

HEARTLAND ALLIANCE

HOMELESS SUPPORTIVE HOUSING - SERVICES



Homeless Supportive Housing - Services
Request for Qualifications Response
Community Development Authority of
the City of Madison
RFQ No: 8320-0-2013/MRW
Dec. 4th, 2013

HEARTLAND
ALLIANCE
HOUSING

HEARTLAND
ALLIANCE
HEALTH

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[Photo: Community Art at Harvest Commons / 89 units / Chicago, IL]

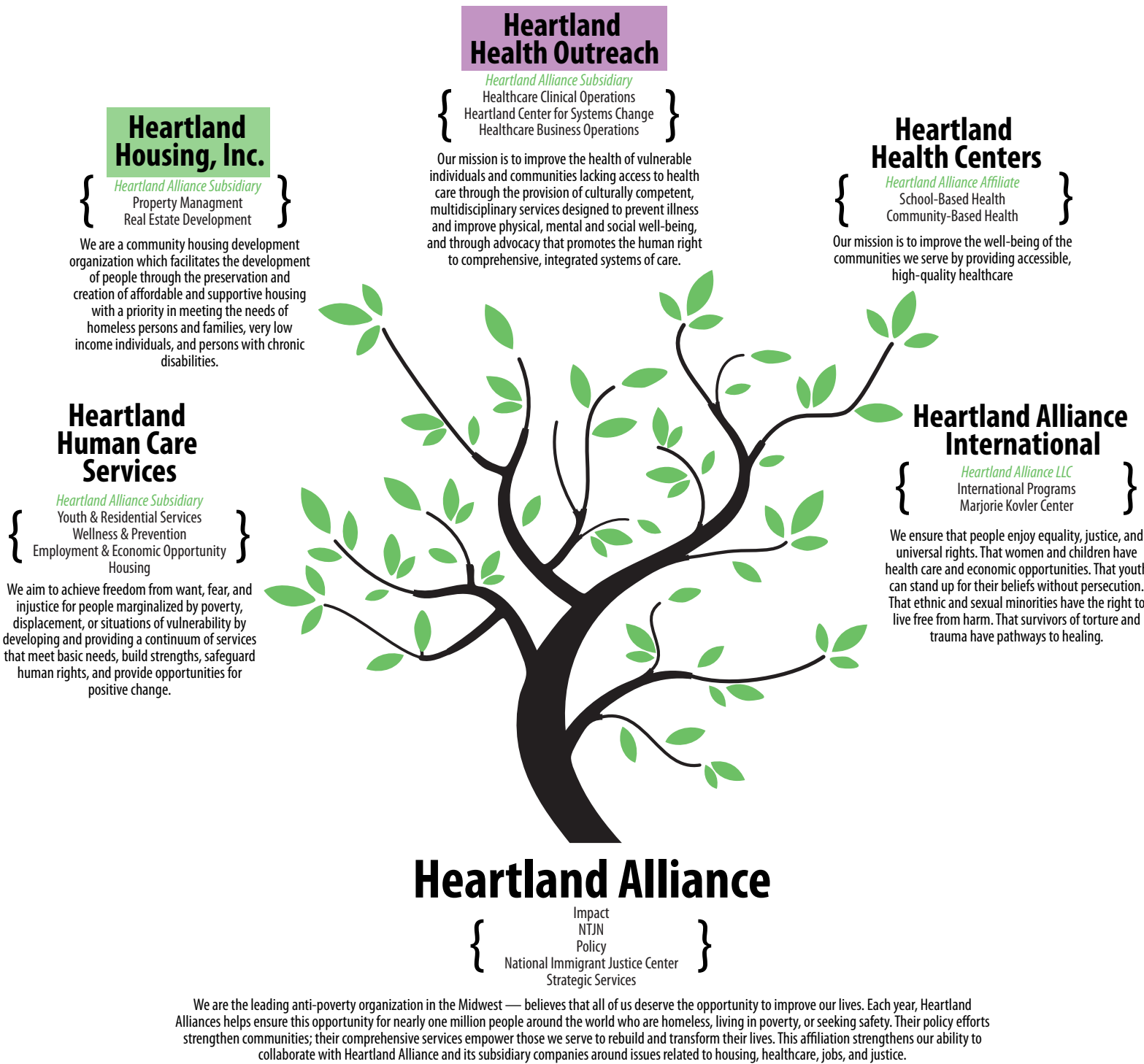
1. FIRM PROFILE

{ Photo: Prairie Apartments / 24 units / Milwaukee, WI }



firm profile / 1.1 Heartland Alliance Team

Heartland Housing and Heartland Health Outreach are both members of the Heartland Alliance, the leading anti-poverty organization in the Midwest. Heartland Housing is a non-profit affordable housing developer and operator that provides housing opportunities for the most vulnerable people in our communities. Heartland Health Outreach is a non-profit healthcare and service provider that also targets vulnerable and disenfranchised populations. Together with our parent and other affiliated companies, we provide opportunities for over 1,000,000 individuals annually to improve their lives through services and programming in four key areas: jobs, justice, housing and healthcare.



PROPERTY/ASSET MANAGEMENT

HEARTLAND ALLIANCE HOUSING

Location: 208 S. LaSalle St., Suite 1300, Chicago, IL 60604

Areas of Expertise: Development, Management and Compliance for: Affordable and Permanent Supportive Housing; Housing for Older Adults; Mixed-Income Communities

About: Heartland Housing Inc. (Heartland) is a leader in developing and managing affordable housing in the Midwest. As Heartland Alliance's housing division, Heartland Housing has developed 1,846 units and manages 846 affordable units across the Chicago region and Midwest since our founding in 1988. Our experience has helped us perfect the art of balancing solid property management with programs that create opportunities for residents. As a result, our work not only sparks community revitalization but also creates stable lives and homes.

As the only housing developer in the city of Chicago to be chosen under all three of Mayor Daley's Supportive Housing Initiatives, Heartland has established itself as a model program for others in the city as well as nonprofits nation-wide. Heartland is committed to providing residents access to appropriate supportive services and promoting resident involvement in neighborhood activities and programs in order to foster the interdependency necessary to build stable communities.

As a part of a broad service-based organization, Heartland is able to draw upon the expertise of its Heartland Alliance partners to design and deliver integrated housing, social and health services. Heartland Human Care Services (HHCS) and Heartland Health Outreach (HHO) provide many services that are critical to maintaining housing stability in Heartland Housing properties, ranging from case management to mental health services to employment training and placement. We have also partnered with external service providers in Chicago and Milwaukee.

Developing and managing affordable housing and permanent supportive housing requires a thorough understanding of the myriad funding sources available and the knowledge of how to remain in compliance with these funds. Heartland Housing has extensive experience successfully layering multiple sources of development financing on one project. These projects have typically required several sources of funding in addition to tax credits, such as HOME, CDBG, Trust Fund, Federal Home Loan Bank, Tax Increment Financing, etc. As one example, the Leland Apartments used over 10 different funding programs in the development budget. Heartland Housing has extensive experience using and remaining in compliance with tax credits and these other funding sources. In addition, three of our tax credit developments were also HOPE VI developments - Roosevelt Square Phases I and II and Jazz on the Boulevard. A brief description of each of Heartland Housing developments that we manage is located in Section 2 - Experience.

Point of Contact
Kandys McCoy-Cunningham / Director of Property Management
208 S. LaSalle St., Suite 1300 / Chicago, IL 60604
phone: 312-660-1338 / fax: 312-660-1555

SUPPORTIVE SERVICES

HEARTLAND ALLIANCE HEALTH

Location: 1015 W. Lawrence Avenue, Chicago, IL 60640

Areas of Expertise: Health Care, Case Management and Housing for Disenfranchised Populations

About: Heartland Health Outreach (HHO), the health care partner of Heartland Alliance for Human Needs & Human Rights, was founded in 1985 as a Health Care for the Homeless demonstration project, funded by the Robert Wood Johnson Foundation and the Pew Charitable Trust. Today, it is a community health organization dedicated to addressing the lack of quality care for Chicago's many disenfranchised populations, including refugees and their families as well as people experiencing homelessness who may have HIV, mental illness, substance use disorders.

