

COMPANY HISTORY & OVERVIEW

Leasing & Management Company, Inc. is an Illinois corporation engaged solely in the business of managing residential real estate developments for various independent ownership groups, tenant associations, condominium associations and cooperatives. Our experience covers a wide range of properties from subsidized townhouse developments in downstate Illinois to luxury high-rise condominiums in Chicago.

The company was established in November 1980 by Michael Levine, President. While working for a developer in the 1970's, Mr. Levine perceived an opportunity in the market for a management company that could provide both a high degree of professionalism and close, personal attention to each of its developments. The firm would provide for its residents' needs, as well as the needs of ownership.

Leasing and Management Company, Inc. is a results-oriented management firm. The firm has grown from an initial team of twenty employees to over two hundred employees during the past forty years. It is led by a senior management team of highly qualified, experienced employees who have broad-based, direct experience in managing multi-family housing real estate.

The company has a history of hiring motivated professionals, which has resulted in an extremely efficient staff that works well together as a team and capitalizes on each other's strengths. The longevity of the corporate office employees has insured continuity and a smooth transition when acquiring new properties to manage. Two of the three senior executives have been with the company throughout its entire history and several other corporate office employees have over fifteen years of experience with the firm.

Leasing & Management Company, Inc.'s vision was to create a management company that could coordinate the many disparate disciplines that are required to meet the needs its clients which has contributed to the company's success and its longevity. The firm uses these disciplines not only to meet the needs of its clients but also to improve the lives of the families living in affordable housing. These disciplines clearly include administrative and organizational skills, accounting, budgeting and fiscal and construction management. However, just as important, our organization has the expertise to provide services to meet the "non-housing" needs of our residents through specific social service programs tailored for each community.

Leasing & Management Company, Inc.'s has developed a true model of a resident/management partnership at each of our properties. Our model includes sound business practices but, even more importantly a company that respects each individual resident and works within each development to foster a sense of community. This basic principle has proven to be the foundation of our growth and success over the years.

We understand the direct impact good management practices have on the quality of life residents enjoy. This basic understanding is instilled in each Leasing & Management team member which motivates them to perform their jobs with the same pride one takes in his or her home. This concept is even more important in affordable housing. Far too many employees at affordable housing developments take the attitude that quality is not required because lower income residents do not expect well-maintained homes.

Our firm understands the importance of prioritizing the objectives of our clients as demonstrated by our over forty-year history. Our clients include both for-profit and not-for-profit entities whose goals can vary greatly from development to development. Our broad range of property management experience enables us to establish a good line of communication with each ownership group, ensuring that realistic goals are established, monitored and achieved. Our financial reporting meets the needs of all ownership groups to ensure good business decisions can be made on a timely basis.

Understanding the intricacies and nuances of property management, we recognize it is imperative for us to keep up with technological advances, both from a central office and an on-site standpoint. Our firm has continuously incorporated improved technology in our systems to help increase productivity, keep overhead costs down, and provide more timely and accurate information. Our systems allow our central office and our on-site offices the capability to exchange information easily and accurately which contributes to our exceptional operational practices.

To perform our job properly and serve our clients' needs, we must not only be concerned with the day-to-day operations of our developments but must advise our clients on long-term considerations such as proper reserve funding, capital needs assessments, mortgage financing and marketing analysis. Given today's affordable housing crisis, long-term strategic planning is essential in preserving the current affordable housing stock as well as the development of new affordable housing units. With our long experience in working with HUD-financed developments, Leasing & Management Company, Inc. is in an excellent position to advise our clients with respect to these matters. We have developed positive working relationships with experts in HUD policy and financing that work with our firm to explore all alternatives on complicated technical matters to ensure sound business decisions are made for each asset.

With the combined expertise of over 120 years of experience, our leadership team has met and conquered many challenges presented to every community we have managed over the years. Our willingness to explore every possible solution for the continued difficulties arising in the demanding needs of affordable housing has put us in a unique space of never losing a client in over 40 years of business. This is a testament of our commitment and dedication to our clients, partners and most importantly our residents. Leasing & Management is truly a company filled with great expertise that operates with the extreme care and compassion needed in affordable housing.

LOW-INCOME HOUSING TAX CREDIT MANAGEMENT EXPERIENCE

In early 2010, one of the major Low-Income Housing Tax Credit developers in the state of Illinois approached our firm to discuss the possibility of managing a portion of their existing portfolio. This developer had several third-party agents managing their properties but had concerns regarding such things as day-to-day site management, financial and tax credit compliance, as well as long-term planning for these properties. At that time, Leasing and Management Company managed only one LIHTC property. Several members of our staff had exposure to LIHTC compliance but taking on a portfolio of eleven LIHTC developments with almost 1,000 units meant our firm would require personnel with much more tax credit experience than our firm currently had. Before we made a commitment to the developer to manage their properties, we began a search to find the right people to work with our team to ensure we could manage these properties to the high standards we had set for all of our existing clients.

