



AGENDA OF THE REAL ESTATE SUBCOMMITTEE OF THE REDEVELOPMENT AUTHORITY OF THE CITY OF GREEN BAY

WEDNESDAY, OCTOBER 6, 2021, 11:00 AM
Virtual Meeting. Public may join via Zoom.

A. Zoom Meeting Instructions.

- I. This item contains documents which provide call in information and instructions for the Zoom meeting.

B. Roll Call.

- I. Members: Matt Schueller, Kathy Hinkfuss, and Melanie Parma.

C. Approval of the Agenda.

- I. Approval of the agenda for the October 6, 2021, meeting of the Real Estate Subcommittee of the Redevelopment Authority.

D. Regular Business.

- I. Consideration with possible action on the recommendation of a developer for the 1100 block of E. Walnut Street (tax parcels 14-195, 14-196, 14-197, 14-198, 14-199, 14-200, 14-201, 14-202).

The Authority may convene in closed session pursuant to Sections 19.85(1)(e), Wis. Stats., for purposes of deliberating or negotiating the sale of public properties, investing of public funds or conducting other specified public business as necessary for competitive or bargaining reasons. The Authority will thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to take action on items discussed in closed session, if appropriate, and to consider the remainder of the agenda.

E. Adjournment.

- 1) THIS MEETING IS RECORDED: THE VIDEO OF THIS MEETING AND MINUTES ARE AVAILABLE ONLINE AT www.greenbaywi.gov
- 2) ACCESSIBILITY: Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
- 3) QUORUM: Please take notice that a majority or quorum of the Common Council will attend this Real Estate Subcommittee of the Redevelopment Authority meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
- 4) REPRESENTATION: The party requesting the communication, or their representative, should be present at this meeting.

Virtual Meeting Instructions



Redevelopment Authority

Zoom Meeting Information

Join Zoom Meeting

<https://us02web.zoom.us/j/83188044732?pwd=YUducEM2VUZWOGVYZzMyNTA0c1FJQT09>

Meeting ID: 831 8804 4732

Password: 084117

One tap mobile

+13017158592,,83188044732# US (Germantown)

+13126266799,,83188044732# US (Chicago)

Dial by your location

+1 301 715 8592 US (Germantown)

+1 312 626 6799 US (Chicago)

+1 646 876 9923 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 408 638 0968 US (San Jose)

+1 669 900 6833 US (San Jose)

Meeting ID: 831 8804 4732

Password: 084117

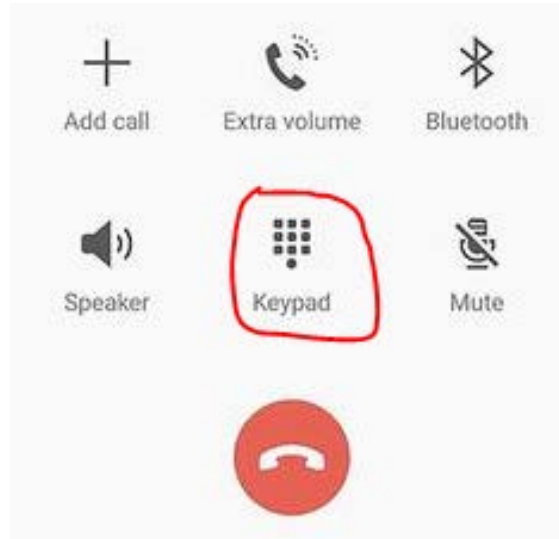
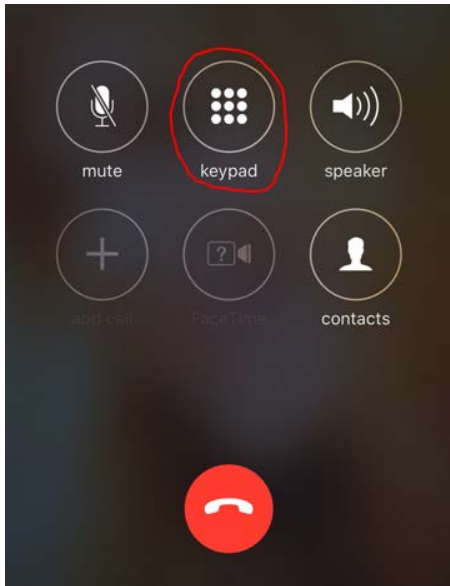
Find your local number: <https://us02web.zoom.us/j/83188044732?pwd=YUducEM2VUZWOGVYZzMyNTA0c1FJQT09>

Additional Information

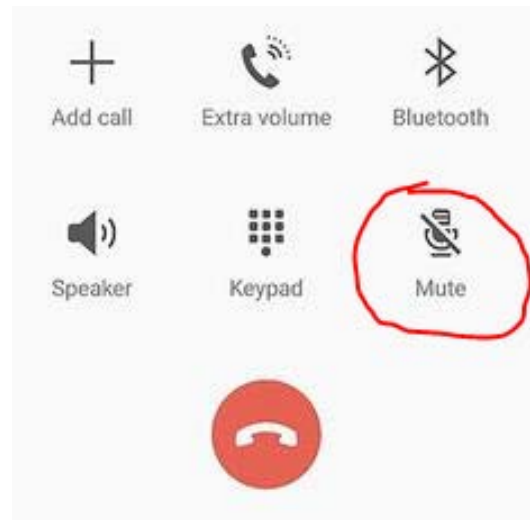
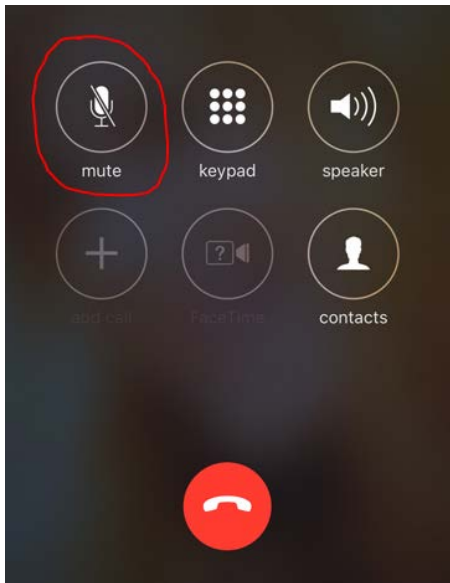
1. Wisconsin Open Meetings Law still applies
 - a. Persons interested in speaking to an item must give their name and address
 - b. Committee/Commission/Board members will still follow *Roberts Rules of Order*
2. All zoom meetings will have a password in the instructions. Please enter when prompted.
3. Please log into the Zoom meeting 10 minutes before the meeting starts to ensure proper technology is working.
 - a. If you are a Board Member, please log into [CivicClerk](#) with a computer, laptop, or tablet device.
4. Once you are in the meeting please mute yourselves.
 - a. You may unmute yourself when you are called upon to speak.
5. Waiting room
 - a. When you call in, all callers/participants will be placed in a “waiting room.”
 - b. Persons on the agenda will be admitted to the meeting, and then once the item is concluded, the host will permanently mute you from the meeting (you can still hear the meeting).
6. Using Zoom with a tablet or computer
 - a. Tablet—you will be asked to sign in. Download the app either with the Apple Store or the Play Store
 - b. Computer—you will be asked to sign in. You may download the app or click on the link to open Zoom in your browser.
7. Registering
 - a. The host may ask you to register for the meeting. A registration link will be sent to you along with the invite. You’ll receive another email confirming that you’re registered for the meeting.
 - b. If you’re using a phone, your registration will still be tied to an email.
8. Raising your hand
 - a. Committee members—you can either use CivicClerk and request to speak or you can “raise your hand” in the zoom meeting (you’d need to use a computer or tablet) to let the host know you’d like to speak. You can also un-mute yourselves and start speaking.
 - b. Persons on the agenda—you can “raise your hand” but you’d need to use a computer. You will be allowed to speak, per Wisconsin Open Meetings Rules, once the committee has “opened the floor for interested parties to speak.” Once the committee is finished with your agenda item, the host will mute you permanently, unless the committee opens the floor again.
9. What devices should I use?
 - a. Smart phone (please see more detailed instructions on page 3)
 - b. Land line
 - c. Tablet—well in advance of the meeting, please download the Zoom Meeting app before you join a meeting by using either the Apple Store or the Play Store. You will be asked to input your name, thus identifying you for the meeting. You’ll also be asked to verify your email.
 - d. Computer—well in advance of the meeting, please download the Zoom Meeting app, but you can also click on a link to open the Zoom Meeting in your browser. You will be asked to input your name, thus identifying you for the meeting.
 - e. For tablet and computer users—if you download the app you will be asked to verify your email.
10. Zoom etiquette
 - a. Muting yourselves when you’re not talking will prevent your background noise from interfering with others’ ability to listen to and participate in the meeting.
 - b. If you’re using a telephone, please identify yourself with your phone number and name before you speak. Zoom meeting hosts can see only your telephone number and will ask you to identify yourselves.
11. Closed session
 - a. Persons in the Zoom meeting will be put into a waiting room while the committee meets in Closed Session. Participants will be admitted back into the Zoom meeting once the committee reconvenes in Open Session.
 - b. Persons watching live on YouTube will see a gray screen with the City logo during closed session.
12. Persons interested in attending anonymously or listening to the meeting may call in by dialing *67 followed by the phone number above.

Calling into the Zoom meeting using a smartphone

1. Dial the phone number listed at the beginning of this document.
2. When prompted, enter the Meeting ID number followed by #
 - a. If you're using a smartphone, you can access the keypad by clicking "Keypad" on your screen



3. Once you are in the meeting, notify the meeting host that you are in and state your name.
4. If you do not need to talk, please make sure your phone is on **Mute**
 - a. If you're using a smartphone, look at your screen and click the Mute button



- b. If you're using a computer, you should see a Mute button in the Zoom application





Report to the
**Real Estate Subcommittee of the Redevelopment Authority
of the City of Green Bay**

MEETING DATE

October 6, 2021

PREPARED BY

Will Peters

AGENDA ITEM # D.1

Consideration with possible action on the recommendation of a developer for the 1100 block of E. Walnut Street (tax parcels 14-195, 14-196, 14-197, 14-198, 14-199, 14-200, 14-201, 14-202).

The Authority may convene in closed session pursuant to Sections 19.85(1)(e), Wis. Stats., for purposes of deliberating or negotiating the sale of public properties, investing of public funds or conducting other specified public business as necessary for competitive or bargaining reasons. The Authority will thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to take action on items discussed in closed session, if appropriate, and to consider the remainder of the agenda.

