

As an experienced residential developer, builder, and manager, L&M possesses unparalleled experience with the capacity to execute and implement. With a 30-year record in the NYC Metro area and over 12,000 units developed, the development team has been expanding its footprint of integrated, sustainable, and flourishing communities into New Jersey, California, and Louisiana. Based on L&M's reputation for high caliber product, timely delivery of work within budget, and neighborhood and municipal support in the form of awards, approvals, subsidies, and award allocations (as noted throughout this RFQ), we are eager to engage with Maplewood in its redevelopment efforts, and bring a deep level of commitment, creativity, and energy to the table.

**History of Successful Collaborations, Joint Ventures, and Public/Private Partnerships.** We have undertaken numerous partnerships: we have developed over 500 units of mostly market-rate housing on the Brooklyn waterfront with for-profit partners, and 1,000 income-restricted units in the Bronx with various community-based non-profits. We expanded our Yonkers footprint from 137 affordable units to an additional 100 moderate to market-rate units with the support of the City of Yonkers and Westchester County. We are currently developing a 1,600-unit site in New Orleans with Enterprise Community Partners, and we recently built the National Dance Institute a new flagship space financed, in part, through New Markets Tax Credit we secured. Government collaborations have been especially meaningful: combining private resources to achieve public purpose goals have been at the core of our pipeline and our portfolio. Achievement of mutual goals is a central tenant of our partnerships, and we can confidently say that partners happily re-enter engagements with us.



**Ability & Capacity to work creatively with multiple sources of financing.** L&M has completed over \$2.5 billion of real estate development through 25+ years of evolving lending environments. Lenders regularly accept our corporate completion and repayment guarantee. Our projects have been financed in every way conceivable: through construction loans, taxable bonds, tax exempt bonds, tax credits (State, Federal, New Markets, and Brownfield), as well as City, State, and Federal subsidies. We are an industry leader in innovative financing solutions, and remain in good corporate standing on all of our financing instruments.

**Innovative & Flexible Approach.** We customize our approach on each project: every site, partner, financing structure, built environment, and market requires a nuanced perspective. This requires the ability and acumen to coordinate financing comprised of tax credits, federal/state subsidy, or market financing, or to adapt to shifting market dynamics to position a development. A mixed market-rate condo and affordable rental project closed in the downturn of 2008, went through two cycles of layout changes, and a restructuring of financing during construction. The outcome was rapid market absorption and, ultimately, an exceptionally successful development. In the current economic environment, we see opportunity, not obstacles.

II. Respondent's Construction Experience and Capacity

- a. 5 major projects as developer – see on following pages.
- b. Project defaults in the past seven (7) years: none
- c. References: see on following pages (and Section III).
- d. Experience and qualifications to meet Redevelopment Plan goals:

As described in Section I and noted in project profiles throughout this response, Maplewood demonstrates a compatible and viable locale for the application of one of L&M's multiple models, where we've integrated green principles, transit-oriented design, contextual planning, and a high quality product. We seek to deliver a balance of residential, commercial, and public uses that honors a street wall already present on Maplewood Avenue. We also consider open space to be an important attribute to set aside on the site, and have seen its benefits in the success of many projects.

We know and understand that this site is of critical importance to the residents of Maplewood, and expect to engage with the community in assuring our design reflects its priorities. We have experience in working in communities like this, and appreciate the give and take that comes from these interactions. In designing and developing Columbia Hicks (2<sup>nd</sup> project referenced below), L+M staff participated in numerous meetings with local stakeholders and the final product accounts for the input collected at those meetings. We are committed to developing a plan that will produce an asset welcome to its neighbors and a source of admiration for other communities in and around New Jersey.

- e. Respondent's experience with Green Design, LEED or similar Certification:

L+M has built hundreds of projects, as well as transformed abandoned buildings into attractive, multi-family dwellings. The construction team is composed of committed individuals that include engineers, architects, and LEED professionals, many of whom have decades of experience in their disciplines. Because we are committed to building neighborhoods, there is a particular focus on sustainability, energy efficiency and building performance over time. In addition to having built LEED (or in the process of doing so, i.e. Kalahari, Pearson, and Navy Green), NYSERDA and Enterprise Green Communities projects, the construction team imbues sustainability throughout all aspects of the building process.

Our architecture firm, Beyer Blinder Belle, was founded on the principle that sustainable design starts with conservation, a quality that is observed in all its residential, cultural, and commercial projects. Partner and team member Richard Metsky is a LEED accredited professional.