

16 May 2018

Mr. Chris Roth
JLL
200 E. Randolph
Chicago, IL 60601

Re: Former Charity Hospital Building RFQ

Dear Mr. Roth,

It is with great excitement that we submit for your consideration our team's qualifications to provide for the redevelopment of the Historic Charity Hospital Building in the BioDistrict of New Orleans. We applaud your vision to see this landmark reborn and returned to its former glory, and we wish to help this area grow in a manner that celebrates the spirit, culture, and rich history of the building and New Orleans.


1532 Tulane Partners, Inc has been formed to bring together the best local and national firms, professionals and organizations to return the Charity Hospital Building back into its deserved place in the vibrant and diverse city of New Orleans. Yoel Shargian has the tools and financial wherewithal of New York, while Joseph Stebbins brings the local experience to make sure those tools are effective and Hopkins lends its expertise to address the pressing needs of affordability in the community. BNIM brings the depth to produce the necessary and correct construction documents so the project can be built and Williams Architects with Koch and Wilson Architects makes sure the project meets the local needs of the program and community and still retains its historic character. WDG Engineers and Dana Brown can insure the project meets the design parameters set by the Architects. Hunt Construction can manage some of the largest construction projects the nation can conceive and McDonnell can assure the boots on the ground get the project done and provide the opportunities the local job market needs.

Integral to the process of confecting the team was the principal that a diverse group is a strong group. All levels of the project team have a robust cross section of members and the basic precept to provide opportunities to entire community in the process of development and construction.

1532 Tulane Partners believe in collaboration as a key component to success. We acknowledge the needs of the LSU Real Estate and Facilities Foundation and the surrounding Medical Corridor and BioDistrict, in that it provides ample opportunities for synergy and shared growth, and we are grateful for the chance to be a selected to propose on such an important project.

We offer you our very best.

Sincerely,



John C. Williams, AIA
Principal, John C. Williams Architects, L.L.C.
on behalf of the 1532 Tulane Partners Team



EXECUTIVE SUMMARY

1532 Tulane Partners, Inc

Executive Summary for Former Charity Hospital Building

Contact Persons: Yoel Shargian, President, 4127 S. Claiborne Ave., New Orleans, Louisiana 504.822.4811
Joseph Stebbins, Secretary 4127 S. Claiborne Ave., New Orleans, Louisiana 504.822.4811

1532 Tulane Partners, Inc offers to and intends to work with JLL and the LSU Real Estate and Facilities Foundation to issue a winning proposal for the redevelopment of the Charity Hospital Main Building to put the structure back into beneficial commerce and bring it to its highest and best use.

The team assembled by 1532 Tulane Partners represents a financially strong, diverse group capable of handling the complexities of a large project that is a not only massive in size but also important to the history and fabric of the community that surrounds it.

1532 Tulane Partners, Inc, intends to bring the tools and recourses it has established in its principals' real estate and financial dealings in Louisiana, New York City and its surrounding area, Florida and elsewhere to create a vibrant hub for the New Orleans community. 1532 Partners is committed to providing inclusive opportunities for its MBE/DBE partners and the same for the entirety of the redevelopment process. As shown in these qualifications, we have and will continue to strive to have these opportunities throughout the entire process.

Hunt Construction who was general contractor for the Louisiana Superdome will oversee, manage and utilize Louisiana vendors, general contractors, and subs.

BNIM Architects along with prominent New Orleans Architectural firm John Williams Architects, Hunt Construction's eminent project management staff provide ample quality control and professional project management oversight to ensure on budget completion and placed in service status, as well as providing Louisianan's needed permanent jobs and income derivation. Wage equity and Apprenticeship programs in concert with local Unions and Trade associations are intended to be set into construction contracts to insure appropriate levels of pay and upward opportunity is provided to those who work on the structure.

The team is working with local and regional providers as well as bringing contacts for new sources of funding from out of state to have the resources to complete this project. An experienced and motivated development team is in place. Upon approval by the JLL to 1532 Tulane Partners, a proposal that is robust and refined shall be prepared, so that upon the event of award of the project documents can be negotiated and presented to all appropriate authorities having jurisdiction, and submitted to the City for permitting and immediate construction can commence.