BACKGROUND

Staff issued a Request for Proposals (RFP) on July 13, 2021 for the redevelopment of the 1100 block of E. Walnut Street (tax parcels 14-195, 14-196, 14-197, 14-198, 14-199, 14-200, 14-201, 14-202). The property is a 1.2 acre site located in a residential neighborhood, along a major corridor and gateway to Downtown. The property is valued at \$84,000.

The RFP closed on September 24, 2021 with three proposals being submitted. Staff reviewed and scored each proposal. All three proposals included affordable housing at various levels of income below 80% AMI and each proposal was dependent on WHEDA LIHTC funding. Of the three proposals submitted, developer MF Housing Partners, LLC scored the highest.

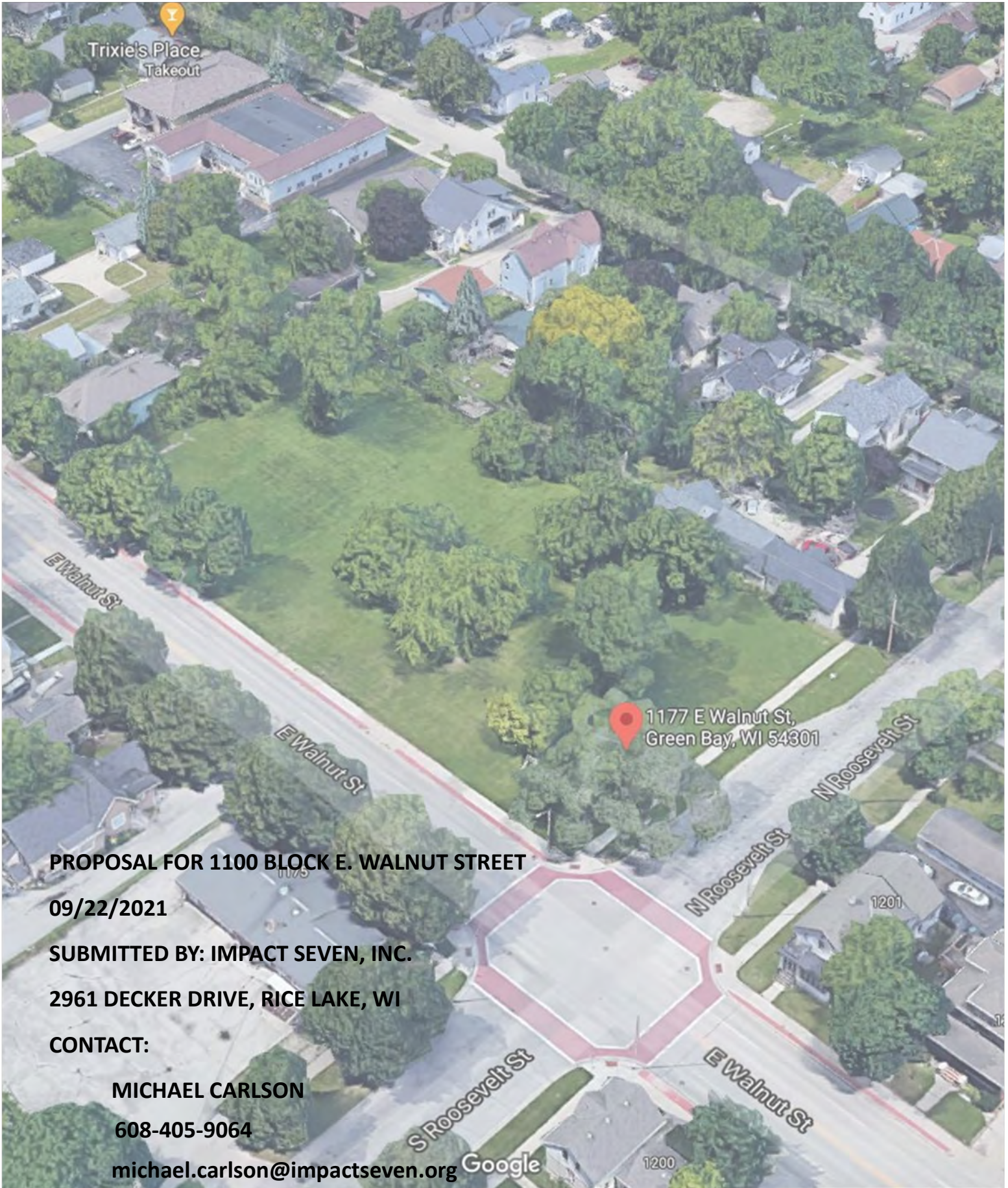
RECOMMENDATION

Staff recommends MF Housing Partners, LLC for the redevelopment of the 1100 block of E. Walnut Street (tax parcels 14-195, 14-196, 14-197, 14-198, 14-199, 14-200, 14-201, 14-202).

FISCAL IMPACT

ATTACHMENTS

1. 2021_09_22 1100 E Walnut RFP Submittal_Impact Seven reduced
2. RFP - E Walnut St. Green Bay WI FINAL COPY reduced
3. WWGP & BLD - Walnut St. Proposal_Final reduced



Trixie's Place
Takeout

1177 E Walnut St,
Green Bay, WI 54301

PROPOSAL FOR 1100 BLOCK E. WALNUT STREET

09/22/2021

SUBMITTED BY: IMPACT SEVEN, INC.

2961 DECKER DRIVE, RICE LAKE, WI

CONTACT:

MICHAEL CARLSON

608-405-9064

michael.carlson@impactseven.org



PROPOSAL FOR 1100 E. WALNUT STREET

CITY OF GREEN BAY, WI

APPLICANT: IMPACT SEVEN, INC.

2961 DECKER DRIVE, RICE LAKE, WI

SEPTEMBER 22, 2021

CONTACT:

MICHAEL CARLSON, VP REAL ESTATE DEVELOPMENT

608-405-9064

michael.carlson@impactseven.org



Alignment and Strategy

The Walnut Street development supports the city's goals described in the Smart Growth 2022 plan, the 2020 housing market study and the current RFP, which cites implementation of both the Smart Growth plan and the 2020 market study and identifies the site as a priority for development.

The project will activate a vacant, underutilized site which is important to neighborhood and community safety. The development will enhance the neighborhood's appearance and bring 'eyes to the street,' which in turn enhances safety. The massing and design of the building as well as lighting for visibility and security also will play an important role in creating a safe and welcoming environment.

City of Green Bay Smart Growth 2022 Comprehensive Plan

The Smart Growth 2022 Comprehensive Plan encourages infill development, and the Walnut site is located within an identified affordable housing target growth area. The map incorporated into the Plan calls for development in 'Land Use Plan – District 4,' which includes the Walnut Street site. The proposed development supports the Plan's goals, including:

- Provide choices for people of all ages and income levels
- Provide a measure of accessible housing units
- Improve an established neighborhood
- Integrate mixed-income residential development into an existing neighborhood
- Increase the stock of affordable housing
- Stimulate increased activity
- Enhance livability
- Generate quality jobs
- Contribute to the orderly development of the Walnut Street corridor
- Grow the tax base.

City of Green Bay Housing Market Study – October 2020

The housing market study projections indicate that the city will need 3,314 to 7,441 housing units at an annual growth rate of 140 to 310 units to meet demand by 2040. The Walnut Street development proposes 41 new units spanning the targeted rent levels specified in the study. Without additional units, economic growth could be hindered as employers have difficulty filling jobs when housing demand exceeds supply, which can force would-be residents to live elsewhere. In addition, the vacancy rate in Green Bay is low at 1.8% which indicates an undersupply of housing units and signifies pent-up demand.

The market study further demonstrates the city's continued commitment to affordable housing and reaffirms the Smart Growth 2022 Comprehensive Plan priorities. The primary goal is to "Build Healthy Neighborhoods." The Plan defines the qualities of healthy neighborhoods, and our proposal is in alignment with these principles, including:

- Provide a mix of unit sizes and price points
 - Please see p. 3 – Table 1 for a breakdown of units and pricing

- Include design features that make walking safe and pleasant
 - Landscaping, lighting, building orientation and will contribute to safety and help create pleasant experiences.
- Bring convenient access to public transit and services
 - Bus stops are conveniently located within walking and biking distance of the site.
 - Services including pharmacy, bank, grocery store, schools, post office, and library are within a two (2) mile radius of the site.
- Access to parks and open space
 - The Johannes Park neighborhood has three (3) parks within walking and biking distance of the site.
- Provide community gathering spaces
 - The proposed building design includes a community room where residents can host gatherings, hold meetings, participate in recreation and leisure activities, and enjoy fellowship.
 - A courtyard is situated in the rear of the building

Design and Use

Impact Seven (“Developer”) is proposing to build a single, three-story elevator building with underground and surface parking. Impact Seven will be the developer/owner of the proposed housing development.

The building will be mixed-income multi-family housing that will consist of 41 apartments comprised of one, two, and three-bedroom units.

The development will set aside thirty-four (34) units with rents indexed to residents’ incomes at 30% AMI, 50% AMI, 60% AMI. The project intends to provide eight (8) supportive housing units at 30% AMI and prioritize additional units for veterans at 50% AMI. The remaining seven (7) units will be market-rate.

All units will be built to the same standard of finish and in-unit amenities. Amenities include underground and surface parking, in-unit laundry, in-unit internet, onsite community room, onsite leasing office and management agent and onsite maintenance.

Per the requirements described in the RFP, Impact Seven has included project cost of 1% of total project expenses for a public art installation on site, or to be provided to the city to support public art.

Please see the attached concept plan for reference.

Due Diligence

Should the project move forward, a working period will be required to complete the due diligence process, with steps to include:

- To secure approvals from the City of Green Bay for our proposed use and plan. The subject parcel is zoned Office Residential (OR), which accommodates multi-family development and rezoning is not necessary.
- To conduct a thorough ALTA-compliant survey
- To secure permanent financing on our preferred terms
- To secure an investor and a commitment of TIF incentive payment from the City of Green Bay
- To secure City of Green Bay HOME funds
- To secure site control of subject site
- To conduct soil tests, including soil boring and backhoe test pits to determine if the soil is structurally sound
- To conduct a Phase I and potentially Phase II environmental assessment. The city has conducted a Phase 1 environmental assessment which did not identify any evidence of recognized environmental conditions (RECs), and, therefore, a Phase II may not be necessary

Unit Mix and Income

Most Walnut Street residents will be households who earn up to 80% AMI with the bulk of units set-aside for households who earn between 30% and 60% AMI. Table 1 provides a summary of the proposed unit mix, distribution, and price points. The 30%, 50% and 60% AMI units are income-indexed with respect to WHEDA's 2021 80% AMI rents for Brown County, and market rents are indexed to WHEDA's 80% rents.

