	222,734	222,734	222,734	2,672,805
Projected Income	394,279	286,302	371,060	424,034	466,413	508,792	551,171	623,215	693,140	735,519	777,898	822,396	6,654,219
Forecasted Vacancies	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Rental Concessions	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Vacancies & Reductions	-	-	-	-	-	-	-	-	-	-	-	-	-
EFFECTIVE GROSS INCOME (EGI)	394,279	286,302	371,060	424,034	466,413	508,792	551,171	623,215	693,140	735,519	777,898	822,396	6,654,219
Total Operating Expenses	4,367	13,100	30,567	41,483	50,217	58,950	67,683	82,530	96,940	105,673	114,407	123,577	789,493
Replacement Reserves	271	813	1,896	2,573	3,115	3,656	4,198	5,119	6,013	6,554	7,096	7,665	48,967
NET OPERATING INCOME (LOSS)	\$ 389,641	\$ 272,390	\$ 338,598	\$ 379,978	\$ 413,082	\$ 446,186	\$ 479,289	\$ 535,566	\$ 590,188	\$ 623,292	\$ 656,396	\$ 691,155	5,815,759

1532 TULANE PARTNERS, INC
SCHEDULE OF FORECASTED OPERATING ACTIVITIES FOR YEAR 2
FOR THE PERIOD JUNE 1, 2019 THROUGH DECEMBER 31, 2026
(SEE ACCOUNTANT'S COMPILATION REPORT)

SECOND YEAR LEASE-UP	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Annual</u>
Total Units in Project	462	462	462	462	462	462	462	462	462	462	462	462	
Units Rented during Month	10	20	40	25	20	20	20	20	4				179
Cum Total Units	293	313	353	378	398	418	438	458	462	462	462	462	
Tax Credit Units Rented Per Month	-	-	-	-	-	-	-	-	4	-	-	-	4
Cum Units	-	-	-	-	-	-	-	-	4	4	4	4	1
Applicable Fraction	0.634199134	0.6774892	0.7640693	0.8181818	0.8614719	0.9047619	0.9480519	0.991342	1	1	1	1	88.33%
Potential Rent Revenue	\$ 539,088	\$ 575,886	\$ 649,482	\$ 695,479	\$ 732,277	\$ 769,075	\$ 805,873	\$ 842,671	\$ 850,030	\$ 850,030	\$ 850,030	\$ 850,030	\$ 9,009,952
Retail, Parking, Medical Training, Innova	100,389	107,242	120,947	129,512	136,365	143,217	150,070	156,922	158,293	158,293	158,293	158,293	1,677,834
Anchor Tenant	145,495	155,427	175,290	187,704	197,635	207,567	217,498	227,429	229,416	229,416	229,416	229,416	634,407
Projected Income	784,973	838,555	945,718	1,012,695	1,066,277	1,119,859	1,173,440	1,227,022	1,237,739	1,237,739	1,237,739	1,237,739	13,119,493
Forecasted Vacancies	-	-	-	-	-	-	82,141	85,892	86,642	86,642	86,642	86,642	514,599
Other Rental Concessions	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Vacancies & Reductions	-	-	-	-	-	-	82,141	85,892	86,642	86,642	86,642	86,642	514,599
EFFECTIVE GROSS INCOME (EGI)	784,973	838,555	945,718	1,012,695	1,066,277	1,119,859	1,091,300	1,141,131	1,151,097	1,151,097	1,151,097	1,151,097	12,604,894
Total Operating Expenses	131,782	140,777	158,768	170,012	179,007	188,002	196,998	205,993	207,792	207,792	207,792	207,792	2,202,507
Replacement Reserves	8,173	8,731	9,847	10,545	11,103	11,660	12,218	12,776	12,888	12,888	12,888	12,888	136,606
NET OPERATING INCOME (LOSS)	\$ 645,018	\$ 689,046	\$ 777,103	\$ 832,139	\$ 876,167	\$ 920,196	\$ 882,083	\$ 922,361	\$ 930,417	\$ 930,417	\$ 930,417	\$ 930,417	10,265,781

1532 TULANE PARTNERS, INC
SCHEDULE OF FORECASTED OPERATING ACTIVITIES FOR YEAR 3
FOR THE PERIOD JUNE 1, 2019 THROUGH DECEMBER 31, 2026
(SEE ACCOUNTANT'S COMPILATION REPORT)