Since 1991, HHO has been a Federally Qualified Health Center and provides patient-centered primary care, oral health, mental health and substance use treatment, and supportive services, as well as linkages to community partner agencies for specialty care. In addition, HHO provides mobile medical-outreach at 40 overnight and transitional shelters and drop-in centers throughout Chicago. In 2012 HHO served more than 12,000 participants. In addition to health care services, HHO provides a wide array of services to 1,600 low income people living with HIV/AIDS, including supportive and medical case management, transitional and supportive housing, and food and nutrition services that include assessment and counseling provided by registered dietitians.

Since 1991, HHO has also operated a continuum of over 200 permanent supportive housing units, both supervised and independent, for individuals who are homeless and have a serious mental illness or a dual diagnosis. HHO staff and programs provide integrated care through multidisciplinary treatment teams that coordinate mental health treatment, primary health care, substance use treatment, legal representation, affordable housing, family and community support, and benefits and entitlements. HHO supportive services promote human dignity, empower participants, are community-based, and are culturally and linguistically appropriate. Our service model recognizes that individuals are experts about themselves, and services are designed to support people in whatever way they need in order to live quality lives.

Services enhance activities of daily living and problem-solving skills, promote access to resources and treatment, and ensure success in community living.

Point of Contact
Ed Stellan, MS, MA, CAD / Chief Program Officer
1015 W. Lawrence Avenue / Chicago, Illinois 60640
phone: 773-751-1817

firm profile / 1.1 Key Staff

Key Staff: Heartland Housing, Inc.

Michael Goldberg / Executive Director



Michael Goldberg brings 23 years of professional housing development and community planning experience to Heartland Housing, Inc. Mr. Goldberg joined Heartland Housing in 2003 and for seven years was responsible for managing the development of Heartland Housing’s affordable and supportive housing portfolio. In this time Mr. Goldberg and his development team worked to close on financing and construct over 825 affordable housing units, which include HOPE VI development, supportive housing and senior housing. New initiatives begun under Mr. Goldberg’s leadership include the expansion of Heartland’s work into the collar counties of the Chicago Metropolitan Area, as well as the States of Wisconsin and Indiana. In addition, Heartland’s focus on sustainable development and green architecture have occurred under the leadership of Mr. Goldberg. In October of 2010, Mr. Goldberg was promoted to Executive Director of Heartland Housing, responsible for directing all aspects of the organization.

Mr. Goldberg’s past experiences include his work as a senior planner with the consulting firm of SmithGroup JJR in Chicago. In this position Mr. Goldberg helped manage a community planning studio that provided services throughout the Midwest. Mr. Goldberg was also a community planner with the consulting firm of Planning Resources, Inc. Additionally, Mr. Goldberg coordinated housing and planning activities as a staff member for the cities of New York and Chicago.

Mr. Goldberg received his Master of Science degree in Urban and Regional Planning from the University of Wisconsin-Madison. He currently serves on the Board of Directors for the Chicago Rehab Network. He recently served on the Permanent Housing Work Group helping to prepare Milwaukee’s 10-Year Plan to End Homelessness. Mr. Goldberg was also on the Wisconsin Housing and Economic Development Authority’s Tax Credit Advisory Committee.

- Team Role: Support stakeholder collaboration and communication; overall quality control

Kandyse McCoy-Cunningham / Director of Property Management



Mrs. Cunningham brings 15 years of experience in Asset and Property Management to Heartland Housing. As the Director of Property Management, Mrs. Cunningham oversees the day to day operations of over 850 units of affordable and supportive housing for low-income Chicagoans and Milwaukeeans. Mrs. Cunningham has worked with numerous housing programs including LIHTC Section 42, Section 8, bond financing, mixed income, Section 202 and Section 236 programs. Prior to joining Heartland, she was a Senior Asset Manager with the Illinois Housing Development Authority. Her formal education consists of a Bachelors of Science degree in Business Management from National Louis University, and a Masters of Business Administration degree, with a specialty in Organizational Development from the Lake Forest Graduate School of Management. In addition to the formal education, Mrs. Cunningham has received her Accredited Residential Manager (ARM®) and Certified Property Management (CPM®) designations from the Institute of Real Estate Management (IREM); Certified Occupancy Specialist (COS), Tax Credit Specialist (TCS) and Blended Occupancy Specialist (BOS) accreditations from the National Center of Housing Management.

- Team Role: Oversight and primary support for all management and operation functions through supervision of eventual property manager; project quality control

Terry Jabczynski / Asset Compliance Manager



Mrs. Jabczynski brings to Heartland 37 years of knowledge and experience in a number of affordable housing programs, including Section 42 Low Income Housing Tax Credits, Section 8 and 236 assisted housing, FMHA 515, and BMIR. As the Asset Compliance Manager, Mrs. Jabczynski oversees the compliance, physical and financial performance of our 850 units of affordable and supportive housing for low-income Chicagoans. Mrs. Jabczynski is also a member of the Heartland Alliance Risk Management team, assisting in the development and implementation of the organization’s response to financial, environmental, and political risk Prior to joining Heartland in 2013, Ms. Jabczynski’s career included the overseeing of program compliance, with ownership and state agency reporting for 8,000 LIHTC units in 15 states, including Wisconsin and has managed up to 2,300 affordable housing units, townhomes and condominium associations and 162,000 square feet of commercial and retail space.

- Team Role: Manage all compliance and reporting activities

Key Staff: Heartland Health Outreach

Karen Batia, Ph.D. / Executive Director



Karen Batia, Ph.D., brings over 20 years of experience overseeing community-based healthcare and support services to Heartland Health Outreach. Dr. Batia is the executive director of Heartland Health Outreach and vice president of Heartland Alliance for Human Needs & Human Rights: she oversees primary and oral health services, outpatient and residential mental health and addictions treatment, refugee health programs, cross-cultural interpreting services, and a continuum of other services that support people with limited access to care. In that capacity, she is designing and implementing integrated health services in order to better position the agency to respond to health care reform. She serves as the CEO of Together4Health, a care coordination entity comprised of 34 organizations that include hospitals, and social service, primary care, and housing providers across Cook County.

Dr. Batia came to Heartland in 1996 to oversee HHO’s homeless residential services. From 2004 until 2010, she served as senior director of Heartland Health Outreach’s Mental Health & Addiction Services, where she oversaw program development, fundraising, fiscal management, strategic planning, and all other aspects of managing 15 outpatient and residential programs. Target populations were individuals who have a severe and persistent mental illness, who are homeless, and who often have a co-occurring substance use disorder, as well as refugees. During that time, she also spearheaded the founding of the Midwest Harm Reduction Institute and served as Heartland Alliance’s chief clinical officer, overseeing clinical care and quality for HHO and its partner organizations, which included creating and implementing its Philosophy of Care.

- Team Role: Support systems-level collaboration and service integration; oversight of service delivery quality and inter-organizational communication.

Ed Stellan, MS, MA, CADC / Chief Program Officer



Ed Stellan, MS, MA, CADC brings 24 year of experience in the arenas of street outreach, integrated health services, supportive housing, and training and technical assistance. Ed is Chief Program Officer for Heartland Health Outreach where he is responsible for oversight of the organization’s comprehensive array of supportive and specialty services, systems integration activities, training and technical assistance programs, and cross-cultural interpreting services.

During his 22 years at HHO, Ed has held numerous positions including that of director of HHO’s Pathways Home: a comprehensive continuum of residential and outpatient services for individuals who with histories of chronic homelessness who have co-occurring mental health and substance use disorders. Pathways Home pioneered the harm reduction and Housing First strategies that now serve as the foundation of Chicago’s effort to end chronic homelessness. Ed is committed to innovative approaches that integrate services and promote human rights. He is a founding member of the Midwest Harm Reduction Institute through which he continues to train extensively.

- Team Role: Promote systems-level collaboration and manage service integration; ensure quality management and monitor productivity

2. EXPERIENCE

{ Photo: Capuchin Apartments / 38 units / Milwaukee, WI }



experience / 2.1 Providing Supportive Services

Services Experience & Quality

Heartland Health Outreach’s continuum of supportive housing for individuals experiencing homelessness and have a serious mental illness or a dual diagnosis include the following programs:

(1) Assisted Permanent Housing (1991): a scattered-site, supportive living program for eight individuals who are homeless and have a serious mental illness who may have a co-occurring substance use disorder. Supportive services are designed to enhance Activities of Daily Living (ADL) and problem solving skills, promote independence and dignity, improve satisfaction, and ensure success in community living. Services are provided to the individual, in the community, by his or her Community Services team.