Table 1
Walnut Street Apartments – Unit Mix

RESIDENTIAL INCOME											
Household Income	Unit Type	# of Units	Unit SF	Total Unit SF	WHEDA 2021 AMI Rents for Brown Co.	Market Adjusted Rent	UA Adjustment	Net / Contract Rent (What Tenant Actually Pays)	Contract Rent/SF	Monthly Rent	Annual Rent
30% UNITS	1 Bedroom	3	700	2100	454	454	74	380	0.54	1140	13,680
	2 Bedroom	4	1100	4400	545	545	87	458	0.42	1832	21,984
	3 Bedroom	2	1300	2600	629	629	102	527	0.41	1054	12,648
50% UNITS	1 Bedroom	2	700	1400	756	756	74	682	0.97	1364	16,368
	2 Bedroom	10	1100	11000	908	908	87	821	0.75	8210	98,520
	3 Bedroom	4	1300	5200	1049	1049	102	947	0.73	3788	45,456
60% UNITS	1 Bedroom	3	700	2100	908	908	74	834	1.19	2502	30,024
	2 Bedroom	3	1100	3300	1090	1090	87	1003	0.91	3009	36,108
	3 Bedroom	3	1300	3900	1259	1259	102	1157	0.89	3471	41,652
MARKET	1 Bedroom	0	700	0	1210	1150	0	1150	1.64	0	-
	2 Bedroom	4	1100	4400	1452	1379	0	1379	1.25	5518	66,211
	3 Bedroom	3	1300	3900	1678	1594	0	1594	1.23	4782	57,388
Leasing Office and HA Office	Leasing Office, Exercise, Public Spaces, Maintenance	1	7000	7000	0	0	0	0	0	0	-
Total Rental Units		41		44300				<i>avg. rent/sf</i>	1.37	36670	440,039
Total Constructed Units		42							<i>avg. rent/unit/year</i>		10,732.65

Unit Type & Income Mix

Walnut Street
Impact Seven, Inc.

Updated 9/21/2021

The end user for the eight (8) supportive housing units are residents with developmental, physical, sensory, medical or mental health disabilities, or a combination of impairments.

Impact Seven will also enter a Memorandum of Understanding (MoU) with agencies specifically providing services both to eligible residents and to veteran residents.

Property Taxes

Please see below for an estimated property tax calculation based upon current known mill rate and anticipated project income and expenses:

PROPERTY TAX ESTIMATOR			
Effective Gross Income	409,236		
Pre-tax Operating Expenses and Reserves	189,778		
Net Operating Income	219,458		
Mill Rate	1.6560%	1.656%	
Cap Rate	9.00%		
Loaded Cap Rate	10.6560%		
Estimated Value	2,059,481		
Estimated Property Tax	34,105		

Management Plan

Property management staff begin the lease-up phase by marketing the property as ‘coming soon’ and launching a website and waiting list. Leasing continues once the property is placed in service.

Once the building is placed in service, the property manager will, whenever there is a vacant supportive housing unit, contact partnership offices and area local partners to ask for referrals from prospective residents who are low-income and who may also be eligible for long-term care assistance. Contacts will be made by our onsite management agent staff via email or phone.

The developer/owner and its property management agent will establish a waiting list of prospective residents based on referrals described above.

The developer/owner and its property management agent will educate existing and prospective residents aware of services and resources available during the application period and during occupancy by posting brochures or other relevant materials of the Brown County ADRC and other area collaborative partners in the building common areas, and will include a Brown County ADRC brochure at lease signing.

Investment

The funding sources for the project include a permanent, fixed rate mortgage, Federal Home Loan Bank funds, developer’s equity sourced via the Low-Income Housing Tax Credit program, and a requested contribution of municipal funds (at app. 10.4% of total project sources) to fill the remaining gap:

updated 9/21/2021

Development Sources

Walnut Street
Impact Seven, Inc.

PERMANENT SOURCES

	Lien Position	Amount	Per Unit	% of Loan / Total Costs	Interest Rate	Term (years)	Amort (years)	Annual Debt Service	Gross DSCR
DEBT									
1 Permanent Financing TBD	1	3,050,000	74,390	27.58%	3.750%	35	35	156,613	1.1835
2 PACE or Other Subordinate Financing	2	-	-	0.00%	5.500%	15	20	-	1.1835
3	3	-	-	-	-	-	-	-	1.1835
CONTINGENT DEBT									
1 City of Green Bay HOME 2021	4	200,000.00	4,878	1.81%	3.040%	20	-	-	-
2 City of Green Bay HOME 2022	5	250,000.00	6,098	2.26%	3.040%	20	-	-	-
3 City of Green Bay TIF Extension Funds	6	500,000.00	12,195	4.52%	3.040%	30	-	-	-
4 City of Green Bay Other	7	200,000.00	4,878	1.81%	3.040%	30	-	-	-
5 Federal Home Loan Bank AHP	8	510,000.00	12,439	4.61%	-	-	-	-	-
EQUITY									
Developer/Investor Pay-go TIF Equity		-	-	0.00%	-	-	-	-	-
Deferred Development Fee		250,000.00	3,165	2.26%	-	-	-	-	-
Federal 9% Tax Credit Equity		6,015,798.36	76,149	54.39%	-	-	-	-	-
City of Green Bay Land Contribution		84,000.00	1,063	0.76%	-	-	-	-	-
TOTAL SOURCES		11,059,798.36	139,997	100%				156,613	
TOTAL USES		11,058,422.98							
TOTAL SURPLUS / (GAP)		1,375.38		0.00%					

Project Timeline

Impact Seven will apply for Low Income Housing Tax Credits (LIHTC) in December 2021. WHEDA will announce tax credit award winners in April 2022. If credits are awarded, Impact Seven will use the remainder of 2022 to apply for Federal Home Loan Bank AHP funds, City of Green Bay municipal funds, procure a LIHTC tax credit investor, and secure construction and permanent financing.

AHP awards are announced in December 2022. Upon receipt of an AHP award, staff will apply for City of Green Bay HOME dollars, and plan for groundbreaking in Spring 2023. The tax credit program requires that construction start no later than July 31, 2023. we anticipate an 12-to-14 month construction period and attaining full occupancy no later than December 2024.

Organizational Capacity and Experience

Impact Seven is a nonprofit 501(c)3 corporation that expands opportunities for people to improve their lives through flexible lending, rental housing development and property management.

Impact Seven was founded in 1970. Since then, the organization has grown into a well-established statewide community development corporation that organizes the resources and capacities of communities across the state to provide affordable housing and flexible job-creating financing. For the past 50 years, Impact Seven has provided quality, affordable housing for tens of thousands of low-income households in the state, assisted thousands of successful business ventures throughout Wisconsin and created thousands of jobs.

Impact Seven is certified by the U.S. Department of the Treasury as a Community Development Financial Institution (CDFI), a type of nongovernmental entity established to provide credit, financial services, and other development services to underserved markets or populations.

In addition, Impact Seven is a member of the Federal Home Loan Bank of Chicago, allowing the organization to access a range of financial products at advantageous rates and terms.

Impact Seven is also a Community Housing Development Organization (CHDO) in Milwaukee, Waukesha County and for Wisconsin's "balance of state" communities, which makes Impact Seven eligible for specially-designated HOME funds to develop affordable housing.

Impact Seven maintains an Exemplary status as one of 235 chartered NeighborWorks America member organizations across the country, which gives Impact Seven access to grants, programmatic support, training and technical assistance for a broad range of community development initiatives.

- Impact Seven Housing Resume – This provides a summary of our housing program and key staff
- Project Profiles – Selections of Impact Seven multi-family projects of similar size, scale and complexity

Project Team

Developer: Impact Seven, Inc.

Property Manager: Impact Seven, Inc.

Architect: Ayres and Associates

General Construction: TBD

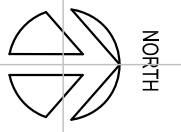
Attorney: Husch and Blackwell

Accountant: Baker Tilly



IMPACT SEVEN 1177 E. WALNUT ST.
PRELIMINARY SITE PLAN

SCALE: 1/64" = 1'-0"



SEPTEMBER 13, 2021

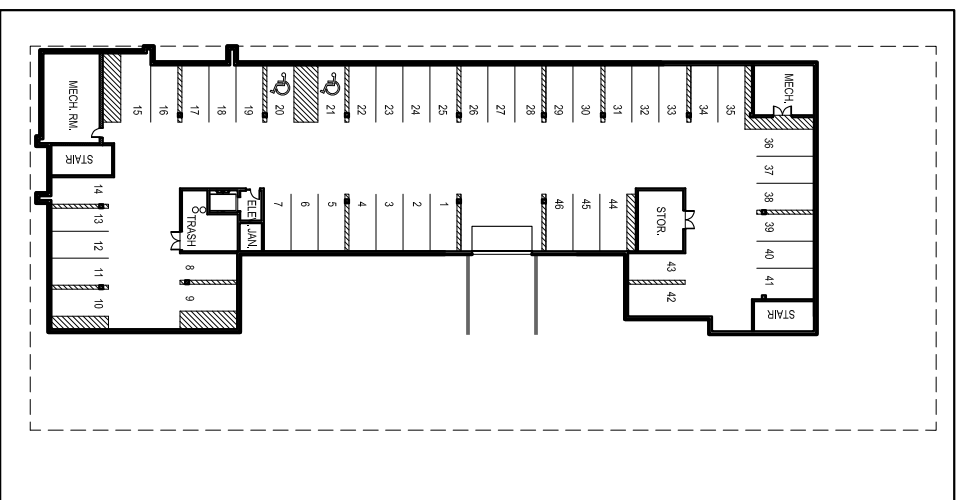
79,608 S.F. TOTAL BLDG.
 (3) STORY APT. BUILDING + BELOW GRADE PARKING LEVEL
 41 APARTMENTS W/ (1) PARKING SPACE PER UNIT
 AND 21 VISITOR PARKING SPACES