THIRD YEAR LEASE-UP	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Total Tax Credit Units in Project	462	462	462	462	462	462	462	462	462	462	462	462	
Units Rented during Month	-	-	-	-	-	-	-	-	-	-	-	-	-
Cum Total Units	462	462	462	462	462	462	462	462	462	462	462	462	
Tax Credit Units Rented Per Month	-	-	-	-	-	-	-	-	-	-	-	-	-
Cum LI Units	4	4	4	4	4	4	4	4	4	4	4	4	4.0
Applicable Fraction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Potential Rent Revenue	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 875,531	\$ 10,506,373
Retail, Parking, Medical Training, Innova	163,041	163,041	163,041	163,041	163,041	163,041	163,041	163,041	163,041	163,041	163,041	163,041	1,956,498
Anchor Tenant	236,298	236,298	236,298	236,298	236,298	236,298	236,298	236,298	236,298	236,298	236,298	236,298	727,438
Projected Income	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	1,274,871	15,298,449
Forecasted Vacancies	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	1,070,891
Other Rental Concessions	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Vacancies & Reductions	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	89,241	1,070,891
EFFECTIVE GROSS INCOME (EGI)	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	1,185,630	14,227,558
Total Operating Expenses	214,026	214,026	214,026	214,026	214,026	214,026	214,026	214,026	214,026	214,026	214,026	214,026	2,568,312
Replacement Reserves	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	159,294
NET OPERATING INCOME (LOSS)	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	\$ 958,329	11,499,952

Conflict of Interest Disclosure


CHARITY HOSPITAL REDEVELOPMENT RESPONDENT CONFLICT OF INTEREST DISCLOSURE STATEMENT

INSTRUCTIONS: List the entities comprising your principal business and personal activities (for profit and non-profit) in which you are an employee, officer, director or owner, and any other significant interests you have which may relate to the Charity Hospital Redevelopment Project Management Committee or Louisiana State University's Real Estate and Facilities Foundation (REFF).

ENTITY NAME	TYPE OF BUSINESS/NATURE OF ACTIVITIES	YOUR POSITION
1.	1532 Tulane Partners, Inc. is a single entity and therefore it has no conflicts.	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

INSTRUCTIONS: List immediate family members, employers, close personal friends or close business associates who are members of the REFF Project Management Committee or are otherwise involved in representing the REFF in the Charity Hospital redevelopment.

PERSON	YOUR RELATIONSHIP	AFFILIATED ENTITY	NATURE OF BUSINESS
1.			
2.			
3.			
4.			
5.			


Signature

Joseph Stebbins, CEO
Printed Name

August 20, 2018
Date



Section 9

DUE DILIGENCE

Due Diligence Requirements

The following is a list of due diligence requirements for the Charity Sublease Transaction, dated August 20, 2018.

It is the intent of 1532 Tulane Partners, Inc, upon selection, to move as quickly and as practicable as possible to closing and start of construction. Many factors play into a successful closing and development, and given the high profile, social, and historical importance of the property, it would be imprudent to move to closing before an adequate public discourse and receipt of input. Additionally, those tasks necessary and customary to the transfer of commercial real estate also need to be addressed. Financial considerations are listed in our financial offer in section 11 of this proposal.