(2) Antonia Community Support Residential (1993): a building owned and managed by HHO that provides supervised residential treatment to sixteen adults with serious mental illness and long histories of institutional care.

(3) Antonia Safe Haven (1994): a residential program located within the Antonia building that is owned and managed by HHO that provides a communal housing model for individuals with histories of chronic homelessness with serious mental illness who are unwilling to participate in traditional mental health services. Staff are trained to engage and support individuals who are unlikely to find a proper fit in more traditional residential settings while utilizing motivational techniques to engage the participant in healthcare and, eventually, mental health services.

(4) Shelter Plus Care (1994, 1995, 1996, and 2002): a scattered-site, supportive permanent housing program for 88 individuals who are homeless and have a serious mental illness who require supportive services to maintain housing in the community. Rental assistance is provided in conjunction with supportive services offered through HHO’s community-based mental health programs or other external mental health providers.

(5) Supportive Permanent Housing (1997, 2002): a supportive housing program, with units scattered throughout a single building, for eighteen individuals who are homeless and who suffer from a serious mental illness who may have a co-occurring substance use disorder. Supportive services are designed to enhance activities of daily living and problem-solving skills, promote independence and dignity, improve satisfaction, and ensure success in community living.

(6) Pathways Home (2000): The Pathways Home program is located in the Leland Apartments, an affordable housing property developed, owned, and managed by Heartland Housing, Inc. (HHI). While HHI provides property management, HHO manages the supportive services for 50 adults with histories of chronic homelessness who have both serious mental illness and co-occurring substance use disorders. Pathways Home is specifically designed to engage, house, and support individuals who are not initially interested in traditional routes to recovery.

Pathways Home is made up of two component programs: Safe Haven and Permanent Housing. Housing does not depend on treatment participation—rule infractions and substance use do not necessarily lead to discharge, but neither are they ignored. Support plans and consequences are put in place to address these issues.

The Pathways Home Safe Haven is a community housing program designed to house 24 participants who find participation in treatment for their mental illness and substance use disorder particularly difficult. Pathways Home Permanent Housing is a community housing program that accommodates 26 participants. In this program, participants are more ready to look, learn, and talk about their illnesses, even if they have not yet attained consistent psychiatric stability or consistent management of their substance use.

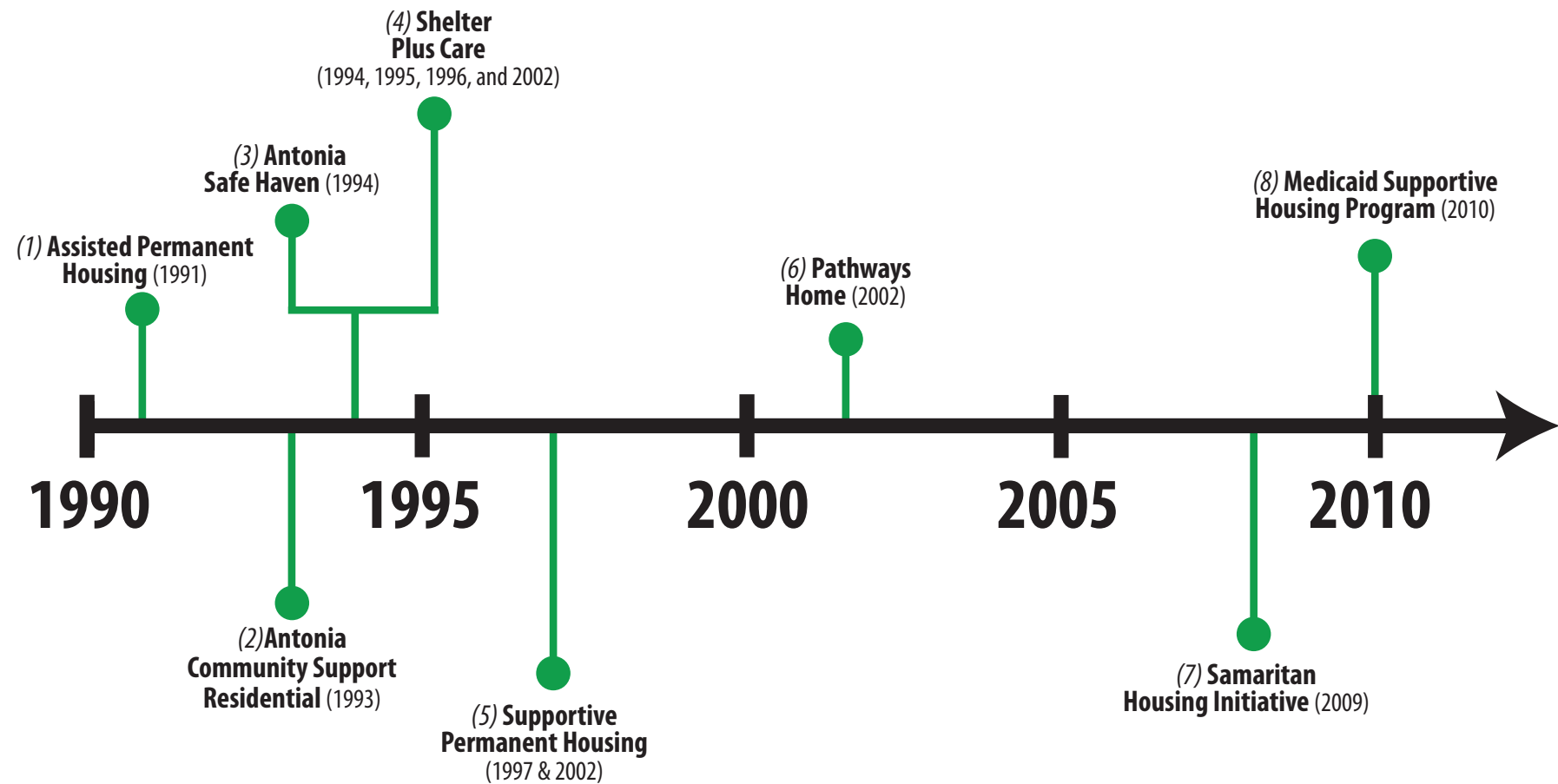
(7) Samaritan Housing Initiative (2009): a scattered-site housing program for thirty individuals who have chronic health conditions. Supportive services are designed to help participants manage their conditions and maintain their housing.

(8) Medicaid Supportive Housing Program (2010): a scattered-site housing program for 34 individuals who have poorly managed chronic health conditions and, as a result, are high utilizers of Medicaid reimbursed services. Staff assists participants in managing their conditions and maintaining their housing in order to improve health outcomes and lower overall costs of care.



Supportive Service Program Timeline

The following timeline documents start and renewal dates for Heartland Health Outreach’s supportive services and housing programs. All programs are still in operation.



experience / 2.2 Partnering with Social Service Providers

As outlined in the proposed services team profile, both Heartland Housing and Heartland Health Outreach have extensive experience providing and partnering for the provision of supportive services. As the affordable housing developer and operator, Heartland Housing routinely partners with our sister agencies – Heartland Health Outreach and Heartland Human Care Services -- to provide services in our Chicago-based housing communities. We've also formed strategic partnerships with other Chicago-based service providers as needed to support residents in housing developments geared toward ex-offenders and lesbian, gay, bisexual and transgender low-income seniors. In addition, we've formed strong relationships with three service providers in Milwaukee to serve our three supportive housing developments targeting the formerly homeless and mentally ill. Our primary service partners are listed to the right.

Heartland Health Outreach is a leading provider of health care, case management, and housing for the disenfranchised populations in Chicago. Additional detail is provided in the Firm Profile in Section 1. In addition, HHO is the service partner housed at the Leland Apartments. This 137-unit development for extremely low and low-income individuals, as well as homeless with a dual diagnosis of mental health and substance abuse issues, was developed and operated by Heartland Housing. A summary of this holistic collaboration also follows.



Since 2000, HHO has partnered with Heartland Housing, Inc. (HHI) in a program sited at the Leland Apartment, a six-story building owned and managed by HHI on the north side of Chicago. HHO's Pathways Home is a HUD-funded program that occupies two floors of the Leland, providing supportive permanent housing to 50 formerly homeless individuals who have a serious mental illness and a co-occurring substance use disorder. Together, HHO and HHI work to ensure that our participants and the other residents of the building are afforded a dignified, safe community.