46 UNDERGROUND PARKING STALLS
 16 SURFACE PARKING SPACES

62 TOTAL PARKING SPACES

ONE BEDROOM UNITS	-	3
TWO BEDROOM UNITS	-	2
THREE BEDROOM UNITS	-	6
FIRST FLOOR TOTAL UNITS	-	11
FIRST FLOOR = 19,902 S.F. TOTAL		

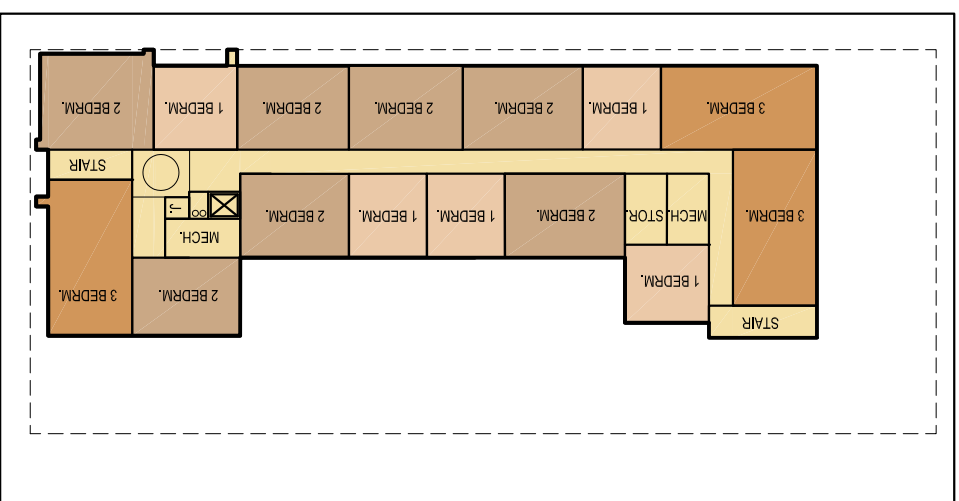
ONE BEDROOM UNITS	-	13
TWO BEDROOM UNITS	-	16
THREE BEDROOM UNITS	-	12
TOTAL UNITS	-	41



PARKING LEVEL

46 UNDERGROUND PARKING STALLS
 16 SURFACE PARKING SPACES
 62 TOTAL PARKING SPACES

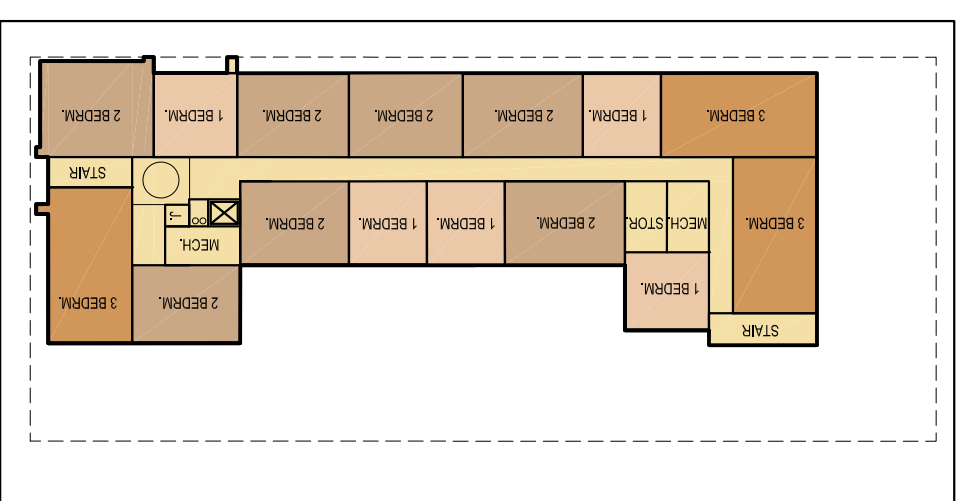
PARKING LEVEL = 19,902 S.F. TOTAL



SECOND FLOOR

ONE BEDROOM UNITS . 5
 TWO BEDROOM UNITS . 7
 THREE BEDROOM UNITS . 3
 TOTAL UNITS . 15

SECOND FLOOR = 19,902 S.F. TOTAL



THIRD FLOOR

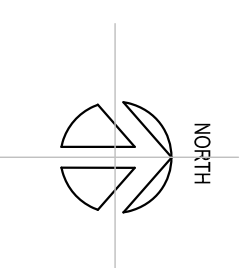
ONE BEDROOM UNITS . 5
 TWO BEDROOM UNITS . 7
 THREE BEDROOM UNITS . 3
 TOTAL UNITS . 15

THIRD FLOOR = 19,902 S.F. TOTAL

IMPACT SEVEN 1177 E. WALNUT ST. PRELIMINARY FLOOR PLANS

SCALE: 1/64" = 1'-0"

SEPTEMBER 13, 2021



ORGANIZATIONAL RESUME



ABOUT IMPACT SEVEN

Impact Seven is a private, nonprofit 501(c)3 corporation that expands opportunities for people to improve their lives through flexible lending, rental housing development and property management. Impact Seven's corporate headquarters is located in Barron County and also maintains an office in Madison, Wisconsin focused on southern regions of the state.

Impact Seven was founded in 1970 by Wisconsin residents in a seven-county area who were concerned with a waning economy and high poverty. Since then, the organization has grown into a well-established statewide community development corporation that organizes the resources and capacities of low-income communities to provide affordable housing and flexible job-creating financing. For the past 50 years, Impact Seven has provided quality, affordable housing for tens of thousands of low-income households in the state, assisted thousands of successful business ventures throughout Wisconsin and created thousands of jobs.

Impact Seven is certified by the U.S. Department of the Treasury as a Community Development Financial Institution (CDFI), a unique type of nongovernmental entity established to provide credit, financial services and other development services to underserved markets or populations. At the end of 2020, Impact Seven had **total assets of \$202.1 million, including \$141.7 million in net assets. Impact Seven currently maintains a **loan portfolio of over \$91 million**, primarily placed in loans for job-creating business development ventures and affordable housing. Impact Seven has brokered the placement of New Market Tax Credits since 2005 and most recently was awarded an allocation of \$45 million in 2020 with **\$102 million in tax credit allocation** currently under management. In 2015, Impact Seven became a member of the Federal Home Loan Bank of Chicago, allowing the organization to access a range of financial products at extremely advantageous rates and terms.**

In an addition, Impact Seven is a Community Housing Development Organization (CHDO) in Milwaukee, Waukesha County and for Wisconsin's "balance of state" communities, which makes Impact Seven eligible for specially-designated HOME funds to develop affordable housing. Impact Seven maintains an Exemplary status as one of 235 charter NeighborWorks America member organizations across the country, which gives Impact Seven access to grants, programmatic support, training and technical assistance for a broad range of community development initiatives.

For more information about Impact Seven, please visit www.impactseven.org.



This institution is an equal opportunity provider and employer.



2961 Decker Drive, Rice Lake, Wisconsin 54868 >>> 715-434-1717 >>> www.impactseven.org >>> connect:



KEY TEAM MEMBERS

Impact Seven's staffing and administrative capacity represents another strength. Key staff positions are identified below. Please see the attached staff resumes for additional detail and contact information.



Brett Gerber, CPA
Chief Executive Officer

As CEO, Mr. Gerber is responsible for furthering the organization's mission and acting as the primary steward of its resources. Mr. Gerber supervises four Vice President positions overseeing three primary program areas and the overall administration of the organization. Mr. Gerber reports to the Board of Directors to establish and maintain strategic direction, governance and management processes. As a CPA with twenty years of experience in executive non-profit management, Mr. Gerber brings strong financial acuity to organizational administration and the vetting of its projects, loans and investments. He has a B.S. in business administration from University of Wisconsin – Eau Claire and a master's degree from University of Wisconsin-Whitewater.



Michael Carlson
Director of Real Estate Development

Mr. Carlson leads the team responsible for all real estate development projects, overseeing the planning, implementation and monitoring of all aspects of multifamily residential and commercial development projects from inception to completion including design, budgeting, construction and deal structuring. To ensure that developments are financially sound and responsive to each community's unique needs, Mr. Carlson builds and manages relationships with public and private development partners. With nineteen years of diverse experience in housing and community development, construction and asset management, Mr. Carlson holds a B.A. from the University of Wisconsin – Madison and is a licensed real estate broker.



Terra Pawliuk-McGiffin, CPA
Vice President of Accounting

With seventeen years of accounting and operations experience, Ms. Pawliuk-McGiffin exercises fiscal oversight for all of Impact Seven's budgeting, accounting and audit compliance functions. Ms. Pawliuk-McGiffin has fiscal responsibility for a diverse asset portfolio totaling over \$200 million, more than 60 housing and loan pool subsidiaries, and an annual budget of over \$10 million. She holds a B.S. in accounting from Lake Superior State University.



Lisa Barkelar, CPM
Vice President of Property Management

With over thirty years of experience in the management of multifamily rental housing portfolios and affordable housing funding source compliance, Ms. Barkelar leads Impact Seven's Property Management department and the overall management and operations of a portfolio totaling more than 1,200 housing units. With a degree in Sales, Marketing and Real Estate from Madison Area Technical College, Ms. Barkelar has earned numerous industry certifications including Certified Property Manager, HCCP/NCP designated for LIHTC and Certified Occupancy Specialist.



Tom Patzman
Vice President of Business Development

Mr. Patzman provides leadership and supervision of the business development and lending division, with expertise in a wide variety of community development financing tools and the capacity to underwrite and close complex, high-impact deals as well as microloans for small businesses. Under Mr. Patzman's leadership, Impact Seven's loan portfolio has more than doubled since 2012. Mr. Patzman holds a Bachelor of Business Administration in Finance from the University of Wisconsin – Milwaukee.



2016 Artist Lofts historic development; 45 units of affordable housing in Manitowoc, Wisconsin

HOUSING DEVELOPMENT

Since its founding in 1970, Impact Seven has successfully developed or provided development consulting services for **over 2,000 affordable housing units** throughout Wisconsin. These projects have been financed with a wide variety of public funding sources such as:

- Low Income Housing Tax Credits (19 projects)
- HUD 202 and HUD 811 (45 projects)
- Section 8 Project-Based Rental Assistance (14 projects)
- USDA Rural Development 515 Loans (13 projects)
- FHLB Affordable Housing Program Funds (43 projects)
- HOME Funds (14 projects)
- Historic Tax Credits (5 projects)

In addition to contributing considerable equity and financing of its own, Impact Seven has leveraged these funds with investments from many Wisconsin banks, municipalities, foundations and other private and nonprofit partners. Impact Seven began as a consultant for counties, municipalities and Native American communities. In this capacity, Impact Seven assisted with identifying needs, setting up ownership/management entities, assembling financing, and overseeing the construction and management of housing, industrial, commercial/retail and mixed-use developments. In 1985, Impact Seven began developing projects of its own. Today, Impact Seven is parent to more than 60 wholly owned subsidiary corporations consisting of a total of **1,300 units of affordable housing**. Projects are located across Wisconsin in rural communities, mid-sized metropolitan cities and urban Milwaukee neighborhoods. The list includes approximately **840 units set aside for elderly persons or persons with disabilities**.