After an extensive search, Deborah Starkovich and David Edbrooke were hired to provide the tax credit expertise we needed to ensure success with new tax credit properties. Deb had extensive experience at the state housing authority overseeing 56 multi-family apartment developments, many of which were tax credit properties. Deb's responsibilities included compliance monitoring for all of the tax credit developments as well as budget and audit analysis and work outs for troubled developments. David Edbrooke brought to Leasing and Management ten years of onsite management experience as well as in depth expertise with meeting tax credit compliance requirements for both new and existing tax credit properties.

Once the proper personnel were in place, management contracts were signed and, in late 2010 and early 2011, Leasing and Management began managing the eleven tax credit properties for this developer. Since that time, our firm has become the exclusive managing agent for this developer for all of their new properties in the state of Illinois and we have recently began managing additional properties for them in the states of Indiana and Wisconsin.

Throughout the time we have managed tax credit properties, we have met every tax credit deliverable goal during initial lease-up as well as maintaining successful compliance reviews each year, thus avoiding any recapture of tax credits for our clients. Both our executive staff and the onsite staffs understand the importance of adhering to the strict initial requirements for each household during rent up of a new property and maintaining files on an annual basis to ensure ongoing tax credit compliance.

Although LIHTC experience is relatively new in our long history, we are very proud of our work with our clients to help them both maintain and develop new tax credit properties. The list of these tax credit properties currently in our management portfolio is as follows:

- **Anglers Manor Apartments, Bloomington, IL – 96 units;** Managed since October 2010
- **Aurora Impact Initiative, Aurora, IL – 40 units;** Managed since August 2014
- **Bloomington Normal Scattered Sites, Bloomington, IL – 26 units;** Managed since January 2015
- **Chatham Square Apartments, Lafayette, IN – 89 units;** Managed since January 2013
- **Chicago Lawn, Chicago, IL – 30 units;** Managed since April 2016
- **Coulter Court, Aurora, IL – 38 units;** Managed since December 2017
- **Crystal View Townhomes, Urbana, IL – 70 units;** Managed since January 2011
- **Dorchester Artist Housing, Chicago, IL – 32 units;** Managed since June 2014
- **Douglass Square Apartments, Champaign, IL – 50 units;** Managed since January 2011
- **Emerson Square Apartments, Evanston, IL – 32 units;** Managed since April 2013
- **Florida House Apartments, Urbana, IL – 120 units;** Managed since January 2011
- **Fox Prairie Homes, Aurora, IL – 40 units;** Managed since August 2014
- **Hairpin Lofts Apartments, Chicago, IL – 30 units;** Managed since October 2010
- **Highland Green Apartments, Urbana, IL – 33 units;** Managed since September 2016
- **Keystone Place Apartments, Chicago, IL – 69 units;** Managed since October 2010
- **Melrose Commons, Melrose Park, IL – 95 units;** Managed since January 2011
- **North Eastwood Shores Apartments, Chicago, IL – 231 units;** Managed since May 1982
- **Park Apartments, Chicago, IL – 120 units;** Managed since October 2010
- **Park Place Family Apartments, Chicago, IL – 78 units;** Managed since September 2016
- **Plowfield Square, Lincoln, IL – 42 units;** Managed since June 2017
- **Prairie Park Apartments, Chicago, IL – 56 units;** Managed since October 2010
- **Pullman Wheelworks, Chicago, IL – 210 units;** Managed since June 2011
- **Red Maple Grove Apartments, 150 units;** Managed since September 2018
- **Sunnycrest Manor Apartments, Chicago, IL – 101 units;** Managed since October 2010
- **Sunnyside Kenmore, Chicago, IL – 16 units;** Managed since March 2012
- **Sunrise Apartments, Mattoon, IL – 120 units;** Managed since October 2010
- **Uptown Preservation Apartments, Chicago, IL – 77 units;** Managed since March 2007

MANAGEMENT TEAM/CAPACITY

Leasing and Management Company, Inc. is a results-oriented management firm. The firm has grown from an initial team of twenty employees to over 200 employees over the past forty years. It is led by a senior management team of highly qualified employees who have broad-based direct experience in managing property.

The company has a history of hiring the right people, which has resulted in an extremely efficient staff who work well together as a team and capitalize on each other's strengths. The longevity of the corporate office employees has ensured continuity and a smooth transition when acquiring new properties to manage. The senior executives who would work on the Fox Valley Apartments development are as follows:

- Michael Levine, President
- James S. Watts, Executive Vice President
- Daniel Kennedy, Vice President
- Deborah Starkovich, Vice President Compliance

Resumes for each of these senior executives are included in this section.