1532 Tulane Partners, Inc stands ready to restore, renovate and reinvigorate the Charity Hospital Building and provide for it and the adjacent buildings to become a vibrant, living hub in the New Orleans Biodistrict transforming the prominent, iconic structure into an adapted, vertically integrated development. The LSU Real Estate and Facilities Foundation needs the dedication, experience, financial depth, and fresh energy of 1532 Tulane Partners, Inc for such an important project.

1532 Tulane Partners, LLC is ready to move within time frames acceptable to the LSU Real Estate and Facilities Foundation and looks forward to the next steps toward acceptance, award, negotiation and timely closing on the project.

Thank you for your consideration. I am, Respectfully,

Yoel Shargian, President
1532 Tulane Partners, Inc



{Delivered via e-mail to: chris.roth@am.jll.com}

May 15, 2018

Mr. Chris Roth
Group Managing Director
Jones Lang LaSalle Americas, Inc.

**Subject: Request for Qualifications – Former Charity Hospital Building,
New Orleans**

Dear Mr. Roth:

On behalf of HRI Properties, LLC (“HRI”), and its development team members, we are pleased to remit this proposal in response to the Request for Qualifications (“RFQ”) to secure an opportunity to redevelop the former Charity Hospital building at 1532 Tulane Avenue through transformative adaptive reuse and bring continued revitalization to the City of New Orleans and the Greater New Orleans Region.

We received the RFQ with great anticipation and excitement as it represents an opportunity for HRI to further its efforts to fulfill a long-held mission to revitalize what I refer to as New Orleans’ City Center – the area bounded by Tulane Avenue, North Rampart Street, St. Bernard Avenue and Broad Street. For over 18 years, HRI has promoted the revitalization of this area through efforts with the City of New Orleans and the State of Louisiana. Just 8 years ago, HUD awarded the City of New Orleans a \$30MM Choice Neighborhood Grant to revitalize the Iberville Public Housing Project and the surrounding neighborhood. HRI was selected as a Development Partner to lead this project. Through the Choice Neighborhood Grant, HRI has succeeded in redeveloping the historic Texaco Building at 1501 Canal Street, the Rosa F. Keller Building at 2222 Tulane Avenue, Phases I-VI of the historic Iberville Neighborhood and two sites on Orleans Avenue resulting in over 900 residential units and nearly \$300MM of total investment. The revitalization of Charity Hospital represents the next step in realizing the renaissance of the City Center. It is a critical strategic project as it provides connectivity between existing investments in downtown New Orleans linking the Superdome, Canal Street, the CBD and the Biomedical Corridor. HRI is uniquely qualified and positioned to lead the revitalization of Charity Hospital.

HRI is the development team to select for the redevelopment of the former Charity Hospital building. The HRI team is comprised of highly skilled staff and nationally recognized leaders in the redevelopment of neighborhoods. HRI is uniquely qualified to successfully manage the challenges of revitalizing Charity Hospital due to our national reputation; understanding of



Elevating the Urban Experience

the local community and its needs; holistic approach to neighborhood revitalization; over \$2.5 billion of development experience, including pioneering mixed-income housing; strong working relationships with the State of Louisiana, the City of New Orleans, and HUD; and the highly skilled team it has assembled in response to the RFQ.

This response provides a description of our proposed team members, outlines our commitment to equity and our proposed policies, procedures and practices for ensuring an equitable distribution of opportunities to work on this transformative project, identifies key personnel and their respective experience, highlights our team's experience with similar projects and summarizes our financial qualifications and capacity to support the development and construction completion of this large-scale adaptive reuse project. We understand the goals and objectives of the State of Louisiana and have assembled a creative and highly qualified team to achieve those goals.

If selected, we will forge a public-private partnership that will include all key neighborhood, community and government stakeholders to inform the direction and scope of the project including the key government leaders of the State of Louisiana and the City of New Orleans, the Tulane University Medical School, the L.S.U. Health Sciences Center, the Louisiana Community and Technical College System, the New Orleans BioInnovation Center, the New Orleans Regional Transit Authority, among others.

We thank you for your consideration of our proposal and welcome the opportunity to present our qualifications in person to the State of Louisiana.

Sincerely,

A handwritten signature in blue ink, appearing to read "Pres Kabacoff", written in a cursive style.