Impact Seven's approach to housing development is built on three core values:

- **Flexibility.** Understanding a community's needs and the flexibility to craft a project that is responsive to those needs are critical elements for successful housing development. Impact Seven is committed to working with project partners and local stakeholders to build developments that support community goals and improve the lives of low- and moderate-income households. We have broad experience with a range of rental housing development types including new construction, historic and adaptive reuse, mixed use, urban infill and rural developments throughout the state.
- **Sustainability.** Impact Seven seeks to develop rental communities that are sustainable from both design and financial perspectives. As a long-term owner, Impact Seven has a vested interest in utilizing building methods and materials that produce structures that are energy efficient and durable. In addition, Impact Seven employs rigorous underwriting to ensure its developments can remain affordable to tenants and financially viable over the long term.
- **Resourcefulness.** Impact Seven has a successful track record of securing various grants, low interest loans and other sources of "soft financing" that close budget gaps and provide long term affordability. Impact Seven views real estate development as a collaborative process and considers strong relationships to be an important resource.



Tenants from Impact Seven's Franklin School Apartments and National Avenue Lofts

PROPERTY & ASSET MANAGEMENT

Impact Management Group, Impact Seven's property management subsidiary, currently manages over 1,300 units located in more than 100 distinct buildings across Wisconsin, ranging from rural northern Wisconsin to urban metropolitan Milwaukee. Project sizes range from single-family homes and duplexes to a 73-unit multifamily building located in Milwaukee.

The Impact Management Group's property management team includes 40 full-time and 24 part-time staff who are highly qualified and experienced with the full array of income eligibility, accounting, reporting, maintenance and compliance requirements found in all major state and federal affordable housing programs, such as Low-Income Housing Tax Credits and HUD project-based rental assistance. Positions are specialized around specific components such as affirmative marketing procedures, income eligibility and tenant recertification. Housing staff receive regular training and attend both national and statewide conferences including the WHEDA state housing conference, annual meetings and events of the Wisconsin Council for Affordable and Rural Housing and NeighborWorks Training Institutes.

Impact Seven invests in LIHTC properties as a long-term owner. In order to ensure the ongoing physical and financial sustainability of our real estate investments, Impact Seven's management structure is inclusive of an Asset Management function tasked with financial monitoring and capital planning. Our Asset Manager has been an integral part of the Real Estate Development Committee and is involved in new development projects from inception through completion and lease-up, assisting with financial analysis during the due diligence process, providing input for unit composition, income targeting and physical design and other matters affecting long-term self-sufficiency. For properties in Impact Seven's owned portfolio, the Asset Manager tracks performance via a Watch List system inclusive of financial health indicators such as occupancy and cash flow, and is responsible for maintaining 5- and 10-year capital needs assessments for each property in order to accurately budget for maintenance and capital improvements. The Asset Manager also plans for and coordinates the Year 15 LIHTC unwind and recapitalization.

For Impact Seven-owned properties under third party management, the Asset Manager works cooperatively with the property management company to represent the owner in regular meetings; reviews annual financials and audits; participates in and monitors the annual budgeting process; monitors cash flow, rent and reserve levels; and acts as the liaison between the property manager and the tax credit syndicator/investor. The Asset Manager continuously monitors the useful life of the building and its major systems, planning for capital needs and ensuring that reserves are funded at appropriate levels. Finally, the Asset Manager coordinates between the third-party property manager and Impact Seven's internal property management and accounting divisions to ensure that financial and occupancy information are entered into our management and accounting software. If for any reason a property fails to accumulate reserves at a sufficient level to fund needed improvements, the Asset Manager works with Impact Seven's Director of Resource Development to secure the necessary funding or financing.



Impact Seven provided financing for Cermak Fresh Market, the Charmant Hotel and Flambeau River Papers

BUSINESS DEVELOPMENT

In order to catalyze investment, grow small businesses, create jobs, and increase the stock of affordable housing, Impact Seven provides lending capital, technical assistance, and development services to borrowers with small business, commercial real estate and affordable housing projects. By offering affordable rates and flexible terms in combination with right-touch technical assistance and business development services, Impact Seven provides entrepreneurs with the resources they need to focus on running successful businesses. Additionally, we are increasingly involved in complex economic development projects that leverage significant social impacts such as high levels of living-wage job creation, coordinating complex capital stacks and frequently providing the one slice of financing that makes the project a reality. Impact Seven's **current portfolio totals \$193 million**, comprised of our loans as well as loans managed and serviced for third parties.

Impact Seven's lending provides critical capital with flexible terms that are tailored to meet the individualized needs of businesses. Our flexible underwriting criteria allows us to serve borrowers who are unable to obtain traditional financing due to creditworthiness or lack of collateral, while establishing parameters designed to support businesses that are viable despite not fitting within conventional underwriting requirements.

Projects may be located in disadvantaged areas but are financially viable and capable of generating financial as well as social returns, such as creating high numbers of family-supporting jobs and catalyzing future development in the region. These businesses or projects often have characteristics that render them undesirable to conventional lenders, such as unconventional collateral or complex financial structures that add cost to underwriting. Borrowers work with one of our loan officers on an individual basis from the first phone inquiry through loan closing. Loan officers assist borrowers through the application process, providing hands-on assistance when needed, such as in preparing financial statements or making cash flow projections. Our loan risk rating system assigns a risk score to each loan to determine the intensity of the intervention. The success of this approach is evidenced by an average default rate of less than one percent. By providing affordable rates and flexible terms and accepting non-traditional collateral such as equipment or inventory, Impact Seven closes critical gaps in financing.

Finally, our subordinate debt pool leveraging New Markets Tax Credits brings the benefit of tax credits to businesses producing significant social returns, such as high levels of job creation or redevelopment of blighted infrastructure. Our robust portfolio performance indicates that we are meeting strong demand for financing by qualified borrowers with viable projects.



SELECTED PROJECT PROFILES

Impacting Communities. Impacting Lives.



GARDEN TERRACE APARTMENTS

>>> PROJECT TYPE

New Construction
Urban Infill

>>> IMPACT SEVEN'S ROLE

Owner
Developer
Property Manager

>>> PARTNERS / FUNDING SOURCES

WHEDA
City of La Crosse
Cinnaire
Federal Home Loan Bank of Chicago
NeighborWorks America
Home Depot Foundation
Private Donations

Crafted as part of local comprehensive efforts to eliminate veteran homelessness in La Crosse, the Garden Terrace Apartments is a multifamily housing community consisting of 50 apartments and a multi-purpose community center. Garden Terrace is a blended affordable community that provides fifteen units targeted to formerly homeless veterans, units affordable to households with low incomes, and eight units without rent restrictions.

Supportive services for veteran residents are provided by the Tomah VA Medical Center, the Wisconsin Department of Veterans Affairs, and Couleecap, Inc. The adjacent Kane Street Community Garden engages community members in gardening and gives away all of the produce it grows.



2961 Decker Drive, Rice Lake, WI 54868 >>> 715-434-1717 >>> impact@impactseven.org >>> www.impactseven.org



"This institution is an equal opportunity provider and employer."



SEVEN04 PLACE APARTMENTS



>>> PROJECT TYPE

Affordable Housing

>>> IMPACT SEVEN'S ROLE

Co-Developer

>>> PARTNERS / FUNDING SOURCES

WHEDA

City of Milwaukee

UnitedHealthCare

Cinnaire

Wisconsin Economic Development
Corporation

IFF

Federal Home Loan Bank of Chicago
Developer Equity

Forward Community Investments

Local Initiatives Support Corporation



Seven04 Place Apartments is a proposed 60-unit multifamily apartment community located in the Walker's Point neighborhood of Milwaukee, within the fastest-growing census tract in the city. To accommodate both long-time neighborhood residents and newcomers, the development includes a mix of affordable and market-rate units, as well as fourteen units dedicated to permanent supportive housing for U.S. military veterans and other adults who are struggled with barriers to housing stability. Development costs will total \$12.2 million.

Amenities include in-unit washers and dryers, a multipurpose community room, fitness center and free high-speed internet. Wisconsin Green Build Home certification will ensure high energy efficiency, further reducing housing costs for residents.

2961 Decker Drive, Rice Lake, WI 54868 >>> 715-434-1717 >>> impact@impactseven.org >>> www.impactseven.org



"This institution is an equal opportunity provider and employer."



\$6.1 MILLION
total project cost

24 UNITS
of affordable housing

MITCHELL STREET MARKET LOFTS

MILWAUKEE

- Indoor Heated Parking
- Community Room
- Resident Business Office
- Exercise Room
- Secure Access System
- Web-Based Security Camera System
- Private Balconies
- Common Outdoor Patio Area
- Energy-Efficient Windows and Utilities
- Central Air Conditioning
- 14,000 sf of Green Roof

NeighborWorks
CHARTERED MEMBER



>>> PROJECT TYPE

New Construction

>>> IMPACT SEVEN'S ROLE

Co-Owner and Co-Developer

>>> PARTNERS / FUNDING SOURCES

Low-Income Housing Tax Credits
FHLB Affordable Housing Program
City of Milwaukee Neighborhood
Stabilization Program
MMSD Green Roof Grant
LISC Milwaukee
Home Depot

Located in Milwaukee's Muskego Way neighborhood, Mitchell Street Market Lofts is a new construction affordable housing community consisting of 24 apartments. This \$6.1 million project resulted from a partnership between public and private entities including Impact Seven, AndersonWebb, LLC, Wisconsin Redevelopment, LLC, WHEDA, Federal Home Loan Bank of Chicago, Metropolitan Milwaukee Sewerage District, City of Milwaukee, LISC Milwaukee and Home Depot.