Our firm is successful because we understand the importance working together as a team with ownership and also of supporting the onsite staffs at each of the properties in our management portfolio. Dan Kennedy would have the day-to-day responsibility to work with the onsite staff. Deb Starkovich would be directly responsible for ensuring all tax credit compliance is fulfilled. With Deb's previous experience at the state housing authority overseeing tax credit compliance, she is eminently qualified for this work. Mike Levine and Jim Watts bring their many years of management experience to the team and will help support all planning and ongoing operations.

MICHAEL LEVINE

November, 1980 - Present

President, Leasing and Management Co., Inc., A privately-held, third party management company engaged in the management of residential real estate throughout the State of Illinois and Indiana with a concentration on affordable housing. The firm started in 1980 managing 680 units with 20 employees and has grown to over 180 employees with almost 5,000 units ranging in size from 20 units to 500 units. The firm has also worked with developers and not-for-profit groups in providing feasibility studies and developing marketing programs for new development efforts and the turn-around of troubled projects.

June, 1979 - October, 1980

Vice President and Controller of Ben Kozloff, Inc., a seafood importing and distributing firm with annual sales of over \$250 million. Set up information, control, and marketing systems to facilitate in-house and world-wide operations.

February, 1972 - May, 1979

Vice President, Consumers Development and Construction, Ltd., a diversified real estate and general contracting firm involved in the construction, marketing, and management of over 6,000 single family and multi-family units throughout the State of Illinois.

- Began at Consumers in construction operations. Also performed feasibility and marketing studies for new developments. Worked with both private and government lending institutions in obtaining financing for development purposes.
- Developed scheduling and job cost control systems for the construction operations and automated in-house accounting functions.
- Began in-house management division in 1975 to manage developments in which consumers acted as general partner. Promoted to Vice President in 1976.

June, 1971 - January, 1972

Systems Analyst, Illinois Bell Telephone. Developed computer systems to analyze and improve existing switching and network operations.

February, 1970 - January, 1971

Systems Analyst, Arthur Andersen and Co. Developed computer systems for financial analysis of corporate mergers and acquisitions.

Education

- Northwestern University, Graduate School of Business, M.B.A., June, 1980
- Northwestern University, B.S., Engineering, June, 1971

JAMES S. WATTS II

2009 - Present

Senior Vice President, Leasing and Management Co., Inc., 5618 N. Milwaukee, Chicago, Illinois 60630.

Responsible for oversight of over 2,000 affordable housing units and four condominium properties. Properties include subsidized family, senior and low-income tax credit properties as well as luxury condominiums.

1988-2009

Senior Vice President/Associate Counsel of The Habitat Company, 350 W. Hubbard, Chicago, Illinois 60610

Responsible for the supervision of over 4,000 apartment units, including market rate downtown high-rise, subsidized family, senior and low-income tax credit properties; the negotiation and drafting of commercial leases; the selection and supervision of outside legal counsel and coordination of general corporate legal work; coordination of all liability and property insurance coverages; negotiation of union contracts; workers compensation administrator and corporate safety advisor; and the oversight of corporate affirmative action programs and fair housing training.

Accomplishments:

- Increased rents 18% at Presidential Towers over a twelve-month period, resulting in a substantial increase in value of the asset.
- Successful conversion of 1,100 units to condominium ownership.
- The formation of the corporate self-insurance program which saved The Habitat Company and our properties in excess of \$600,000.
- The successful workout of two HUD defaulted properties.
- Opening of Cityfront Center, a 904-unit newly constructed property in Downtown Chicago.
- Coordinated the successful marketing of fee management contracts with other staff members.
- Hostile takeover of on-site management office for a fee management client.
- Resolved various matters of litigation involving The Habitat Company and our related properties.

1986-1988

Director of Governmental Affairs, The Chicago Board of Realtors, 420 N. Michigan Avenue, Chicago, Illinois.

Staffed and coordinated the activities of the major real estate board in Chicago; and lobbied members of local, state and federal governments on behalf of the Chicago Board of Realtors.

1981-1986

Director of Governmental Affairs, The Chicago Association of Commerce and Industry, Chicago, Illinois.

Staffed various Association committees including the Tax Committee, the Environmental Protection Committee and the Legislative Committee; and lobbied the Chicago City Council on business-related legislation.