Pres Kabacoff
Executive Chairman of the Board of Directors
HRI Properties, LLC

REQUEST FOR QUALIFICATIONS FORMER CHARITY HOSPITAL BUILDING, NEW ORLEANS

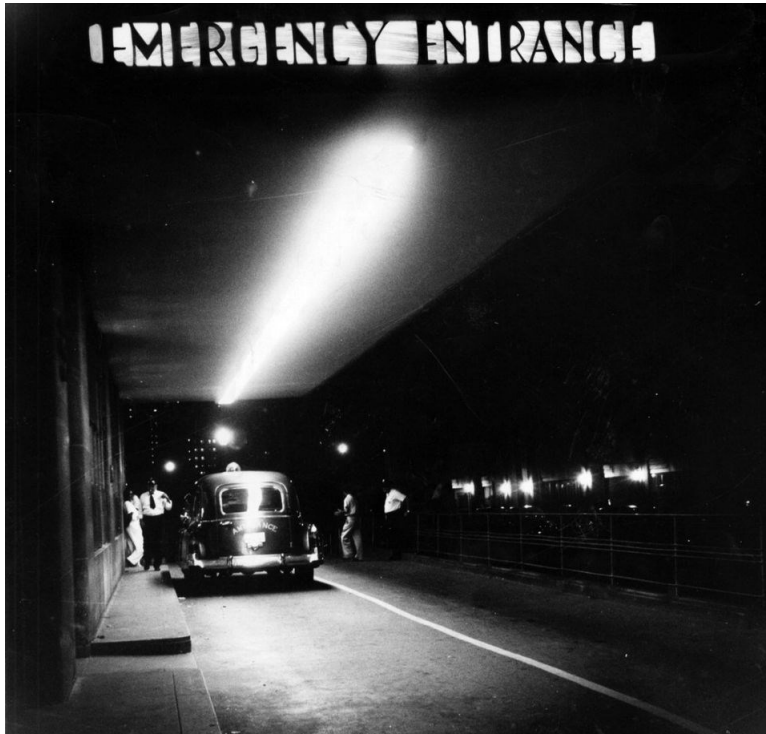
Response Submitted by:
HRI Properties, LLC
812 Gravier Street Suite 200
New Orleans, Louisiana 70112
(504) 566-0204



Redevelopment of
CHARITY

MAY 16, 2018

I. EXECUTIVE SUMMARY



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For the first time since Hurricane Katrina, the City of New Orleans has stopped growing jobs. More people are moving from New Orleans to other areas of the United States than are coming to the City from other communities. The best way to regain momentum towards continued prosperity is by creating an Innovation District (“ID”) in the Charity/Upper Canal Street neighborhood and thereby producing 10,000 new, permanent tourism and medical related jobs. With more than 2 million square feet of empty buildings and unsightly surface parking lots, the neighborhood today is blighted. The potential for an ID is real because of the neighborhood’s adjacency to New Orleans’ healthy urban center to the east, new world-class hospital facilities (UMC/VA) to the west, the Sports District and Class A office to the south, and a healthy residential mixed-income neighborhood (Bienville Basin) to the north. The presence of strong anchor institutions including the LSU Health Sciences Center, the Tulane University Medical School and the Louisiana Community and Technical College System, the renaissance of lower Canal Street with continued development of luxury apartments and hotels and the connectivity being created by the Regional Transit Authority with expansion of street car lines serving the Loyola Avenue corridor provide a confluence of factors that support growth of an ID through the redevelopment of Charity Hospital.

Decay and vacancy must be eliminated and replaced with a “great place” where people will want to live, work, play and visit. Specifically, this requires the revitalization of Charity informed through inclusive and respectful participation of key neighborhood, community and government leaders, the creation of green space on contiguous undeveloped and vacant parcels to make the area feel less institutional and the creation of a retail center to support a more economically vibrant neighborhood and a Tax Increment Financing (TIF) district that will provide gap funding essential to bring Charity, the District’s center piece, back into commerce.

We are a catalytic developer and we have the tools and experience to put Charity back into commerce. We understand the importance of sourcing “patient equity” that is interested in long-term mission-driven success and not short-term returns that jeopardize project realization. We understand the importance of “integrated development” that is considerate of project development within the context of a neighborhood’s master development plan. We understand the importance of creating substantial employment opportunities by including major employers in the development process. We have assembled a highly qualified, battle tested team that is the best option to achieve these essential goals. This Team is prepared to not only tackle the redevelopment of Charity but to work proactively and collaboratively to ensure the entire ID becomes a reality.