Built on what was once a city-owned vacant brownfield lot, the 24 loft style two- and three-bedroom units are available to families earning less than 60% of Area Median Income. Amenities include a community room with an exercise area, a business center and free wireless internet, indoor parking, a playground, security cameras and key-card access, common outdoor deck and a green roof. Each unit contains a dishwasher, garbage disposal, balcony, in-unit washer and dryer, central air conditioning and large interior storage units.

AN IMPACT SEVEN REAL ESTATE DEVELOPMENT PROJECT



"This institution is an equal opportunity provider and employer."



2961 Decker Drive, Rice Lake WI 54868 >>> 800-685-9353 >>> impact@impactseven.org >>> connect:

\$15.9 MILLION
total project cost

74 UNITS
of affordable housing

MILWAUKEE

NATIONAL AVENUE LOFTS

- 1-, 2- and 3-Bedroom Apartments
- 3- and 4-Bedroom Townhomes
- Indoor Heated Parking
- Community Rooms
- Exercise Rooms
- Library and Media Rooms
- On-Site Leasing Office
- Web-Based Security System
- Private Porches and Balconies
- Energy-Efficient Appliances
- Central Air Conditioning

NeighborWorks
CHARTERED MEMBER



>>> PROJECT TYPE

New Construction

>>> IMPACT SEVEN'S ROLE

Owner, Co-Developer, Property Manager

>>> PARTNERS / FUNDING SOURCES

Low-Income Housing Tax Credits
1602 Gap Funds
FHLB Affordable Housing Program

National Avenue Lofts is a 74-unit rental development located at the southern gateway to Milwaukee's Historic Third Ward and downtown. This area was largely industrial in character and had many vacant industrial buildings. Impact Seven cleared a one story metal industrial building to make way for this new development and implemented a remediation plan to address the significant environmental contamination from its prior industrial uses. The new building uses a mix of materials and architectural forms that reflect the site's industrial past and the manufacturing that continues in nearby.

National Avenue Lofts was initiated by another developer that was unable to attract investors for Low-Income Housing Tax Credits (LIHTC) in the midst of the housing market crisis. Impact Seven was invited to step in to see the project to fruition. The project's financing includes \$10.8 million in equity from private investors, over \$3 million from WHFDA in Section 1602 gap funding, \$182,000 from the Federal Home Loan Bank of Chicago and a nearly \$1 million permanent loan from the Wisconsin Housing and Economic Development Authority (WI HEDA).

Considered "new industrial chic," this architectural style fit in well with the surroundings and has won a number of awards including one of the buildings of the year by the *Wisconsin Daily Reporter*.



AN IMPACT SEVEN REAL ESTATE DEVELOPMENT PROJECT



"This institution is an equal opportunity provider and employer."



2961 Decker Drive, Rice Lake WI 54868 >>> 800-685-9353 >>> impact@impactseven.org >>> connect:

ARTIST LOFTS

MANITOWOC

\$9.4 MILLION
total project cost

40 UNITS
36 designated affordable

- 2- and 3-Bedroom Loft-Style Units
- Exposed Architectural Elements
- Original Hardwood Floors
- Energy Star Lighting and Appliances
- Central Air-Conditioning
- On-Site Laundry
- Community Room
- Art Studio and Gallery
- On-Site Management
- Indoor Parking



>>> PROJECT TYPE

Historic Rehabilitation, Adaptive Reuse

>>> IMPACT SEVEN'S ROLE

Owner, Developer, Property Manager

>>> PARTNERS / FUNDING SOURCES

Low-Income Housing Tax Credits
Federal and State Historic Tax Credits
FHLB Affordable Housing Program
HOME Funds
City of Manitowoc Revolving Loan Funds
Bank Mutual Construction Loan

Artist Lofts is the transformation of an industrial building into an exceptional 40-unit loft-style apartment community. Mirro Plant #3 plant was originally constructed in 1929 by the nation's largest aluminum goods manufacturer, Manitowoc-based Aluminum Goods Manufacturing Company, also known as Mirro. By 2003, all Mirro manufacturing was transferred overseas, which left all of Mirro's original Manitowoc facilities either demolished or vacant. Through the multi-year efforts of Impact Seven and its development partner, Wisconsin Redevelopment, one of the last icons of Manitowoc's early industry now has new life as mixed-income housing and artist gallery space.

The five-story building provides two- and three-bedroom units that are affordable to a range of households, from those earning 30% of the Area Median Income up to those who can afford market rate rents. Amenities include tall ceilings, impressive windows and exposed architectural elements. Tenants have access to indoor parking, on-site management, a fitness room and a multi-purpose community room. Twenty-five percent of the project's apartment units are targeted to veterans. The Manitowoc County Veteran Services Office, working in conjunction with Lakeshore CAP, will provide veteran support services in space allocated in the development.

Artist Lofts features a studio and gallery space that will provide free or low-cost arts-focused programming, such as classes and exhibitions, to the tenants and greater Manitowoc Community. To celebrate Manitowoc's local artist community, the building also showcases two exterior murals completed by local artists.

During construction, the development team achieved a 27% participation from Disadvantaged Business Enterprises and 24% participation by local Manitowoc contractors and suppliers. At completion, Artist Lofts earned the highest energy-efficiency rating for multifamily developments in the history of the Wisconsin Green Built Homes. Construction commenced in November 2015 and full occupancy was achieved in September 2016.



AN IMPACT SEVEN REAL ESTATE DEVELOPMENT PROJECT



"This institution is an equal opportunity provider and employer."



\$10 MILLION
total development cost

41 UNITS
of affordable housing

MILWAUKEE

Historic Loft-Style Apartments
Single-Family Homes and Duplexes
Townhomes
Community Room
Exercise Room
Outdoor Spaces
On-Site Management
5,000 SF of Commercial Space

NeighborWorks
CHARTERED MEMBER

KING DRIVE COMMONS IV

Single-Family Homes, Duplexes and Apartments in Milwaukee

>>> PROJECT TYPE

Historic Mixed-Use, New Construction

>>> IMPACT SEVEN'S ROLE

Co-Owner, Co-Developer, Property Manager

>>> PARTNERS / FUNDING SOURCES

Low-Income Housing Tax Credits
FHLB Affordable Housing Program
City of Milwaukee HOME Funds
City of Milwaukee NSP Funds
CD Bank Permanent Loan
Chase Construction Loan

King Drive Commons IV (KDC IV) is the fourth and largest phase of a multi-year, campus-style revitalization effort surrounding the 2700 block of Dr. Martin Luther King, Jr. Drive in Milwaukee, Wisconsin.

Located in the north side Harambee neighborhood, KDC IV is a mixture of 41 new and renovated units including single family homes, duplexes, townhomes, and historic apartments. The first floor of the historic building on the well-traveled King Drive corridor consists of 5,000 square feet of commercial space, on-site property management offices, a community room and a fitness room. Twenty-nine of the units (71% of the total) are affordable to households earning at or below 50% of the Milwaukee Area Median Income (AMI). The remaining 12 units are affordable to households at or below 60% AMI. The unit mix consists of 13 two-bedrooms units, 24 three-bedroom units and four four-bedroom single family homes. Units are well sized for families with an average unit size of 1,485 square feet.

The King Drive Commons development effort began in 2002. Phases I through III, which consist of a total of 66 residential units and commercial space, were completed by Martin Luther King Economic Development Corporation (MLKEDC) with Wisconsin Redevelopment as consultant. On Phase IV, Impact Seven joined the team as the co-developer, co-owner and property manager. Like previous phases, KDC IV put city-owned residential lots and a vacant commercial building back into productive use.

AN IMPACT SEVEN REAL ESTATE DEVELOPMENT PROJECT



"This institution is an equal opportunity provider and employer."



2961 Decker Dr, Rice Lake WI 54868 >>> 800-685-9353 >>> impact@impactseven.org >>> connect:

RICE LAKE

\$4.6 MILLION
total project cost

20 UNITS
of affordable housing

FRANKLIN SCHOOL APARTMENTS

- Open Floor Plans
- Original Hardwood Floors
- Lofted Ceilings
- Large Windows
- Central Air-Conditioning
- Garages and Covered Parking
- Community Room
- Extra Storage
- Play Area



>>> PROJECT TYPE

Historic Rehabilitation, New Construction

>>> IMPACT SEVEN'S ROLE

Owner, Developer, Property Manager

>>> PARTNERS / FUNDING SOURCES

- Low-Income Housing Tax Credits
- Federal and State Historic Tax Credits
- FHLB Affordable Housing Program
- HOME Funds
- NeighborWorks America Grant
- Bremer Bank Construction and Permanent Financing

Once a vacant school campus, Franklin School Apartments is a new rental community providing 20 affordable apartments and townhomes on Rice Lake's main commercial corridor.

After more than eight decades of service, the Rice Lake School Board determined the school building could no longer support modern educational needs and vacated the building. In 2013, Impact Seven proposed an adaptive reuse to safeguard the 1936 landmark and respond to the area's demand for new rental housing options. Construction began in summer 2015 to convert the school building into 12 loft-style apartments and add 8 new townhomes on the former playground.

Both renovated and newly constructed buildings follow Wisconsin Green-Built Homes criteria for sustainable construction. The historic apartments provide either one or two bedrooms with an open plan design, high ceilings and design elements such as art niches and built-in shelving. The townhomes are designed to accommodate larger families with three-bedrooms, two bathrooms, ground level exterior entrances and a private garage. The development provides numerous common amenities such as a multi-purpose community room in the former gymnasium, on-site laundry, school-grade playground equipment and covered parking.

The project was made possible by significant public investment. All units are set aside for a mix of households, including those earning at or below 30%, 50% or 60% of the County Median Income (CMI). Rents are structured to be affordable to families at those incomes levels. In addition, Impact Seven has made a commitment to targeting applicants who are military veterans and maintains a referral relationship with the Barron County Veterans Service Office.



AN IMPACT SEVEN REAL ESTATE DEVELOPMENT PROJECT



"This institution is an equal opportunity provider and employer."