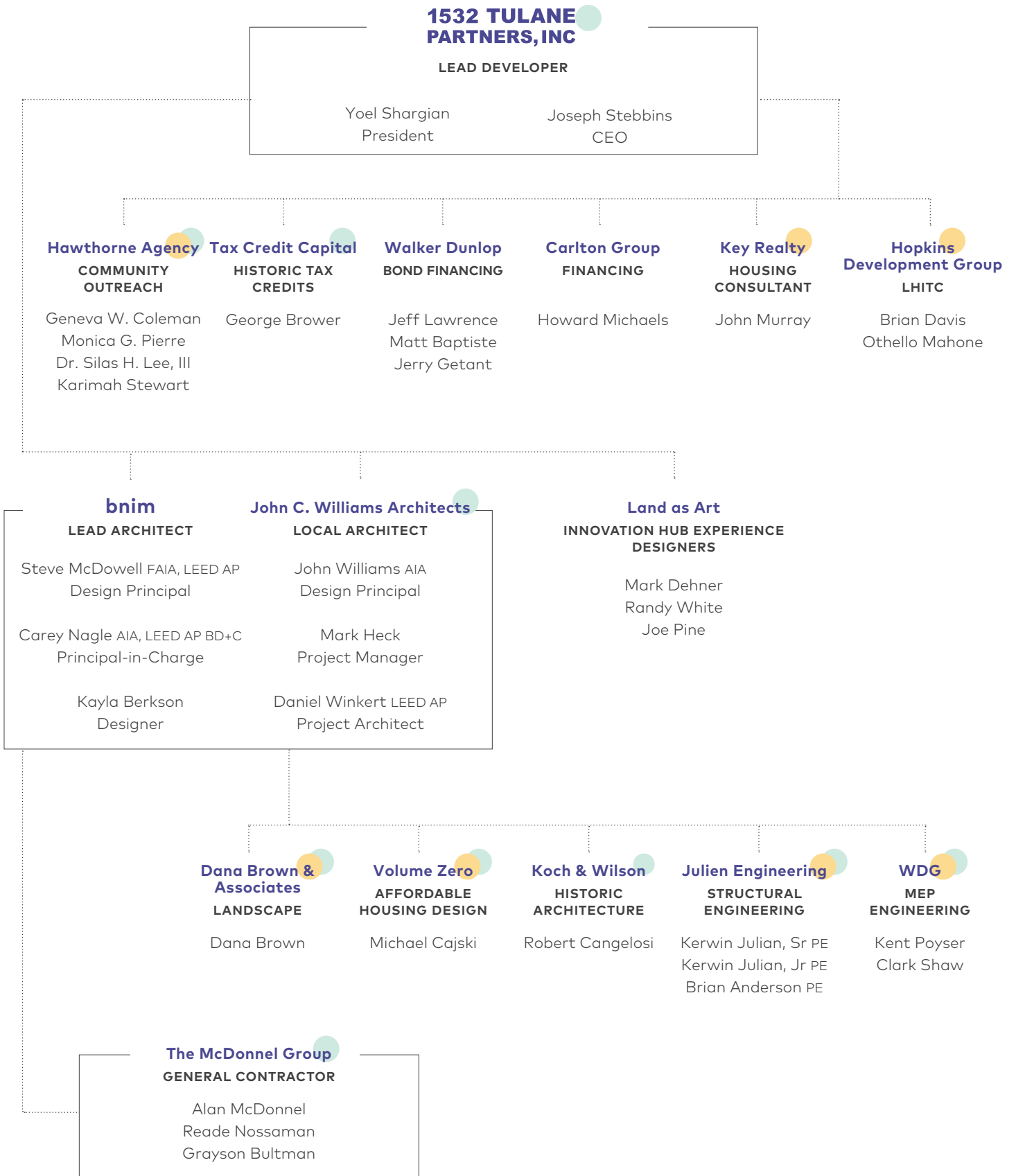
Upon receipt of award, 1532 Tulane Partners anticipates beginning a 180-day period of investigation, formal inspection, and measurement of the building and property. Full phase 1 environmental inspection by a licensed inspection company will commence during this period. A more thorough inspection including survey of hazardous materials (which may include limited destructive testing for ACM, lead, radiological, and biological materials) may be necessary and called for in a phase 2 environmental inspection. Simultaneously, ALTA Surveys, soil surveys, borings, and geotechnical investigations will be performed. Full, 3D architectural scanning of the interior and exterior of the building will also occur at that time. 1532 Tulane Partners is amenable to extending it's offer in 90- or 180-day increments should additional environmental or investigative work be required.

Legal and professional research for title will also commence, as well as preparation of partnership documents, transfer documents, financing documents, leases, and other required documents of the financial closing. The preparation of these documents may bring to light land and title issues developed prior to LSU's acquisition of the building, which may require additional time and work to resolve. In other similar transactions errors in older transfers, differences in meets and bounds, existence of underlying right of ways, or older servitudes that need to be removed or resolved have occurred causing delays in the closing. 1532 Tulane Partners is amenable to extending it's offer in 90- or 180-day increments should additional title work be required.