Through this partnership, HHI and HHO have learned how to carefully balance the efforts of property management with the goals of supportive services, particularly when the needs of a special population challenge those of the larger community. Extensive discussion, experimentation, and modification have allowed us to craft a model that effectively balances the needs of the community with the needs of the individual. In fact, the underpinnings of this alliance rest on a common understanding that one set of needs cannot be adequately addressed without attention to the other.

Heartland's property management team works closely with residents, their families, and service providers if applicable, to ensure the development will be a good fit for the resident and to work through resident and community issues that may arise. They also establish relationships with neighborhood associations and the police and fire departments. This network of relationships ensures that HHI developments are perceived as community assets, while helping residents access community resources they need to improve their economic security and quality of life. Meanwhile Heartland's healthcare team engages and supports some of Chicago's most vulnerable residents as it provides the services and treatment necessary to help these individuals live healthier, more productive, and more satisfying lives. HHO is continually engaging stakeholders in the community to help shape their understanding that Pathways Home is a solution worthy of their support.



Guest House/Prairie & Capuchin Apartments: The Guest House of Milwaukee delivers shelter, housing, education and services to Milwaukee's homeless who seek to transform their lives with dignity and purpose. The Guest House takes an integrative approach to move people beyond the cycle of homelessness to break the revolving door phenomenon that has happened for so many in the past. In addition to its work at Prairie and Capuchin, The Guest House runs a Homeless Shelter and comprehensive services related to education, training, case management, and treatment aspects associated with eradicating homelessness.

St. Ben's Community Meal/Capuchin Apartments: St. Ben's, a Capuchin Fransican ministry, has served the homeless and hungry in Milwaukee for over 40 years. A local leader in caring for the most poor and vulnerable, St. Ben's is the local champion and funds and coordinates the provision of supportive services at Capuchin Apartments.

St. Leonard's Ministries/Harvest Commons: St. Leonard's Chicago-based Ministries (SLM) provides interim housing and supportive services for formerly incarcerated men and women returning to the community from Illinois prisons. Residents are provided with an array of program services designed to assist them as they make the transition to successful, independent living. SLM fills 17 units at Harvest Commons with participants in its programs. In addition, it runs Gracie's Café on the ground floor of the building as a food service training program.

Heartland Health Outreach/Leland Apartments & Harvest Commons: Based in Chicago, Heartland Health Outreach (HHO), the health care arm of Heartland Alliance, is an established leader in providing affordable, high-quality health care to men, women, and children who would otherwise struggle to address basic health needs. HHO provides culturally competent, multidisciplinary services designed to prevent illness and improve physical, mental and social well-being, and through advocacy that promotes the human right to comprehensive, integrated systems of care. As previously mentioned, HHO serves residents at the Leland Apartments through its Pathways program and residents of Harvest Commons through its Vital Bridges program.

Heartland Human Care Services/Harvest Commons: Based in Chicago, Heartland Human Care Services (HHCS), the supportive service provider at Harvest Commons, is the leading direct service human rights organization developing and implementing solutions to the toughest societal challenges in metropolitan Chicago, the Midwest and, on select issues, the nation. HHCS provides a wide array of services that it draws upon to serve residents at Harvest Commons. Case management services include assessment, engagement, service planning and goal setting, crisis intervention, substance use services, linkages to workforce development and asset development services as well as mental health services - all geared toward the goal of maintaining housing stability and increasing self-sufficiency.

Community Advocates/Maskani Place: Community Advocates (CA) has been providing a wide array of basic needs social services to homeless and low-income families for the past 35 years. CA has partnerships with Milwaukee County and the City of Milwaukee to provide a host of homeless prevention services. These services include, but are not limited to, security deposit assistance, landlord tenant mediation, case management, and as mentioned earlier homeless prevention. CA also provides housing relocation and stabilization services, rental assistance and landlord/tenant mediation, and recently shelter services. CA will draw upon its previous experience and knowledge of the Milwaukee community to serve residents at Maskani Place.

Center on Halsted/Town Hall Apartments: Center on Halsted (COH) is the Midwest's most comprehensive community center dedicated to advancing community and securing the health and well-being of the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) people of Chicagoland. Heartland partnered with Center on Halsted on the development; COH's knowledge of LGBTQ seniors and community issues as well as its existing relationships and resources will translate into meaningful programs and relationships with the seniors at Town Hall. Currently, COH operates a successful SAGE program, which serves nearly 700 seniors each year and focuses on improving the quality of life for seniors in the LGBTQ community by providing services based upon well-established models of care. This program will expand to serve the seniors at Town Hall Apartments.

experience / 2.3 Providing Property & Asset Management

Heartland Housing Management Experience

(1) Sutherland Apartments: Developed in 1988, the Sutherland Apartments was comprised of 154 Low Income Housing Tax Credit studios and one-bedroom units monitored by the City of Chicago Department of Housing. The development is located in Chicago’s Kenwood neighborhood. The target population included very low-income individuals on the State of Illinois’s General Assistance program. Supportive services were provided on site by Heartland Human Care Services

(2) South Shore Limited Partnership: Developed in 1990, the property was funded with LIHTC provided by the City of Chicago. The unit mix consisted of 77 studio and one-bedroom apartments with supportive housing services for formerly homeless and low-income veterans

(3) Winthrop Towers: Residents of Winthrop Towers in Chicago’s Uptown neighborhood approached Heartland Housing in 1992 to purchase the troubled 280-unit building from the U.S. Department of Housing and Urban Development (HUD), which had foreclosed on the prior owner. Heartland Housing renovated the property in 1994 under an agreement with HUD, in which Heartland agreed to transition the property to resident cooperative ownership. Heartland helped train the residents and sold the property to the United Winthrop Towers Cooperative in 1999.

(4) San Miguel: Located in Chicago’s Uptown neighborhood, San Miguel Apartments offers 71 units of affordable housing of which 30 of the units are layered with Chicago Housing Authority PRA rental subsidy. The unit mix includes studio, 1 bedroom and 2 bedroom units. San Miguel was one of the first affordable housing developments in the city to target and provide rental assistance for persons with HIV/AIDS.

(5) Karibuni Place: Karibuni Place offers studio and 1 bedroom units in Chicago’s historic Chatham neighborhood. Residents of this 72-unit building are able to take advantage of onsite supportive services provided by Heartland Human Care Services. Karibuni Place is a low income development with 72 units funded by the HOME program administered by the City of Chicago Department of Housing and Economic Development. In addition to the HOME funding, the rents are subsidized through the HUD McKinney Section 8 Mod-Rehab program and the Chicago Housing Authority PRA rental subsidy.

(6) Mae Suites: Developed in 1997, this permanent supportive housing development in Chicago’s Austin neighborhood has 39 studio units serving homeless individuals. Mae Suites is a blended occupancy development with Section 42 Low Income Housing Tax Credits issued by the City of Chicago Department of Housing and Economic Development, and HOME Funds administered through the Illinois Housing Development Authority. All of the units are subsidized through the HUD McKinney Section 8 Mod-Rehab program. Services are provided by Heartland Human Care Services.

(7) Parkway: Providing scarce affordable housing in Chicago’s premier Lakeview neighborhood, Parkway Apartments offers 90 studio and 1-bedroom units, 45 of which are low income housing with subsidy provided by HUD’s Project-based Section 8 program that is administered and monitored by National Housing Compliance.

(8) Los Vecinos: Developed in 2002, Los Vecinos is a 62-unit permanent supportive housing development in the West Humboldt Park community of Chicago that serves homeless and low-income individuals. Los Vecinos is a blended occupancy development with Section 42 Low Income Housing Tax Credits, and HOME Funds administered through the Illinois Housing Development Authority. All of the units are subsidized through the HUD McKinney Section 8 Mod-Rehab program.

(9) Leland Apartments: The Leland Apartments are located in the Uptown community of Chicago. Developed in 2005, the Leland is a 137-unit affordable housing development for low-income and formerly homeless, with 50 units of the latter having dual diagnosis of mental health disability and substance abuse. Heartland Housing adheres to all rules and regulations of the Illinois Housing Development Authority and the City of Chicago Department of Housing and Economic Development Section 42 program; HUD Section 8 program and HOME Funds from the Chicago Low Income Trust Fund.