CITY EAST

1100 BLOCK E. WALNUT STREET



Developer

100 W. Lawrence St. #214
Appleton, WI 54911

Marissa Downs
(920) 602-6679
downs@mosaicpropertyventures.com



Architecture & Design

124 N Broadway
De Pere, WI 54115

Ryan Bakke
(312) 823-3087
ryanb@performainc.com



Architecture & Design

333 East Chicago St.
Milwaukee, WI 53202

Scott Kindness
(414) 298-2281
scottk@eua.com



General Contractor

55 Jewelers Park Dr., #100
Neenah, WI 54956

Adam Arndt
(414) 333-1044
aarndt@catalystbuilds.com

1100 Block of E. Walnut Street
Green Bay, WI 54301



- Introduction.....3
- Alignment With Strategy.....4-5
- Design & Use.....6-13
- Investment.....14-15
- Capacity & Experience.....16-45

Dear Green Bay City Staff and Members of the Green Bay RDA,

On behalf of MF Housing Partners, LLC and our entire team, we would like to extend our appreciation for the opportunity to submit this potential development in answer to the RFP for the redevelopment of the eastern block of E Walnut Street. This presentation will outline our strategy to bring a medium density, affordable housing project that answers many of needs expressed in the City's *2020 Housing Market Study* and adds significant increment to the current tax base.

The design and overall project scope have been put together to not only be awarded this RFP, but score extremely competitively for the 2022 round of WHEDA low income housing tax credits. By leveraging the multifamily experience, specifically in the affordable sector, of each part of our team, we have confidence that if awarded, we can work alongside the City to bring a successful mixed-income housing development to this neighborhood of Green Bay.

We thank you in advance for your consideration, and look forward to answering any questions

MF Housing Partners, LLC

Marissa Downs

Dan Klister

Tom Klister

Jack Klister

Marissa Downs



The key to a vibrant community....

City East Apartments (“City East”) is a proposed multifamily development that will help transform the 1100 block of East Walnut Street by reimagining an underutilized 1.2-acre lot into 43 apartment homes. The development will be a uniquely designed, safe, and professionally managed community that compliments the look and feel of the existing residential neighborhood. City East Apartments will be a mixed-income development with more than 84% of units specifically catering to residents making 60% or less of the current county median income. In accordance with many of the findings in the *2020 Green Bay Housing Market Study*, the unit mix and location of City East Apartments will address the housing needs of Green Bay at large.

Increase the Safety of East Walnut Street

The Property currently functions as a eight (8) vacant parcels in midst of a predominantly single-family residential neighborhood. There are an estimated 13,461 people and 5,400 households within one (1) mile of the Property. The immediate neighborhood has seen a substantial amount of recent turnover over the past two (2) years, with a combined nine (9) houses on the two blocks facing E Walnut Street selling for an average of approximately \$116,000*.

City East Apartments will be the first multi-family residential building constructed in the immediate neighborhood in more than 20 years**, providing a long overdue investment in an area that currently lacks newer, architecturally significant living options. The addition of a medium density project like City East will encourage more daily activity in the neighborhood, and support the *Housing Study* claim of increasing the health of the neighborhood by adding a newer, unique type of housing with different price points.

To accommodate the influx of a medium density development and help maintain safety in the neighborhood, City East Apartments will have onsite professional property management and other security measures such as fobbed entrances, multiple indoor/outdoor security cameras, and proper exterior lighting.

*Home Sale Data Provided by Zillow

**Per Appendix B of 2020 Green Bay Housing Study

Vacant Lot into Productive Development

The main goals of City East Apartments are to maximize the highest and best use of the subject property, while providing a medium density development that corresponds with the findings of the City's *2020 Housing Market Study*. Specifically, City East Apartments will hope to both increase and *retain* residents in this neighborhood by providing a modern rental housing option for those who may not be able to afford to live in a luxury housing complex nearby. It is estimated that this project alone will create approximately \$3 million of increment. City East Apartments will provide a convenient living solution for the more than 24,000 daytime employees located within one (1) mile of the Property.



**Est. \$3M
Increase of
Increment**

In addition to 43 apartment homes, City East will have on-site programming space that will be occupied by a nonprofit partner, NEWCAP, rent free in order to allow for job training, Home-buyer classes, foreclosure prevention, financial coaching and space for a Virtual Business Center to allow for connection with employment opportunities. This space will not be exclusive to City East Apartments residents, but will serve the community as a whole.

Accessible & Innovative Design for All

City East Apartments will incorporate modern multifamily amenities and adhere to both *Wisconsin Green Built Home Standard* and *Universal Design*, meaning it will be a space that is “accessed, understood and used to the greatest extent possible by people regardless of their age, size, ability or disability”^{*} Both codes are considered to be far and above normal municipality building codes.

Examples of these design standards include:

- **Visitable Units** – Each unit at City East Apartments can be accessed from the parking lot or street level via an entrance ramp and/or elevator.
- **Proper Clearances / Safety Precautions** – Floor plans will have an open concept layout, and individual rooms will be designed to permit wide turning motions for those in wheel chairs. Grab bars will be installed in restrooms to promote safe use.
- **Timeless Design** – Apartments will be designed for all ages, and allow residents to remain in their respective apartments as they age or physical abilities change.

Located between the main thoroughfares of Mason Street and Main Street, City East Apartments is easily accessed by car and/or non vehicular options. Future residents will enjoy free access to bike racks provided onsite, and a short walk across the street to a bus stop serving Route 7, a daily bus line that visits locations such as East High School, Festival Foods, and the UW-Green Bay Library. Sidewalks surrounding the property will remain untouched, and will continue to help the Property hold true to its designated *Walk Score* of 81.

City East Apartments will provide a large first floor community space that includes places to work, study, and/or socialize with friends or fellow residents. The space will have free wi-fi for residents.

Addition of Local Art

The development team is committed to the incorporation of art across the City, and has joined forces with Kent Hutchison, an artist and Green Bay native, to provide a unique exterior structure to the project. Kent has more than 15 years of art experience and specializes in large metal and glass fabrication. This art piece will be located near the front entrance of the property, at the corner of E Walnut St. and N Roosevelt St.

Scope of Work

City East Apartments is envisioned to be a three-story, 43-unit multifamily development. The mix of 1, 2, and 3 bedroom units is based upon perceived demand, as well as efficiently maximizing the building footprint. The unit count allows for the project to be financially feasible, scores maximum points with WHEDA, and falls within the recommended range for this site in the RFP and *2022 Smart Growth Comprehensive Plan*. All units will have open concept layouts, plenty of natural light, and modern conveniences such as in-unit laundry and controllable central air conditioning.

To best compliment the established character of the neighborhood, the building will include several exterior design elements to help blend in with the surrounding single-family homes. These include:

- **Articulation:** The building footprint is laid out to emphasize the frontage of both E Walnut Street and N Roosevelt Street, while maintaining proper setbacks. This design maximizes site lines for all apartments and utilizes the corner location for the main lobby entrance and community area. The sidewalks and cross walks already in place will be essential for the safety of residents coming in and out of the main entrance.
- **Alignment & Modulation:** While it is the intent to provide a continuous and connected mixed-use, multi-family apartment building, the proposed 43-unit development has been designed to emulate four (4) individual first floor 'town-houses' (of eight (8) total) along E Walnut Street. This is achieved by projecting a variety of material types, textures, colors, and patterns to distinguish the first floor from upper floors.
- **Building Materials & Colors:** Through the use of natural colored vinyl, wood, and masonry cladding, the proposed development aims to satisfy the requirements of the RFP by complimenting and celebrating the residential character of the adjacent neighborhood context and street frontages.
- **Rooftop Style:** To further promote the cohesion of the building with the surrounding neighborhood, the rooftop varies in height and style (flat and gable-styled patterns) along both E Walnut Street and N Roosevelt Street. *Please see next page for full explanation of height variance.*

Parking

There are a total of 60 stalls located on the northern portion of the Property, with one ingress and egress point off of N Roosevelt Street. The unassigned stalls will be offered free of charge for all residents and guests, and the lot will be maintained diligently in the winter months. With 43 units and 60 stalls, there is a ratio of 1.40 parking stalls per unit, successfully meeting the requirements of City Code Chapter 44, Article XVIII for multiple-family dwelling units of one (1) stall per unit + one (1) visitor space per four (4) units.

Underground parking was taken into consideration, but was found to be not financially feasible given the affordable nature of this project.

Form



Currently zoned Office Residential (OR), the development must adhere to a maximum floor area ratio of (2.0). The building is designed with a floor area ratio of approximately (1.17). The impervious surfaces are calculated to be approximately 77% of the site. While this exceeds the maximum value for Office Residential districts, it does fall below the limit for the Neighborhood Center district, which appears to be more aligned with the higher density development the RFP is requesting.

The RFP indicates that though the height limit for the site is thirty-five feet (35') and the building is to not exceed three stories, considerations will be made for proposals that exceed these limits if the project compliments the established neighborhood character. As referenced in the image above, the total height of the proposed project does exceed thirty-five (35') but does not exceed three (3) stories in height. The average height of the proposed development exceeds the thirty-five foot (35') requirement by approximately four (4) feet.

Target Market

City East Apartments will be marketed towards young professionals, families, and independently living elderly singles or couples. The project will cater to the 24,000+ daytime employees located within one (1) mile of the Property to live in a more convenient location to their workplace.

As a WHEDA-compliant project, the unit mix caters to as much of the potential renter pool earning less than 60% of the CMI as possible, while still allowing the project to be financially feasible. **ALL units** at City East Apartments will be designed and built with the same materials and maintained in the same professional manner, regardless of the income set aside.

Income	Unit Type	Total
30% CMI 20.93%	1 Bedroom	3
	2 Bedroom	6
	3 Bedroom	-
50% CMI 39.50%	1 Bedroom	2
	2 Bedroom	8
	3 Bedroom	7
60% CMI 23.30%	1 Bedroom	1
	2 Bedroom	6
	3 Bedroom	3
Market 16.30%	1 Bedroom	-
	2 Bedroom	5
	3 Bedroom	2
Total		43

While the income of each household is determined by household size, it is anticipated that the various set-asides at 30%, 50% and 60% CMI would serve those households with incomes between \$16,950 and \$52,320, catering to the more than 146,814 people living within five (5) miles of the Property with a median household income of \$52,049.*

Currently located in a “Higher Priority” location for affordable housing according to the *2020 Housing Study*, City East Apartments will address a significant Green Bay housing shortage, specifically lessening the cost burden of households earning less than 30% of the CMI (*current shortage of 3,715 units*), as well as those earning between 51 and 80% of CMI (*shortage of 1,285 units*) by providing nine (9) and 24 units, respectively.

Occupancy Timeline

City East Apartments will be submitted to WHEDA for consideration in the upcoming 2022 round. The application cycle starts in December 2021 with announcements in May 2022. Once tax credits are awarded, the predevelopment process will begin immediately with the intention to break ground by October 2022. This would allow for a lease up to begin in Fall 2023 with stabilization achieved by Spring 2024.