Prior to closing 1532 Tulane Partners will have prepared documents for public meetings and permits including preliminary plans and specifications, schematic design, 3D modeling and renderings, and other materials necessary for the appropriate public discourse about the project. This includes, but is not limited to: meetings with the Greater New Orleans Foundation and the Spirit of Charity; neighborhood and public stakeholder meetings; meetings with political bodies and boards; and meetings with LSUMC to refine the vision of the building and the district at large in order to obtain all required approvals and permits necessary for construction and operation of the facility. 1532 Tulane Partners is amenable to extending it's offer in 90- or 180-day increments should additional public meetings be required by the authorities having jurisdiction.

Designs and plans as well as applications for Part I and Part II approval by the State Historic Preservation Office will be developed and other required documentation and budgets necessary will be prepared and submitted. 1532 Tulane Partners is amenable to extending it's offer in 90- or 180-day increments should additional time be required to receive the appropriate State and Federal approval.

"Exhibit A"



= MBE/WBE/DBE = LOCALLY OWNED / OPERATED

The image shows an interior architectural space. On the left, a wall with a rough, textured finish features a large, arched opening. Above this opening, a decorative arch is formed by small, square tiles. Two cylindrical pendant lights hang from the ceiling. To the right, a glass display case is visible, containing a detailed architectural model of a building complex. The foreground is partially obscured by a black metal railing with vertical bars.

Section 10

DOCUMENTATION

Documentation Requirements

The following is a list of documentation requirements for the Charity Sublease Transaction, dated August 20, 2018.

PER THE RFP: "Respondents shall provide an outline of the legal documentation necessary to secure a contractual relationship among the Project Team and with the REFF. This outline should list all legal instruments and agreements (in addition to the ground sublease) required to advance the Project through execution of the ground sublease, construction and asset and facilities management."

I. Entity Documents of Qualified Respondent ("QR") and Affiliates

See Organization Chart for information on the type, roles, and number of entities.

- Organizational Documents
- Operating Agreement(s) or Bylaws
- Certificate of Good Standing
- Consent of Members or Resolutions
- Opinion of Counsel (the usual)
- Certifications (by duly authorized representative certifying authenticity and accuracy of all the above, and the EIN, statement of entity purposes, UCC lien and litigation results, other requirements of lenders and financial partners, if any).

II. Other Entity Documents

HTC INVESTOR (LOUISIANA STATE HISTORIC TAX CREDIT ACQUISITION FUND, L.L.C.)

Authorizations to Act, Certifications, Opinion of Counsel, Agreement for Transfer of HTC's

REFF

- Authorization to act o/b/o and as fully as if the fee simple property owner
- Certifications of authority now and at closing
- Opinion of counsel that the REFF is properly formed, duly existing, capable of contracting and performing, etc.

III. Property Description

Certification by REFF of correct and complete property description to be accepted and verified by QR's title company

IV. Property Documents

- Ground Sublease
- Notice of Ground Sublease (for recordation purposes)
- ALTA survey acceptable to QR
- Clear Title as established by an ALTA Title Policy (Owner's and Lender's) of Insurance
- Master Subleases if any, by Tenants or other users
- Clear environmental reports and reliance letters acceptable to QR and lender(s)
- Easements, servitudes, use and access agreements – delivery of copies of all existing plus all to-be-created for QR's needs
- Appraisal prepared for Lender and/or QR
- Certified inventory of personal property included in sublease, if any
- Zoning reports, letters, variances and approvals
- Elevator inspections and reports – existing and by QR
- Any existing governmental permits or licenses including O&M's for asbestos, LBP, lead in water supply, mold
- All governmental permits, licenses, and/or waivers – includes building permit(s)
- Agreement with Entergy for use of and access to its chilled water loop and facilities for delivering steam and chilled water.
- Agreement with fee owner/lessor for land use restrictions, if any
- Approval of all Phases of HTC applications; State (SHPO) and Federal (NPS)

V. Financing Documents

- Loan Agreement(s)
- Mortgage and/or Security Agreements
- Bond Documents, Credit Wrappers and enhancements, application and other required documents
- Promissory Notes(s)
- SNDA among the lender(s), QR, Sublessor, easement holder(s)
- Indemnity Agreements, including environmentals

