

## 7. Developer Capacity and Qualifications – Casa Indiana

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### 1. Owner

#### **Partnership & Controlling Nonprofit Entity**

HACE, a 501(c)(3) community development corporation, will own 100% of the General Partnership interest and will be the legal entity in charge of the Casa Indiana Senior Housing Development. Although a Limited Partner has yet to be identified to date it is projected HACE will also own 1% of the limited partnership interest.

Founded in 1982, HACE's goal is to make our core neighborhoods a place of choice for a mixed income, ethnically diverse population. Our neighborhood plan focuses the organization to address the concerns of the community through a comprehensive strategy that defines tangible projects and programs into manageable geographical boundaries. This strategy allows HACE to build stable areas that attract private and public investments, support the commercial corridor by increasing its client base, and develop partnerships with the business community and other organizations to create jobs and provide services for our residents.

### 2. Team Structure

#### **Sponsor/Developer: HACE aka Hispanic Association of Contractors and Enterprises**

HACE's community development approach focuses on using the commercial corridor with its unique Latino cultural character as an anchor to rebuild the surrounding core neighborhoods. Our Main Street Program supports small businesses through technical assistance, access to capital, capital improvements to the corridor and promotions to attract visitors and shoppers to support our businesses. Equally important, our model targets resources to the residential areas adjacent to the commercial corridor to increase homeownership rates, provide affordable rental housing, preserve existing housing stock, build wealth through savings and homeownership, and develop partnerships with other entities to provide services. To date we have completed 75% of the activities outlined in our 2005-2015 plan leveraging \$34.5+ million in capital investments for the creation of new homeownership housing, streetscape and façade improvements, greening, construction of a LIFE Center and a new Visitors' Center. Our history demonstrates that with resident-driven planning, strategic real estate development, and supportive services our neighborhoods can rebuild and prosper.

In the area of housing, HACE has developed 427 units of affordable housing, both rental and homeownership. HACE's large scale affordable housing portfolio includes:

1. Somerset Villas, 200 E. Somerset Street, Philadelphia, PA 19133: Completed in 1991, this HUD 202 Development provides 100 units of affordable housing to low-income elderly.
2. Villas de HACE: 1426 N. 6th Street Philadelphia, PA 19122: Completed in 1992, this LIHTC Development provides 24 garden style apartments for low-income families.
3. Villas del Caribe, 167 W. Allegheny Avenue, Philadelphia, PA 19140: Completed in 1997, this LIHTC Development provides 81 townhouse- style units of affordable housing to low-income families, with a 6,600 sq. ft Community Building.
4. Casa Caribe, 173 W. Allegheny Avenue, Philadelphia, PA 19140: Completed in 1998,

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this HUD 202 Development provides 53 one-bedroom units for low-income elderly persons.

5. Caribe Towers, 3231-65 N. 2<sup>nd</sup> Street, Philadelphia, PA 19140: Completed in 2005, this HUD 202 Development provides 57 one-bedroom units for low-income elderly persons.
6. Lawrence Court, 3301 N. Lawrence Street, Philadelphia, PA 19140: Completed in 2011, 50 unit homeownership development for low-income and moderate income homebuyers.
7. Through its HRP Homeownership Program, HACE rehabilitated 100 properties for sale to first-time homebuyers. HACE targets vacant properties on otherwise stable blocks with the goal of 100% occupancy.

### **Property Management: HACE Management Company**

HACE, being a dynamic and forward thinking community development corporation, realized the importance of positioning itself to assume the responsibilities of managing its own properties. As such, the HACE Management Company was established in 1997 as a subsidiary corporation of the Hispanic Association of Contractors & Enterprises. As the first non-profit CDC owned property Management Company in the region, HMC is a pioneer in providing quality property management services to our largely Latino constituency.

In July 1997, HMC assumed management responsibilities of approximately 185 residential units and 17,000 square feet of commercial space, owned and developed by HACE. Presently, HMC manages 406 residential units, all of which are affordable housing units, and 58,700 square feet of commercial space. As a direct result, twenty (20) jobs have been created in property management with more anticipated. In house property management has afforded HACE the luxury of streamlining the management operations and positioning the management staff in direct contact with the residents. Maintaining open and direct lines of communication with the residents is crucial to the success of any property management company and remains a key component of HMC's operating policy. HMC prides itself on being accessible to its residents and attentive to their needs as well as protecting our assets.

The HACE Management Company is a competent and professional property manager, offering its services throughout the Delaware Valley.

### **Services Provided**

#### *HMC Site Level Capabilities:*

- Resident/Commercial Tenant Selection
- Rent Collection
- File Management
- Processing Repair/Service Orders
- Site Maintenance Supervision
- Resident & Commercial Tenant Liaison
- Contractor Liaison

#### *HMC Supervisory Level Capabilities:*

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- Preparation of Owners' Reports
- Compliance Reporting
- Supervision of Social Service Programs
- Billing Review
- Annual Budget Preparation
- Processing Lease Terminations and Infractions
- Management Company Advocate and Representative
- Outside Agency Liaison
- U.S. Department of Housing and Urban Development (HUD)
- Philadelphia Housing Authority (PHA)
- Pennsylvania Housing Finance Agency (PHFA)
- Equity Investor Compliance

### **Architect: Kise Straw Kolodner**

HACE has engaged the architectural services of Kise Straw & Kolodner (KSK) as the project architect for the Casa Indiana development. Kise Straw Kolodner in partnership with Brown Keener were retained by HACE to develop the new neighborhood plan as such, KSK understands HACE's mission and has an understanding about this neighborhood and its needs. KSK has a staff of 50 architects, urban designers, planners, historians, and archaeologists, who use an interdisciplinary approach to help clients solve a wide range of design problems.