Education

- Loyola University, School of Law, Juris Doctor – Admitted to practice in Illinois, 1985
- University of Wisconsin – Eau Claire, Bachelor of Business Administration, 1980
- Licensed Real Estate Broker – Illinois, 1985
- Licensed Insurance Broker – Illinois, 2005

Affiliations

- Apartment Building Owners and Managers Association, Past President
- Chicagoland Apartment Association
- Chicago Bar Association
- Trustee – SEIU Local 1 Health and Pension Fund

DANIEL F. KENNEDY

Leasing and Management Company, Inc., Chicago, Illinois (2018 – Present)

Vice President

Oversight of day-to-day operations at tax credit and condominium properties in Chicago & western suburbs including a 40 single family home scattered sight project in Aurora.

- Responsible for the direct oversight of 4 properties
- Provide support and monitoring for additional 6 tax credit properties
- Training on-site staff in compliance and operations
- Responsible for lease up of tax credit projects
- Oversight of all building mechanicals and maintenance operations
- Management and implementation of new property management software
- Oversight of numerous capital expenditure project including roof replacements, parking garage ramp replacement, mechanical replacement and façade work
- Worked with client to oversee the build out of 40 single family homes in Aurora

Leasing and Management Company, Inc., Chicago, Illinois (2011 – 2016)

Property Supervisor

- Responsible for the supervision of 6 properties
- Monitored building maintenance operations and implemented preventative maintenance plans for properties
- Monitored resident files for tax credit compliance

The Habitat Company, Chicago, Illinois (2006-2011)

Property Manager

- Property Manager at Lake Shore Plaza, 2010-2011
- Property Manager at 400 East Randolph, 2008-2010
- Tower Manager at Presidential Towers, 2006-2008

Education

- Bachelor of Science, University of Illinois, Urbana-Champaign
- Tax Credit Specialist Certification, 2012
- Illinois Department of Professional Regulation - Licensed Real Estate Agent, 2010
- Illinois Department of Professional Regulation - License Community Association Manager, 2019

DEBORAH M. STARKOVICH, CPM®

Leasing and Management Company, Inc., Chicago, Illinois (2016 – Present)
Vice President

- Responsible for the direct oversight of 9 properties
- Leads the company's compliance efforts as it relates to all affordable programs
- Responsible for initial lease-up of all new tax credit projects
- Training on-site team members in compliance and operations
- Assessing market rents to determine appropriate rent increases
- Prepare and implement marketing plans to increase occupancy at all developments

Leasing and Management Company, Inc., Chicago, Illinois (2011 – 2016)
Regional Property Manager

- Responsible for the supervision for 7 properties
- Directly responsible for the initial lease-up of 12 developments
- Improved operating efficiencies with IHDA to produce cash flow for underperforming properties
- Developed and implemented specific customer service initiatives to improve resident lease renewals which also decreased operational costs at several properties
- Developed and implemented training procedures for initial lease-up activities for one of the company's biggest clients

Stay at Home Mom 2008-2011

Illinois Housing Development Authority, Chicago, Illinois (2004-2008)
Asset Management Supervisor

- Responsible for the oversight of over 50 multi-family apartment developments, including subsidized family, senior and low-income tax credit properties, HOME developments, FAF developments
- Responsible for the compliance monitoring of all assigned developments
- Oversaw the budget and audit analysis for over 50 developments
- Prepared board presentations of workouts, assignments and transfers of Ownership as well as disposition of a large CEF portfolio of properties
- Trained and coached new Associate Asset Managers
- Facilitated training programs for Owners and Agents for executing successful compliance programs to meet IHDA's requirements
- Assisted in the reorganization of the Asset Management Department's policies and procedures

Illinois Housing Development Authority, Chicago, Illinois (1998-2004)

Asset Manager

- Monitored the financial and compliance performance of assigned project-based Section 8 and LIHTC developments
- Conduct annual physical inspections and file audits for developments with IHDA financing
- Monitored improvement plans for underperforming properties
- Participated in required annual trainings for Owners and Agents for the continued compliance of project-base Section 8 and LIHTC developments

Lincoln Property Company, Oakbrook Terrace, IL (1993-1998)

Business Manager

- Responsible for the overall management and operations of three receivership Class B properties and one fee based conventional Class A property
- Developed budgets and marketing plans to maximize the financial performance for each property to meet the goals of ownership
- Provided ownership with monthly overviews of each property's performance
- Developed detailed leasing plans to improve occupancy and consistently stay about 94%
- Developed and implemented lease renewal program that allowed for significant rent increases with reduced turnovers
- Trained and coached on-site team members to ensure monthly and annual performance goals were met

Education

- Accelerated BA, DePaul University, 2000
- Institute of Real Estate Management, CPM Designation, 2000
- Tax Credit Specialist Certification, C3P, 2003
- Illinois Department of Professional Regulation -Licensed Broker 2012 to present

Affiliations

- Institute of Real Estate Management, Elected Vice President of Chapter Activities 2000-2001
- Chicagoland Apartment Association