VI. Development and Construction Documents

- Contracts for project architect(s), prime construction contractor(s), construction manager, with appropriate due diligence for licenses, insurance, bonds. See also: I. Entity Documents.
- Completion of subcontracts by prime contractors
- Any additional documents required by lender or equity investor
- Development Services Agreement

- Insurance policies
- Construction close out inspections, certificates,

VII. Financial and Transaction Closings

- Settlement Statement
- Documents as determined by closing attorney: Sher, Garner, Cahill, Richter, Kline and Hilbert, LLC
- Closing of Initial and Permanent Financing
- Close-out of HTC equity investment

VIII. Leasing, Asset Management and Facilities Management

- Broker and other contracts for lease up.
- Property Management contract
- Asset Management Contracts as required by State, City, Lender or Equity Investor

IX. Respondent's Statement and Comment

"All legal instruments and agreements . . . through . . . construction and asset and facilities management." The QR's last private transaction had a pre-construction financial closing for which the list of such documents exceeded 48 pages. That did not include any documents generated in meeting the NPP and other concerned stakeholder requirements, City and State approvals of non-building permit submittals, or miscellaneous letters, notices and certifications meeting lender/investor requirements. The subsequent construction close-out and placement of permanent financing with final equity pay-ins generated twice again the legal documentation and agreements as the start of project closing. The list submitted here is intended to indicate the QR's knowledge and experience in delivering what will be needed to shepherd the Charity Redevelopment through the entire process.

Section 11

FINANCIAL OFFER



Financial Offer

The principals of 1532 Tulane Partners requested a market appraisal of the former Charity Hospital property prior to this solicitation process. We received an appraised value of \$16,000,000.00 for a transfer of the property. The solicitation requests a land lease option with or without a lump sum payment. Given the large upfront payment and the NPV of the annual lease payments, 1532 Tulane Partners believes it has presented a fair and reasonable offer that has exceeded the appraised value of the property.

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OFFER LETTER PROCEEDS ON NEXT PAGE

**OFFER AND AGREEMENT TO ENTER INTO A GROUND SUBLEASE
FOR THE REDEVELOPMENT OF CHARITY HOSPITAL
NEW ORLEANS, LOUISIANA**

AUGUST 20, 2018

PARTIES

This **Offer and Agreement to enter into a Ground Sublease for the Redevelopment of Charity Hospital in New Orleans, Louisiana** (the “Offer”) is made by 1532 Tulane Partners, Inc., a Louisiana closely held corporation and Qualified Respondent (or “QR”) under that certain Request for Qualifications (the “RFQ”) issued in April, 2018 by the Louisiana State University Real Estate and Facilities Foundation (the “REFF”), the QR being herein represented by its duly authorized Chief Executive Officer, Joseph A. Stebbins, II (“CEO” or “Stebbins”), which Offer is now submitted as part of the Qualified Respondent’s proposal submitted under that Certain Request for Proposal No. 0604 (the “RFP”) and is made to the REFF on the date first written above.

DEFINITIONS

The following capitalized terms shall have the meanings given to them in this Section. Capitalized terms not defined herein shall have their ordinary and usual meanings unless otherwise defined in the text where they appear.

1. Agreement shall mean this document after delivery of Notice to the Qualified Respondent of its acceptance and execution by the REFF.
2. Agreement Effective Date shall mean the date upon which this document becomes an Agreement.
3. Notice shall be as defined in Section 4.
4. Offer shall mean this document.
5. Offer Effective Date shall mean the date first written above.
6. Owner shall mean the State in any capacity which shall specifically include without limitation its capacity as the fee simple owner of the real estate, including the ground and all improvements thereon, which is the subject of this Offer and Agreement
7. REFF shall be as defined in the RFQ of April 2018, and the RFP including its Addenda and Supplemental Materials.
8. State shall mean the State of Louisiana.