(10) Jazz on the Boulevard: A mixed-income community developed in partnership with the Chicago Housing Authority, located in the Kenwood-Oakland community of Chicago, Jazz on the Boulevard contains a mix of 71 market rate units for sale, 27 affordable units for sale and 39 LIHTC units administered through the City of Chicago Department of Housing and Economic Development. 30 of the tax credit units are layered with project-based Section 8 that is monitored by the Chicago Housing Authority

(11) Prairie Apartments: Developed in 2008, the Prairie Apartments provides 24 units of permanent supportive housing to homeless individuals, those with mental illness and the working poor on the Near West Side of Milwaukee. Prairie Apartments received LEED for Homes Gold certification. Prairie Apartments is a Blended Occupancy development with Section 42 LIHTC funds administered and monitored by the Wisconsin Housing and Economic Development Authority, and HOME funds administered by the City of Milwaukee. The rents are subsidized with Section 8 subsidy from the Housing Authority of the City of Milwaukee. Supportive Services are provided by Guest House of Milwaukee.

(12) Hollywood House: Hollywood House, a rehab of an existing age-restricted senior building, finished work in 2010. Its 197-units serve independent seniors in Chicago’s Edgewater community. Hollywood House is mixed income development comprised of 177 Low Income Housing Tax Credit and 20 market rate studio and one bedroom units.

(13) Capuchin Apartments: Completed in 2011, the Capuchin Apartments provides 38 units of permanent supportive housing to homeless individuals, those with mental illness and the working poor on the Near Northwest Side of Milwaukee. This Section 42 LIHTC development is monitored by the Wisconsin Housing and Economic Development Authority. Supportive and resident serves are provided by Guest House of Milwaukee and St. Ben’s Community Meal.

(14) Harvest Commons: Harvest Commons a historic rehabilitation of a dilapidated hotel on Chicago’s Near West Side, offers 89 supportive housing units. This property serves the homeless, those at risk of homelessness and the formerly incarcerated. Harvest Commons is a Section 42 development with tax credits administered and monitored by the Illinois Housing Development Authority. The development is also layered with PRA rental assistance administered by the Chicago Housing Authority. Supportive services are provided by Heartland Human Care Services, Heartland Health Outreach and St. Leonard’s Ministries.

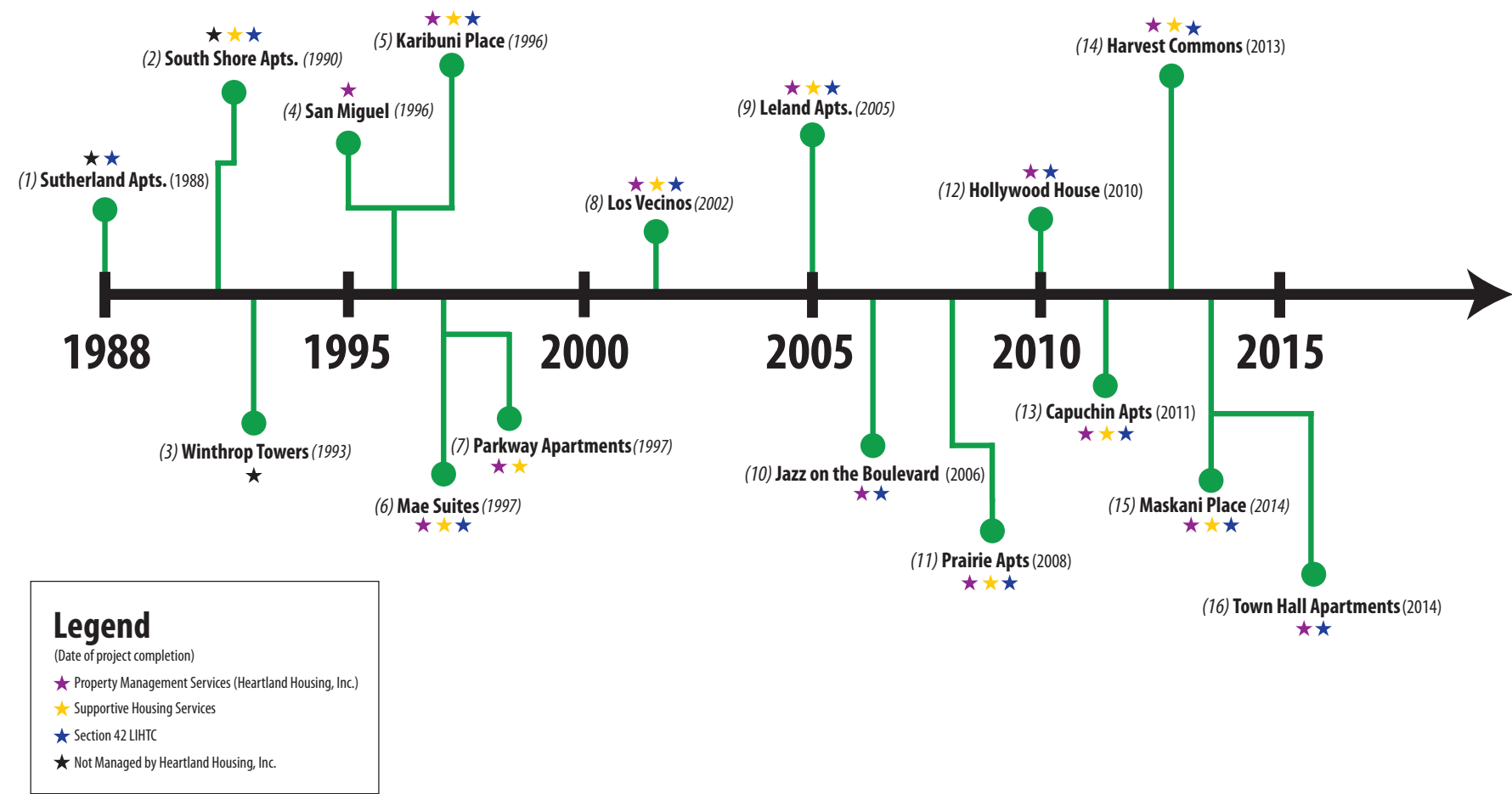
(15) Maskani Place: Maskani Place, scheduled to open in January 2014, will offer permanent supportive housing for homeless families or those at risk of homelessness. Located in Milwaukee’s Harambee neighborhood, Maskani Place’s 37-units are comprised of 2-, 3-, and 4-bedrooms units. Tax credits were awarded by Wisconsin Housing and Economic Development Agency and the Housing Authority of City of Milwaukee will

provide the subsidy for this development. Supportive services will be provided by Community Advocates.

(16) Town Hall Apartments: Scheduled to be complete in 2014, Town Hall Apartments will provide 79 new apartments for low-income seniors in Chicago’s Lakeview Neighborhood. Center on Halsted will provide onsite supportive services to building residents

Management Timeline

The following timeline illustrates Heartland Housing’s broad management experience over the past 25 years. Each star signifies a different management characteristic: **PURPLE** - a property that is currently managed by Heartland Housing; **YELLOW** - a property that has onsite supportive services for residents; **BLUE** - a property that has used Section 42 LIHTC financing; **BLACK** - a property that is not managed by Heartland Housing.



experience / 2.3 Management of Permanent Supportive Housing

Heartland is committed to providing residents access to appropriate supportive services and promoting their involvement in building and neighborhood activities and programs in order to foster the interdependency necessary to build stable lives and communities. At Heartland Housing, we know the nuts and bolts of financing and managing properties, maintaining the financial soundness and overall integrity of our buildings. But we also go beyond the bricks and mortar by providing residents with opportunities to be successful members of their communities. As the only housing developer in the city of Chicago to be chosen under all three of Mayor Daley’s Supportive Housing Initiatives, Heartland has established itself as a model program for others in the city as well as nonprofits nation-wide.

Heartland works closely with local partners to provide residents life skills and tools, such as personal budgeting and employment referrals. Our work with a wide range of individuals and families has taught us how to customize programs and services to best meet the resident’s and community’s needs. Depending on the population, typical services will vary, but may include: case management, mental health services, job training and placement, financial literacy, substance abuse, linkages to outside service providers, etc. Funding typically comes from a variety of sources, including Federal, State, County and City sources, as well as through private fundraising. Heartland Housing staff and partners work with residents both before and after move-in day so residents are equipped to be good neighbors. When a resident does experience a crisis, management and service staff intervene and collaborate to de-escalate the situation in partnership with the resident with the ultimate goal of maintaining housing stability.