Matthews Southwest
320 W Main Street
Lewisville, TX 75057

Tel.: (972) 221-1199
Fax: (972) 221-1217



May 16, 2018

Mr. Chris Roth, Jones Lang LaSalle

via email: chris.roth@am.jll.com

RE: State of Louisiana and the Louisiana State University Real Estate and Facilities Foundation (REFF) Request for Qualifications - Redevelop Former Charity Hospital New Orleans

Dear Mr. Roth,

Matthews Southwest (MSW) is proud to lead a development team with an international perspective guided by local sensitivity in the adaptive reuse of the former Charity Hospital Building, New Orleans. New Orleans based MCC Real Estate (MCCRE) and Renaissance Neighborhood Development Corporation (RNDC) have aligned with MSW in response to your RFQ.

Our highly skilled team enjoys relationships with renowned architects and engineers, historic and housing tax credit experts, financing strategists, and equitable community (DBE) firms. While not part of the development team, we continue to have ongoing communication with these firms and anticipate all are poised to respond to the challenge of the adaptive reuse of the former Charity Hospital as part of our team when we are given the opportunity to respond with our formal proposal.

Our philosophy is based on a longstanding commitment to community. From project inception we strive to engage stakeholders to share a vision of broad based wealth generation for individuals, business and the community. With our recent successful on similar projects in various communities, we feel the Matthews Southwest team is best suited for this opportunity. Charity's redevelopment will be a catalyst for revitalizing the surrounding neighborhood, enhanced quality of life and making a positive contribution to the local economy.

The broad range of experience of team members includes successful historic preservation and adaptive reuse of buildings and neighborhoods. The economic scale of completed projects exceeds billions of dollars, yet our team attends to micro enterprises with equal enthusiasm. Our scope of activity ranges from mixed use/ mixed income workforce housing to hospitality to office uses, in both greenfield and brownfield sites.

We enjoy a history of assisting public institutions develop and manage assets that generate revenue and address public policy objectives. Our relationships with "not for profit" organizations results in new revenue, continuing cash flow and physical assets to help the Organization deliver its mission. Much of our community outreach is focused on education and skills development.

On behalf of MSW, MCCRE and RNDC we look forward to the opportunity of presenting our plan for adaptive reuse of the former Charity Hospital in a detailed response to your request for proposal and ultimately working with REFF and the State of Louisiana in restoring Charity's prominence in New Orleans. Please do not hesitate to contact the undersigned if you have any questions.

Sincerely,



John H. (Jack) Matthews, President

EXECUTIVE SUMMARY

When approaching an opportunity such as the redevelopment of the Former Charity Hospital in New Orleans (Charity), the Matthews Southwest (MSW), MCC Real Estate Group (MCCRE) and Renaissance Neighborhood Development Corporation (RNDC) team (Developer Team) relies upon their wide range of experience to best determine the viability of a project. After careful consideration, the Developer Team feels confident in responding to the challenge of Charity and Request for Qualifications.

The broad ranges of successful projects completed by the Developer Team clearly demonstrate experience to undertake the redevelopment of Charity. The following pages offer detailed descriptions of representative projects ranging from neighborhood workforce housing to billion dollar office complexes. Key team members each have decades of real estate development experience in a wide array of sectors while working with a multitude of community development partners, architects, engineers, financing experts, contractors and public constituents.

Perhaps the most relative undertaking similar to Charity is the South Side Master Planned Community in Dallas, Texas, anchored by South Side on Lamar. This project commenced nearly two decades ago and involved site acquisition, public partnerships, community outreach and the redevelopment of a former ten floor, one million SF Sears warehouse into 454 loft apartments integrated with commercial, retail and entertainment venues. South Side on Lamar was the catalyst for several other projects which have helped revitalize a once challenged neighborhood.

The Dallas OMNI Hotel represents a long standing relationship with the City of Dallas. MSW's sustained relationship has led to additional retail and restaurant projects, parking enhancements, all in support of the City of Dallas' goal as a convention destination. The OMNI hotel was funded from proceeds of a bond that required a citywide referendum, influenced by extensive engagement with the community.