1. ***St. Boniface Affordable Housing (Completed July 2013)***: Seven newly constructed townhouses facing Norris Square Park, for the Norris Square Civic Association.
2. ***Lawrence Court Town Homes (Completed June 2011)***: Generated 50-units of newly constructed townhouses for first time homebuyers, on behalf of HACE Community Development Corporation.
3. ***Francisville East (Completed June 2011)***: 44-unit LIHTC-funded development for community Ventures, including 27-unit apartment building for seniors, and 17 new and rehabilitated townhouses.
4. ***Mantua Square (Completed June 2011)***: 101-unit funded development for PHA, including single-family, duplex, triplex, and elevator-access units, as well as PHA office and program space.
5. ***Warnock Phase II (Completed June 2010)***: 45-unit LIHTC- funded development for PHA, including 45-unit apartment building for seniors, and office and program space for PHA.

### **Development Consultant: Wilson Associates, Inc.**

HACE has acquired the services of Wilson Associates, Inc. as the primary development consultant for the Casa Indiana development project. Lamar Wilson, Principal of Wilson Associates, Inc. established his firm in 1995 to offer real estate and community development advisory services principally to nonprofit organizations, financial institutions, and government agencies involved in and committed to neighborhood revitalization. Prior to establishing the firm, Mr. Wilson served as Program Director for the Philadelphia Office of the Local Initiatives Support Corporation and as Executive Vice President and Chief Operating Officer for the National Equity Fund.

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- ***Diamond Green Mixed-Use Development (2005-Present)***: This is a two phased project funded by OHCD, with Phase I featuring the completion of a 80-unit student apartment building and 12,000 square feet of commercial office space. Phase II is currently in Predevelopment and will produce 15-20 affordable townhouses for first time homebuyers.

**Contractor: To be Determined**

**Legal Counsel: To be Determined**

### 3. Profile of Principals and Staff

#### a. Developer: HACE

**Maria Gonzalez** - President

Mrs. Gonzalez works very closely with the organizations staff and oversees the daily operations of the company, heads HACE's development team, and advocates on behalf of HACE and the Latino community in Philadelphia. During her tenure at HACE, she has managed over \$20M of development projects that have contributed to stabilizing and revitalizing HACE's focus communities. Presently she is Chair of the Community Trust Board of the American Street Empowerment Zone, Secretary of the Board of Directors for the Philadelphia Association of Community Development Corporations, Board Member of the Housing Trust Fund, Chairperson of the Oversight Board of the Mayor's Office of Community Empowerment and Opportunity.

**Emanuel Rivera** - *Project Manager*

Mr. Emanuel Rivera is the Project Manager for HACE's development team and advocates on behalf of HACE and the Latino Community in Philadelphia. During his time at HACE, he has assisted in assembling and coordinating the development team in collaboration with the President. He has been responsible for the management of a multitude of complex projects and facilitates the planning, analysis, development of comprehensive development plans in coordination with programs of the corporation, its clients, and subsidiaries.

#### b. Property Manager: HACE Management Company

**David Gonzalez, President/Property Manager**

Mr. Gonzalez has over 25 years of experience in managing multi-million dollar enterprises for the ARAMARK Corporation before joining the HACE Management Company. Mr. Gonzalez is a proven leader in managing "the middle" to reduce operating expenses and optimize limited resources for the preservation of HACE's multifamily and commercial developments. Under his leadership, the HACE Management Company team continues to meet and exceed the quality control standards for multi-family properties. HACE Management Company's was recently scored 97a points on its REACT inspection for Villas de Caribe.

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### c. Architect - John Gibbons, Principal

John R. Gibbons, AIA/AICP, is a registered architect and certified planner. The focus of his 35-year professional career has been planning and physical design for the revitalization and redevelopment of urban communities, from neighborhoods, to towns and cities. Mr. Gibbons has been responsible for the planning and design for the redevelopment of many of Philadelphia's obsolete high-rise public housing projects, including Cambridge Plaza, Mantua Hall, and Norman Blumberg Apartments. These formerly deteriorated developments that blighted their surrounding neighborhoods have been transformed into attractive livable low-rise townhouse communities that are integrated into the surrounding urban fabric. Mr. Gibbons has extensive experience and expertise in the design of affordable and market-rate urban housing, historic preservation and urban streetscape design. He has worked with many of Philadelphia's major community development corporations in neighborhood planning and revitalization. Mr. Gibbons has extensive experience in the development of regulatory controls, including zoning, and design guidelines, that help direct the transformation of communities.

### d. Lamar Wilson - *Wilson Associates, Inc.*

Lamar Wilson, Principal of Wilson Associates, Inc. established his firm in 1995 to offer real estate and community development advisory services principally to nonprofit organizations, financial institutions, and government agencies involved in and committed to neighborhood revitalization. Prior to establishing the firm, Mr. Wilson served as Program Director for the Philadelphia Office of the Local Initiatives Support Corporation and as Executive Vice President and Chief Operating Officer for the National Equity Fund.