Heartland Housing successfully developed and continues to manage over 380 units of affordable housing with supportive services. These projects include: the Leland, Mae Suites, Los Vecinos, Karibuni, Jazz on the Boulevard, Prairie Apartments, Capuchin Apartments, and Harvest Commons. Another 115 units of permanent supportive housing are due to come online in both Milwaukee and Chicago by mid-2014. The importance and integration of supportive services in our developments is illustrated in the stories below:



In November 2006, Heartland and Guest House of Milwaukee, a well-respected local provider of supportive services for 27 years, partnered to develop our project in Milwaukee. Prior to the development of Prairie Apartments the subject property was occupied by a vacant, deteriorating three-story apartment building from the 1960’s. The last use of this building was as a detoxification center with clients temporarily living in 55 small “sleeping rooms” with no private cooking facilities and shared dorm-style bathrooms. Furthermore, shortly before the project was conceived, several Milwaukee Journal-Sentinel articles highlighted the deplorable living conditions for people with similar circumstances throughout Milwaukee. At that time, the Prairie Apartments – a high-quality, well-designed, sustainable and affordable housing project – represented a new cultural model for addressing homelessness and the many disabilities typically associated with this condition.

Prairie Apartments provides on-site case management through The Guest House including any necessary counseling to ensure residents are able to become self-sufficient. Case managers assist residents with referrals to other social services, health care, mental health resources, employment training, access to clothing and food, and benefit assistance. In addition, residents who are consumers of the Milwaukee County Behavioral Health Division (BHD), for which 10 units are designated, will continue to work with a BHD case manager. The County case managers will focus on clinical and medical monitoring, while the Prairie/Guest House case manager will focus on daily living and tenant support.



The Leland Apartments are housed in a beautiful six-story building that is listed on the National Register of Historic Places. Constructed in 1926 as the Leland Hotel, the building was eventually converted into private apartments before falling into serious disrepair. When the surrounding Uptown neighborhood began to undergo an economic revival, The Leland was at risk for gut rehab and conversion into condominiums. Currently it contains 137 affordable housing units, 4,000 square feet of commercial space, and a large community room for residents, neighborhood groups, and organizations.

The second and third floors of the building are dedicated to a transitional and permanent housing program for individuals who have a history of mental illness, substance abuse and are formerly homeless. This program, Pathways Home, is administered by Heartland Health Outreach (HHO), a sister agency of Heartland Housing, and includes 50 units. This program is funded with grants and HUD SHP funds. The SHP funds are used to pay Heartland Housing rent as well as for the majority of social services provided.

The Pathway Home program consists of two phases. The first phase is for individuals directly off the

street who need an apartment to begin to stabilize their lives. This first phase is located on the second floor of the building. These residents do not have leases, and are closely monitored by around-the-clock staff located on the second floor. Staff includes social workers, doctors, and case managers. The second phase, located on the third floor, is for individuals who have graduated from the first phase and are now able to sign a longer term lease (3-6 months), and do not need as much assistance with daily tasks, but are still in need of case management. Social service staff is also located on the third floor.



Harvest Commons is an 89 unit development located on the near west side of Chicago. Heartland Housing partnered with First Baptist Congregational Church to develop our most recent project. Heartland Housing and First Baptist Congregational Church were both mission driven in their desire to develop Harvest Commons in order to accommodate persons who are least served by the housing market: formerly incarcerated individuals who have completed transitional housing programs, and persons who meet HUD’s definition of homeless.

From conception to execution, Heartland carefully strategized to ensure that the target population was presented with an opportunity for quality housing and environment and the services necessary to succeed. This strategy initiated with the Chicago Housing Authority and the approval for allowing applicants who were formerly incarcerated and not on the authority’s waitlist to be prioritized for the development. In addition, Heartland Housing partnered with St. Leonard’s Ministries, a local service provider, to ensure that one floor in the building was set aside exclusively for ex-offenders. Believing individuals want to lead productive and whole lives, St. Leonard’s Ministries provides opportunities for individuals recently released from prison to reach their potential. Residents are provided with an array of reentry program and employment services designed to assist them as they make the transition to successful independent living. Heartland worked with this organization because of the shared common objectives for this population.

Heartland Housing also collaborated with our sister agency Heartland Human Care Service (HHCS), who worked side by side with Heartland during the lease up process. HHCS’s role included initial screening of residents to identify their service needs and craft individual service plans. The service delivery team also includes a part-time substance abuse specialist, a housing specialist and an employment specialist. Another Heartland partner, Heartland Health Outreach, will be providing a part-time nutritionist to work with residents on healthy living programs.

experience / 2.4 Management of Low-Income Multi-Unit Housing

Heartland Housing develops and manages high-quality, affordable housing that meets the community's needs. Our in-house property management team maintains the physical and financial health of our housing communities. We actively manage a portfolio of over 850 units, which will grow by another 115 units by the middle of 2014. Our entire portfolio of developed and managed properties consists entirely of multifamily rental projects ranging in size from 24 units to 197 units in a single building. We have also developed large-scale HOPE VI public housing developments that consist of many units in smaller buildings. All of our housing communities serve extremely-low and low-income individuals, with a large portion specifically targeting the formerly homeless.

As a management agent, Heartland Housing, Inc. understands the importance of balanced property management, particularly in developments that aim to house individuals with special needs. Heartland's management model balances the needs of the building's community with the needs of the individual. Unlike typical market-rate housing, challenges common to low-income and homeless households, such as bad credit history or behavioral issues, are not automatic causes for an application denial or for an eviction. Rather, Heartland's property management team works closely with prospective residents and supportive service providers to ensure the development will be a good fit for all stakeholders, and work through resident and community issues that may arise. This approach has been critically important to helping homeless individuals secure and maintain their housing. It has also been critical to the success of our housing developments being viewed as community assets.

Heartland Housing's communities include: permanent supportive housing, affordable housing, mixed-income former public housing, and independent senior living. A few other points about our property management team and experience, include:

- Heartland has been managing supportive and affordable housing since 1997.
- Approximately 35 full time employees in Heartland's property management function, with 24-hour on call emergency management and maintenance services
- Heartland's Property management functions include property management, asset management, compliance, maintenance, janitorial, front-desk service and in some cases resident services.
- Professional certifications include low-income housing tax credits, certified occupancy specialist, fair housing, rent calculation and public housing.
- Director of Property Management holds both IREM's Accredited Residential Manager and Certified Property Management designations.
- Develop and maintain waitlist, tenant selection plans, affirmative fair marketing plans and management agreements in compliance with the requirements of City of Chicago Department of Housing, Illinois Housing Development Authority, and Wisconsin Housing and Economic Development Agency.

Our primary mission is housing stability for vulnerable populations. Despite their previous challenges with and obstacles to housing stability, Heartland Housing firmly believes in the strength and ability of our residents to improve their self-sufficiency and quality of life. As such, we promote opportunities for residents to empower themselves and to have some control over the environments they call home. One such method of doing this is through resident councils. The following example from our Parkway Apartments illustrates our approach to the method of resident empowerment.



While conducting annual apartment inspections, Heartland Housing's property management team discovered a number of deficiencies that had not been brought to management or maintenance attention by the residents. When inquiring about the work orders, the manager soon discovered that some residents were reluctant to report these occurrences in fear that they would lose their housing. In addition, there were also interpersonal relationship issues among neighbors within the development that went unreported for the same reasons as the work order. This revelation prompted Heartland Housing to initiate the creation of Resident Councils within some of its development. One of the more successful councils is organized at our development Parkway Apartments.

Parkway Apartments is a 90 unit building with a mix of studio and one bedroom apartments in Chicago's premier Lakeview Neighborhood. Parkway Apartments Resident Council (PARC) is a resident-led board that serves as liaison between residents and management. The board members, who are elected by their fellow neighbors, meet monthly (or on an as needed basis) with management to address issues and concerns on resident's behalf. In addition, this board works with management to help create a welcoming environment in the building and provides input as it relates to social activities, rules and regulations, orientating new neighbors to the community and their overall living experience at the housing development.