RECITALS

WHEREAS 1532 Tulane Partners, Inc. (“Offeror”) was chosen as a Qualified Respondent (“QR”) after submitting its qualifications under that request to developers issued by the REFF in April, 2018, and is now acting as a QR responding to that certain Requested for Proposals 0604 (the “RFP”) submitting its Proposal to deliver a large-scale adaptive reuse of the former Charity Hospital building, and other State owned property and improvements as listed in the RFP, its Addenda and Supplemental Materials; and

WHEREAS the phrase “former Charity Hospital building” as used herein shall be as defined in the RFP, and shall specifically include without limitation or exclusion that certain piece of ground (the “Premises”) together with all improvements thereon, and all rights thereto located in the State

of Louisiana, Parish of Orleans, City of New Orleans, First Municipal District, on Squares 367, 402 and 405, bounded by Tulane Avenue, Gravier St., LaSalle St., and N. Claiborne. Ave., improvements thereon consisting of a twenty story building comprised of approximately 1,015,942 square feet, more commonly known by the municipal address 1532 Tulane Ave., New Orleans, LA 70112, the redevelopment of said improvements is the “Project,” and other State owned property and improvements as listed in the RFP, its Addenda and Supplemental Materials; and

WHEREAS the REFF, acting as Lessee as described in the RFP, desires and intends to enter into a ground lease for the Premises and Project with the Board of Supervisors of LSU (the “Board”), said Board acting therein as Lessor on behalf of the Owner, and, simultaneously, the REFF, as Sublessor, intends to enter into a ground sublease for the Premises and the Project with a single Qualified Respondent; and

WHEREAS the QR, acting as Sublessee desires and intends to enter into a ground lease with the Sublessor for the Project and Premises, and acting in furtherance of same, now hereby submits this Offer and Agreement for Sublease under the following terms and conditions:

FINANCIAL OFFER

1532 Tulane Partners, Inc. hereby offers to enter into a Sublease under which it proposes to make the following cash payments of rent to Sublessor:

- A.** Lump sum payment of \$11,850,000.00 conditioned upon:
1. full execution and delivery of the documentation described in the Proposal and RFP Section 10, including the ground sublease, and
 2. completion of the due diligence activities and periods described in this Proposal and RFP Section 9 which shall include satisfaction of all conditions precedent, and cure or provide other resolution for conditions uncovered in conducting due diligence.
- and
- B.** Rent of \$250,000.00 paid annually commencing on the first anniversary of the issuance of the final certificates of occupancy by the authority having jurisdiction.

OTHER TERMS AND CONDITIONS

1. **Term and Option.** The Sublease shall be for a term of years commencing with the payment of the Rent as set forth above as Financial Offer, item A, and shall end on the date that is ninety-nine (99) years later, unless otherwise terminated or extended by the Parties. At the end of the Term provided for herein or any earlier termination agreed to by the Parties, Sublessee shall have the option to purchase the fee simple ownership of the Project and Premises for One Dollar (\$1.00), US, to be paid to Owner at an Act of Sale conducted at Sublessee’s expense by Sublessee’s closing attorney.
2. **Title to and Alterations of Improvements.** At all times during the Term of the Ground Sublease, including any extensions or renewals thereof, the Project, sometimes called Improvements, shall be owned by Sublessee and Sublessee alone shall be entitled to all of the tax attributes of ownership, including, without limitation, the right to claim depreciation

or cost recovery deductions, and the right to claim all tax credits, specifically including without limitation all historic tax credits and all low-income housing tax credits. The transfer of Project ownership rights hereunder shall be confirmed to meet the requirements of all applicable tax credit, depreciation and cost recovery laws in conducting the due diligence provided for in the QR's Proposal and the RFP at Section 9. In the event that said due diligence does not confirm that the rights hereunder meet said requirements, the Parties hereby commit themselves to changing the Ground Sublease to the extent needed to confirm such rights.

At all times during the Term of the Ground Sublease, including any extensions or renewals thereof, the Sublessee shall have control over and shall make such alterations to the Project as shall carry out the adaptive reuse described in the Proposal. Upon issuance of the final Certificates of Occupancy for the adaptive reuse by an authority having jurisdiction, and thereafter during the term the Ground Sublease, Sublessee may in its sole discretion conduct such alterations as it finds necessary or convenient, provided any such alterations shall be in accordance with all applicable codes, laws, permits and any other requirements of an authority having jurisdiction. Nothing herein shall be construed as creating in Sublessee the right to demolish, destroy, or remove the Improvements or any part thereof.