The wonderfully old and historic Jung Hotel debuted in 1925 on the famed Canal Street in downtown New Orleans and instantly became the largest, most significant hotel in the south. Listed on the National Register of Historic Places in 1982, the skyscraper had languished since being severely damaged by Hurricane Katrina. Restoring the faded hotel structure to its original splendor recently gained an honor for MCC Real Estate in its receipt of a 2018 Award for Excellence in Historic Preservation from the Louisiana Landmark Society.

This Upper Canal Street corridor is in an area challenged for decades by its proximity to the raised interstate highway while being isolated between the French Quarter, Central Business District and Medical District. MCCRE President and CEO, Joseph Jaeger, Jr.'s \$140 million renaissance of the 17 story, 550,000 sq. ft. structure into a upscale full service hotel and high end residential living development is serving as a catalyst for the Upper Canal Corridor. Spanning the entire block of 1500 Canal Street, this project will contribute dramatically to the foot traffic and vitality of this downtown strip.

On a smaller scale, the conversion of the 1950 Lykes Shipping Company Building and adjacent



1885 Cotton Press Building adjacent to the Port of New Orleans into 52 units of mixed-income housing and a fresh/healthy commercial kitchen repurposed historical buildings that had sat vacant for many years. This development leveraged a number of private and public below market financing tools, and similar to the potential of Charity, it has contributed significantly to the overall revitalization of the lower Tchoupitoulas corridor in recent years.

Relevant projects described within the RFQ have accessed a variety of below market incentives and financial tools. The Developer Team has extensive experience in working with public entities incentives including tax abatements, historic tax credits, New Market Tax Credits, EB-5 funding, tax incremental financing, low income housing tax credits, CDBG and other federal programs. Below market financing has leveraged private equity and traditional loans as necessary to finance projects.

Our team is presenting an international perspective, enhanced with local awareness and sensitivity. MSW initiates and manages projects across the continent, but will be supported by two highly renowned New Orleans based organizations.

We have undertaken numerous large and complex financial projects, with the support of institutions and lenders with confidence in our ability to succeed. The creditworthiness of the Team is demonstrated with several reference letters.

Our group is committed to providing the best ideas and plans to help the REFF maximize its goals. Team members have extensive experience that ranges from publicly financed projects to securing private equity investments; from historic preservation and renovations to building new

iconic buildings; from master planning to revitalizing the inner-city areas to catalyze new communities.

Our Team further shares a desire and is committed to ensuring that our adaptive reuse project is performed in an equitable manner. We believe partnering with DBEs and local residents helps broaden the base of the entire community by impacting segments of society that are, and often have been, denied certain economic opportunities. We will create job opportunities and openings for both individuals and companies under contract for temporary or permanent work at the Charity Hospital redevelopment project from the New Orleans Metropolitan Area. Our Development Team is in complete agreement that direct business participation and the procurement of goods and services from local small and emerging businesses is of paramount importance to the development of our state and local economy. Additionally, we will further expand access to training and jobs for metro area residents and specifically New Orleanians by creating highly structured training and recruiting for young workers into the construction industry, a need in the local economy considering the skills shortage in the industry. We will to the greatest extent feasible, provide opportunities for training and employment to low and very-low income residents of Orleans Parish.

In addition, our team members have been involved and working with the ULI Advisory Services Panel giving our input for the Development Scenarios for Reuse and Revitalization of Charity Hospital. We are in receipt of the final report dated November 5-10, 2017 and will incorporate their findings into our development considerations. In particular, we agree with the guiding principles (Spirit of Charity,



Clear and Transparent Process, Inclusive and Equitable Process and Outcomes, Financial Feasibility and Stewardship, Flexibility, Public Use and Community Benefit, Connectivity, Partnership, High Quality Design and Strategic Planning) and will incorporate them into our plan.

Each team member has a proven track record; each team member is committed to the long-term vision; each team member is prepared to

undertake the rigorous challenges required to achieve a project to be proud of for many years to come. Our team is committed to achieving results that will guarantee the sustained success in redeveloping Charity and its impact on the City of New Orleans, Louisiana State University, the State of Louisiana and JLL. We welcome the opportunity to provide greater detail with the submittal of a formal proposal