This valuable collaboration demonstrates Heartland's commitment to resident empowerment and goes a long way in creating the community environment needed to provide long term occupancy and sustainability at Parkway Apartments. Parkway Apartments has successfully maintained an average or 95% or higher occupancy rate, and the annual turnover rate has always been less than 10%. Heartland believes that the resident/management relationship plays an integral part in these resident and operational successes.



experience / 2.5 Management of Section 42 Tax Credit Housing

In our 25-year history, Heartland Housing (HH) has been actively involved in the development and operation of 16 housing developments totaling nearly 1,850 units of affordable and permanent supportive housing (with another 115 coming online by mid-2014). A critical financing component of 12 of these developments was the Section 42 Low Income Housing Tax Credits (LIHTC). HH has repeatedly received LIHTC awards from three allocating agencies: the Wisconsin Housing and Economic Development Authority (WHEDA), the Illinois Housing Development Authority (IHDA), and the City of Chicago. Although a highly competitive application for 9% LIHTC, HH has successfully received an allocation in each of our three applications to WHEDA since 2006.

As an experienced operator of LIHTC financed developments, Heartland Housing knows a critical element of using this financial tool is remaining in compliance with its myriad regulations affecting everything from resident qualifications to budgeting, fiscal operation and reporting. This is especially critical given the program's 15 year compliance period. Heartland Housing has the experience, capacity and relationships with allocating agencies and tax credit syndicators to take a development successfully through the compliance period.

All members of the senior property management team are tax-credit certified. Our Director of Property Management was formerly employed by IHDA as a Senior Asset Manager and lead compliance trainer. As the lead trainer, her primary duty was to prepare and provide instruction to property managers throughout the state of Illinois on IHDA requirements and Section 42 compliance. Heartland Housing has full-time asset management staff dedicated to ensuring our developments remain in compliance with the various monitoring agencies and funding sources. Lastly, we've established strong long-term relationships with the asset management departments of all three LIHTC allocating agencies, as well as multiple tax credit syndicators, including US Bank, NEF, Enterprise, Boston Financial, and the Richman Group. Given the importance placed on experience and track record, a testament to our success operating LIHTC properties is the fact that we have repeatedly been awarded and sold tax credits through the same agencies and syndicators.



In addition to providing quality, safe and affordable housing for residents, the primary objectives of any property management company that manages affordable or supportive housing are achieving financial stability and maintaining compliance (both physical and program requirements) with monitoring agencies, tax credit syndicators, housing authorities and other lenders. In doing so, the manager is helping to ensure this vital resource is available to vulnerable populations and communities for many years. The Capuchin Apartments is an example of our commitment to this standard.

Capuchin Apartments is a 38 unit supportive housing development located in Milwaukee, Wisconsin. A Section 42 LIHTC development, Capuchin Apartments is also financed with resources from Milwaukee County and HUD's Shelter Plus Care program. Due to the variety of programs at the development, our Tenant Selection Plan requires that applicants are selected from three different waitlist. Heartland Housing has been able to effectively manage the waitlist and maintain satisfactory ratings on all Management and Occupancy Reviews conducted by WHEDA and our tax credit syndicator (The Richman Group) since its inception.

During the lease-up process, Capuchin was able to surpass pre-established tax credit occupancy requirements by obtaining 100% qualified occupancy within 45 days of opening the development. In additions, the development was able to achieve its critical break-even operations performance metric within a minimal amount of time. Since its inception, Capuchin Apartments has consistently maintained an average occupancy of 97%. A 95% or higher collection rate is HH's standard at the property. Work orders are addressed within 48 hours for non-emergency issues and less than 24 hours for emergency situations. Units are made ready for occupancy within 5 days from being vacated in preparation of the next resident. These milestones and performance metrics could not have been accomplished without the property and asset management structure that we have at Heartland Housing. Our current structure consist of all application and re-certification processes initiated by our onsite manager, but reviewed and approved by our asset management department. Annually, our organization's internal auditor tests a sample of files to ensure compliance with the Tenant Selection Plan, Section 42 requirements, and other regulatory agency and lender requirements. In addition the auditor makes a comparison of electronic and paper files to ensure further accuracy. Heartland believes that this check-and-balance approach at all levels of operation enables us to consistently meet our regulatory obligations.





3. REFERENCES

{ Photo: Leland Apartments / 137 units / Chicago, IL }

references / 3.1 References & Contact Information

Heartland Housing, Inc.

Contact: Kristine Absalonsen, CPM, HCCP
Title: Asset Manager, Central Region
Organization: Enterprise Community Asset Management, Inc.
Address: 230 W. Monroe St., Chicago, IL 60606
Telephone: (312) 803-0784
Fax: 312-641-3560
Projects: Harvest Commons (1519 W. Warren Blvd., Chicago, IL 60607)

Contact: James Mathy
Title: Housing Administrator
Organization: Milwaukee County Housing Division
Address: 2711 W. Wells Room 102, Milwaukee, WI 53208
Telephone: (414) 278-5106
Email: James.Mathy@milwcnty.com
Projects: Prairie Apartments (1218 W. Highland Ave., Milwaukee, WI 53233); Capuchin Apartments (2502 W. Tamarack St., Milwaukee, WI 53206)

Contact: Brother Dave Schwab
Title: Executive Director
Organization: St. Ben’s Community Meal
Address: 1015 N Ninth St., Milwaukee WI 53233
Telephone: (414) 271-0135 ext. 14
Projects: Capuchin Apartments (2502 W. Tamarack St., Milwaukee, WI 53206)

Heartland Health Outreach

Contact: Sherise Alexander
Title: Chief Operating Officer
Organization: Chicago Alliance to End Homelessness
Address: 205 W. Wacker Drive, Suite 1321, Chicago Illinois 60606
Telephone: (312) 223-9870 x 13
Email: salexander@thechicagoalliance.org
Projects: HHO has nine HUD awards within the Chicago continuum of care

Contact: John Pfeiffer
Title: Deputy Director
Organization: City of Chicago, Department of Family and Support Services
Address: 1615 W. Chicago Ave, 5th Floor, Chicago, Illinois 60622
Telephone: (312) 746-8534
Email: john.pfeiffer@cityofchicago.org
Projects: Street outreach; Street-to-Home Initiative

Contact: Arturo Bendixen
Title: Executive Director
Organization: Center for Housing and Health
Address: 200 W. Jackson, Suite 2200, Chicago, Illinois, 60606
Telephone: (312) 909-1099
Email: abendixen@aidschicago.org
Projects: Supported housing: Samaritan; street outreach: CRS Outreach; mental health counseling: Access to Wellness and Healthy Connections; technical assistance: Access to Wellness

references / 3.1 Letters of Support



DEPARTMENT OF HEALTH & HUMAN SERVICES
HOUSING DIVISION

Milwaukee County



November 2, 2013

Ms. Natalie Erdman, Executive Director
Community Development Authority of the City of Madison
Madison Municipal Building, Room 312
215 Martin Luther King, Jr. Blvd.
Madison, WI 53703

Dear Ms. Erdman:

It is my understanding that Heartland Housing, Inc. has responded to the City of Madison's request for qualifications seeking developer services for a new permanent supportive housing development to serve chronically homeless individuals. As the Housing Administrator for Milwaukee County, I can speak to the quality of the projects created by Heartland Housing.

The County has partnered with Heartland Housing on their first two supportive housing developments in Milwaukee. They have both been very successful and we have noticed a dramatic increase in the quality of life for our clients. Heartland also excels at the management of their properties and has extensive knowledge of various housing regulations. Milwaukee County has placed Section 8 vouchers and Shelter Plus Care funds into Heartland's projects and our partnership has been very successful. Heartland has accepted individuals with very high needs into their developments and has been successful in housing the chronically homeless population.

Milwaukee County has been very aggressive since 2008 in the development of supportive housing with over 450 units created. I see Heartland as being a leader in Milwaukee in providing this type of housing, especially for the homeless population. Their blended management approach has led to some excellent social service partnerships in Milwaukee and we hope to be able to continue to grow these relationships in the future.

Please do not hesitate to contact me at (414) 278-5106 if you have any questions about Milwaukee County's support for Heartland Housing.