3. **Transfers, Assignments, and Subleases under or of this Offer and Agreement.** This Offer and Agreement is made by the Qualified Respondent, 1532 Tulane Partners, Inc., which intends to be and is bound by the terms and conditions hereof. In the event the Offer becomes an Agreement the Qualified Respondent must be in a position to create such interests in or obligations under the Agreement as are necessary to carry out its Proposal. Accordingly it is hereby agreed by the Parties that in the event the Offer becomes an Agreement, the Qualified Respondent shall have the right to enter into such necessary transfers, assignments, and contingent subleases, provided that any such transfer, assignment or contingent subleases shall be made (a) only with a party whose identity and role in the Project has been disclosed in the Proposal, and (b) the necessity for which has also been disclosed in the Proposal.
4. **Notices.** Any Notices required hereunder shall be made in accordance with the RFP communication protocol and shall be exchanged by and between the point(s) of contact identified in the RFP or the Proposal by the QR, which are as follows:

If to the REFF:

Chris Roth
Managing Director
JLL
200 E Randolph Drive
Chicago, IL 60601
chris.roth@am.jll.com
312-228-2720

and

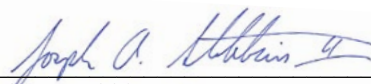
If to the Qualified Respondent:

Mark Heck
John C. Williams Architects, LLC
824 Baronne Street
New Orleans, LA 70113
mheck@williamsarchitects.com
504-566-0888

Any notice, communication or document to be provided hereunder: (a) shall be in writing, and (b) shall be deemed to have been provided on the earlier of (i) (1) forty-eight (48) hours after being sent as certified or registered mail in the United States mails, properly addressed, postage prepaid, return receipt requested, or (2) the next business day after having been timely deposited with Federal Express or another equally recognized courier service, or (3) if such party's receipt thereof is acknowledged in writing, upon having been sent by means of electronic communication to the respective Point of Contact.

5. **Severability.** This Offer and Agreement is intended to fully conform with the requirements of the RFP in all aspects, however, in the event that, after submittal but prior to acceptance hereof, the Qualified Respondent discovers an error or invalidity of a non-material or inconsequential nature, in any section, then QR shall, by written notice to the Point of Contact for the RFP, give Notice of the error or invalidity and request that it be severed, which request the REFF may accept or deny in its sole discretion.
6. **Term.** This Offer and Agreement shall remain effective, valid and binding for 180 days from August 20, 2018 unless Qualified Respondent, in its sole discretion, extends it for such term of days that it finds necessary or convenient.

Respectfully offered,
1532 Tulane Partners, Inc.

By: 
Joseph A. Stebbins, II, CEO

Accepted:
State of Louisiana
Louisiana State University Real Estate and Facilities Foundation

By: _____

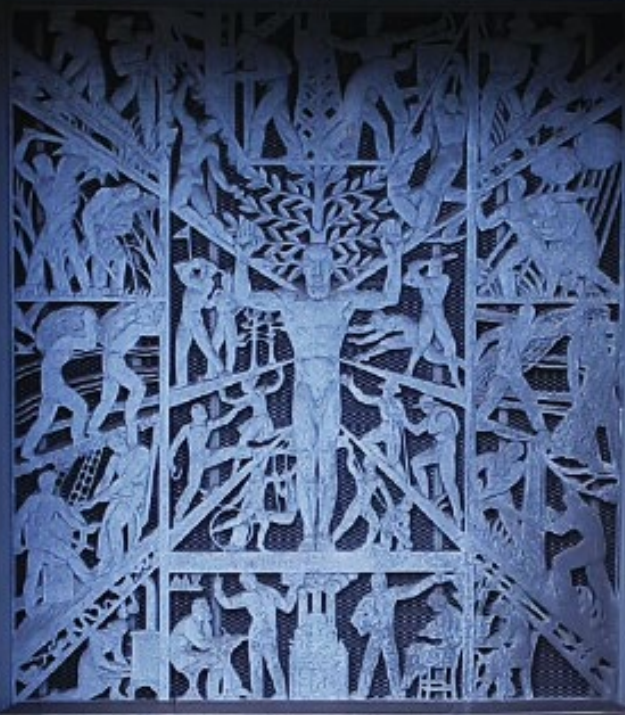
Title: _____

Date: _____

REV. AVERY C. ALEXANDER

CHARITY HOSPITAL

OF LOUISIANA



**1532 TULANE
PARTNERS, INC**

4127 S. CLAIBORNE AVE
NEW ORLEANS
LOUISIANA 70125

504 822 4811