Sincerely,

James Mathy
Housing Administrator
Milwaukee County Housing Division

2711 W. Wells, Room 102, Milwaukee, Wisconsin 53208
Housing Choice Voucher: 414-278-4894 ♦ Fax 414-223-1825
Home Repair: 414-278-4917 ♦ Fax: 414-223-1815
Community Development Block Grant: 414-278-4780 ♦ Fax: 414-223-1825

1201



Department of City Development
City Plan Commission
Redevelopment Authority of the City of Milwaukee
Neighborhood Improvement Development Corporation

Rocky Marcoux
Commissioner
rmarco@milwaukee.gov

Martha L. Brown
Deputy Commissioner
mbrown@milwaukee.gov

November 2, 2013

Ms. Natalie Erdman, Executive Director
Community Development Authority of the City of Madison
Madison Municipal Building, Room 312
215 Martin Luther King, Jr. Blvd.
Madison, WI 53703

Dear Ms. Erdman:

I understand that Heartland Housing, Inc. has responded to the City of Madison's request for qualifications seeking developer services for a new permanent supportive housing development to serve chronically homeless individuals. As Mayor Tom Barrett's liaison to the Milwaukee City/County Commission on Supportive Housing, I am writing to share information about Heartland Housing's performance with three similar developments in Milwaukee.

The City and County of Milwaukee embarked on a supportive housing development initiative in 2008; a dozen buildings housing with just over 450 units have been developed to date. Heartland Housing has been a key partner in this effort, serving as developer of three permanent supportive housing buildings in Milwaukee: Prairie Apartments, Capuchin Apartments and Maskani Place. Heartland has worked closely with three non-profit organizations (The Guest House of Milwaukee, St. Ben's Meal Program and Community Advocates) to develop these buildings and provide on-site supportive services. City government has partnered with Heartland through provision of financial support and the sale of City-owned land.

Heartland Housing has delivered attractive, high-quality, well-run supportive housing buildings that provide quality living environments for residents who might otherwise be homeless. These developments all contribute positively to the central city neighborhoods in which they are located. The staff is professional, responsive, and knowledgeable. In fact, we have asked Executive Director Michael Goldberg to speak about Heartland's development experiences at an upcoming conference in Milwaukee celebrating five years of supportive housing development progress.

Please do not hesitate to contact me at (414) 286-5810 should you require additional information about Heartland's supportive housing work in Milwaukee.

Sincerely,

Martha L. Brown
Deputy Commissioner

809 North Broadway, Milwaukee, WI 53202-3617 • Phone (414) 286-5800 • www.milwaukee.gov/dcd
Milwaukee Business Information: www.choosemilwaukee.com





DEPARTMENT OF HOUSING AND ECONOMIC DEVELOPMENT
CITY OF CHICAGO

November 7, 2013

Natalie Erdman
Executive Director
Community Development Authority of the City of Madison
Madison Municipal Building, #312
215 Martin Luther King Jr. Blvd.
Madison, WI 53703

Dear Ms. Erdman,

I'm writing to express the Chicago Department of Housing and Economic Development's satisfaction with the residential developments on which we have partnered with Heartland Housing.

While Heartland's work in Chicago is well established, I was pleased to personally participate in the organization's \$22.3 million "Harvest Commons" rental project that rehabilitated a landmark SRO hotel into 89 low-income studios with on-site social services, as well as a \$26 million, 79-unit, LGBTQ-friendly affordable senior housing development that includes the adaptive re-use of a landmark police station. Both of these projects involved several forms of City assistance, including land sales, tax credits, loans and grants, and both are vital parts of our five-year housing plan.

We are pleased with Heartland Housing's track record of providing quality, affordable housing for our residents, and we are confident in the organization's ability to undertake and successfully complete projects of this scope.

Feel free to contact me with any questions about Heartland's work in Chicago.

Sincerely,

Andrew J. Mooney
Commissioner

121 NORTH LASALLE STREET, ROOM 1000, CHICAGO, ILLINOIS 60602

St. Ben's Community Meal

1015 N. Ninth Street, Milwaukee, WI 53233
414.271.0135, Fax: 414.271.0637

November 5, 2013

The Community Development Authority of the City of Madison
Natalie Erdman, Executive Director
Madison Municipal Building, Room 312
215 Martin Luther King, Jr. Blvd
Madison, WI 53703

Dear Ms Erdman:

I am writing this letter in support of Heartland Housing and their on-going desire to invest in permanent, supportive housing for the chronically homeless. As the executive director of St Ben's Community Meal, I had the privilege of working with the administration and staff of Heartland Housing on a similar project.

Together with Heartland, we planned, designed, developed, and built the Capuchin Apartments here in Milwaukee WI at 2501 W Tamarack and Fond du Lac Avenue. The 38-unit complex responds to the shortage in quality, low cost housing in our city. Groundbreaking was in the fall of 2010, and we were able to occupy the housing in August 2011.

Heartland Housing, as the lead developer, has over 1400 units of affordable housing already developed and under management in Chicago. Heartland identified the required funding, designed and built the units, and are managing the complex. St Ben's is the "local face" of the Capuchin Apartments and provides supportive services to the building occupants. Because of the combined efforts of Heartland and St Ben's, we are able to provide housing for 38 formerly homeless individuals or those who struggle with mental health issues and very low income.

This effort reflects the finest in community collaboration. It draws together the gifts of many into a cohesive offering of housing to those most in need. The project has converted unused, blighted land into attractive housing with onsite support services. And in a nod of respect to Mother Earth, it is part of Enterprise Green Communities.

Heartland Housing has been an outstanding partner in this enterprise. We were very pleased with the leadership, the communication, and the over-site that Heartland provided to make the Capuchin Apartments a reality. If we were in a position to have them do this again, we would not hesitate to enlist their assistance.

If you need any additional information, please do not hesitate to contact me.

Sincerely,

Br Dave Schwab, Capuchin
Executive Director
St Ben's Community Meal

414.271.0135 ext 14
brdaveschwab@juno.com



Since 1970, Bringing Food to the Table for Milwaukee's Homeless
www.stbensmilwaukee.org
stbens@sbcglobal.net



November 6, 2013

Natalie Erdman
Executive Director
The Community Development Authority of the City of Madison
Madison Municipal Building, Room 312
215 Martin Luther King, Jr. Blvd
Madison, WI 53703

Dear Ms Erdman:

I am writing in full support of Heartland Housing's response to your RFQ for services relating to the financing and development of supportive housing. Heartland Human Care Services (HHCS) and Heartland Housing (HH) have been collaborating for 25 years, HH as developer and owner and HHCS as supportive service provider. We work together currently on four permanent supportive housing developments, totaling 262 units. The majority of these units are occupied by formerly homeless individuals and other low-income individuals with significant barriers to housing stability and economic self-sufficiency, including mental illness, substance abuse, physical disabilities, and people living with HIV/AIDS.

Our shared goals are to first provide safe, secure and affordable housing to stabilize the individual and give them the space and tools they need to begin addressing the barriers they have to greater self-sufficiency. Our latest collaboration, Harvest Commons, best exemplifies the level of engagement and commitment to quality that is the hallmark of Heartland Housing. They succeeded in transforming a severely dilapidated community eyesore into a community gem. In the process, they have made available superb living accommodations for 89 low- and extremely-income households, many of whom until recently were living on the streets. We then provide the residents with social supports necessary to make their housing sustainable.

I urge the Community Development Authority to act favorably on Heartland Housing's application. Should you desire further information on our collaboration, please contact me at 773 336-6002 or at cdejesus@heartlandalliance.org.

Sincerely,

A handwritten signature in black ink that reads "Carlos R. DeJesus Rivera".

Carlos R, DeJesus Rivera,
Managing Director of Housing
Heartland Human Care Services, Inc.



4. FINANCIAL INFORMATION

{ Photo: Town Hall / 79 units / Chicago, IL }


financial information / **4.1 Financial Statements**

At the request of the CDA, the teams shall make available for review by CDA and City staff or their agent copies of the firm’s financial statements.

 Date Dec. 4th, 2013

Michael Goldberg
Executive Director
Heartland Housing, Inc.

At the request of the CDA, the teams shall make available for review by CDA and City staff or their agent copies of the firm’s financial statements.

 Date Dec. 4th, 2013

Karen Batia, Ph.D.
Executive Director
Heartland Health Outreach