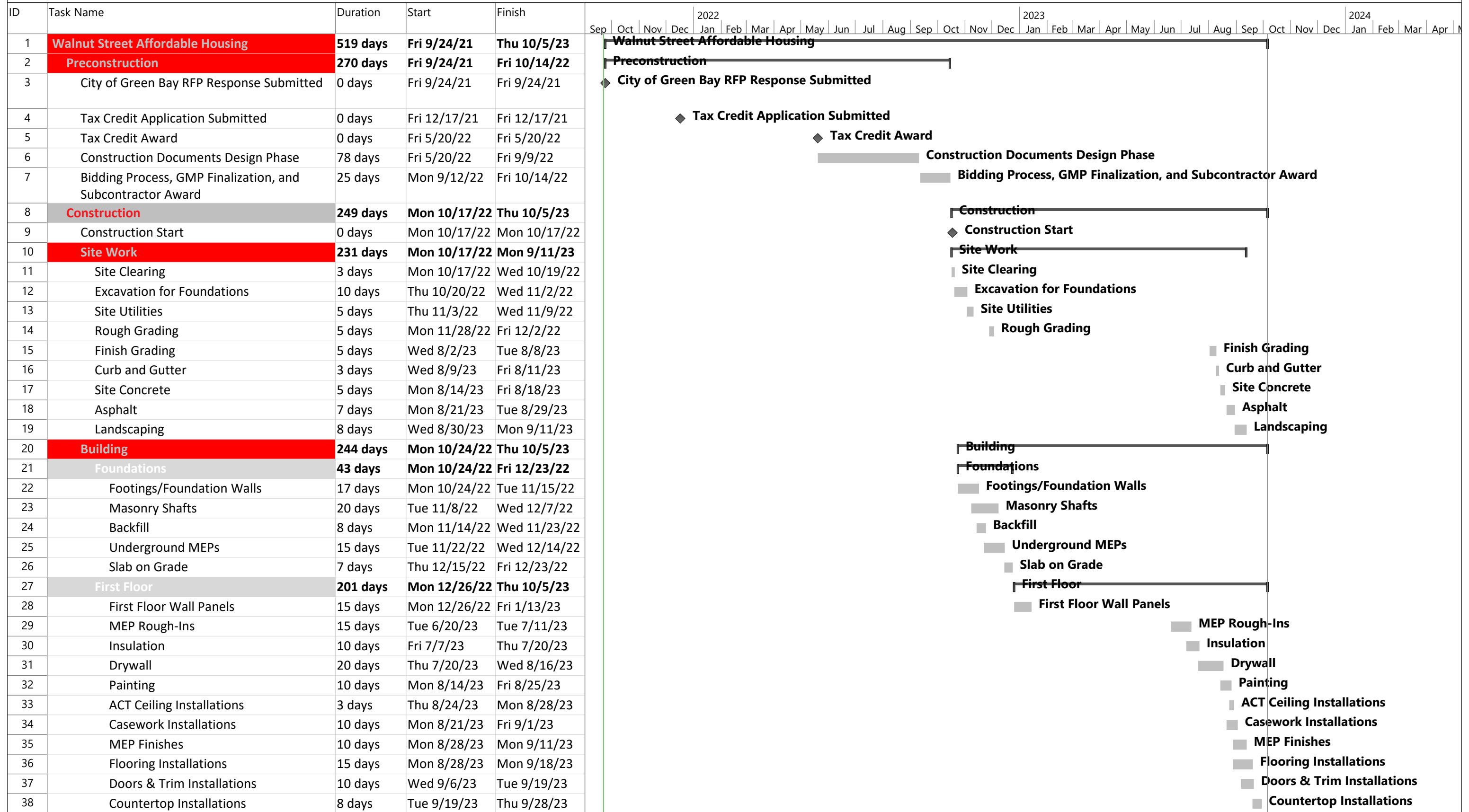
Award of RFP	October 2021
Submittal of LIHTC Application to WHEDA	December 2021
Award of Tax Credits	May 2022
Closing on Land	August 2022
Beginning of Construction	October 2022
Occupancy	October 2023
Stabilization	April 2024

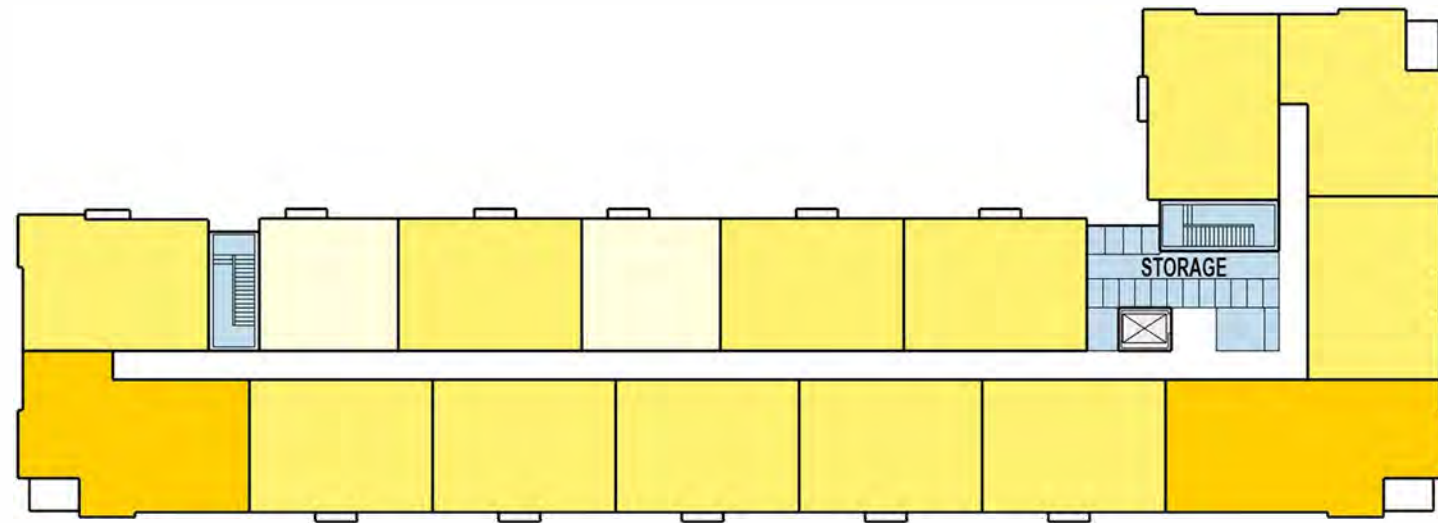
Please see next page for full construction schedule

*Demographics provided by 2021 CoStar Research

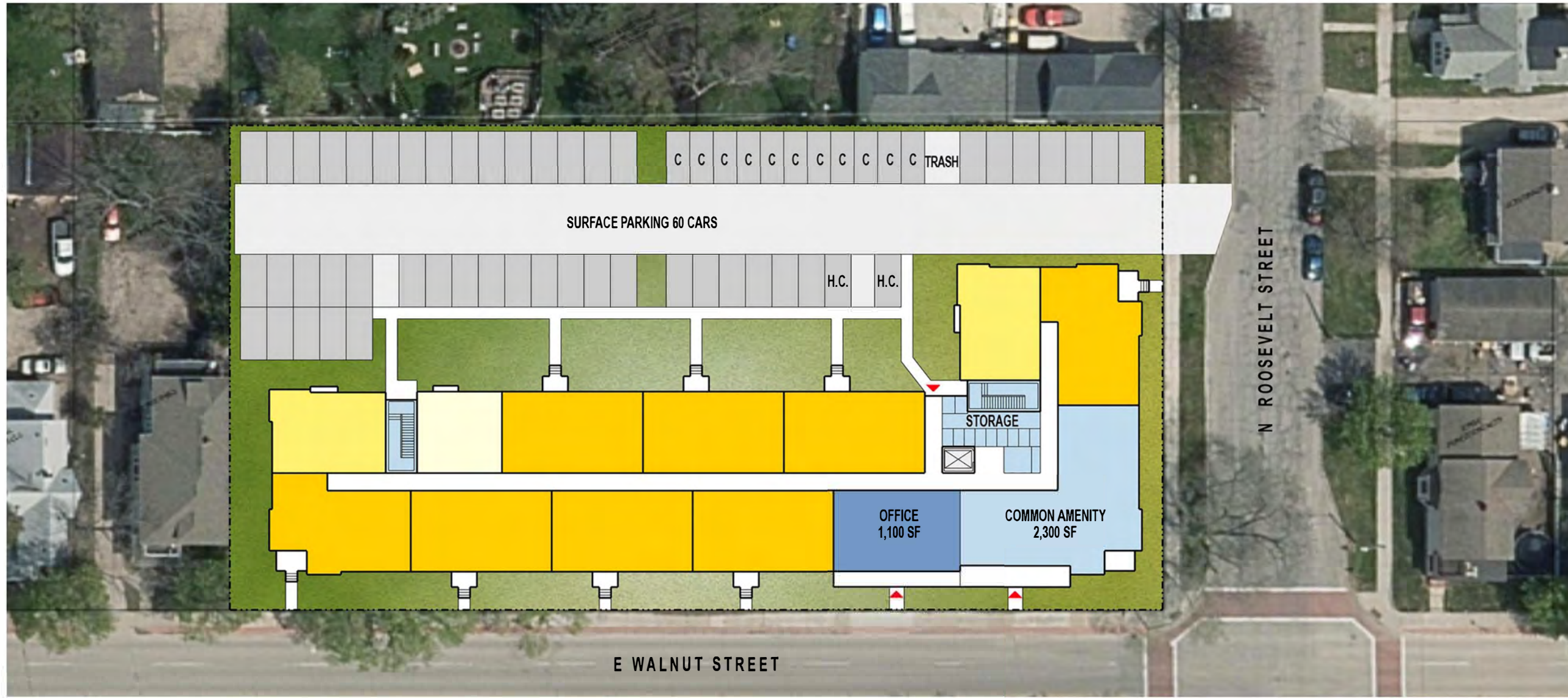
Walnut Street Affordable Housing

E Walnut Street, Green Bay
Preliminary Schedule 9/22/21



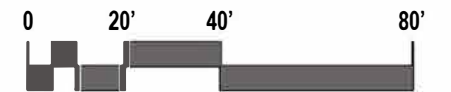


TYPICAL UPPER FLOOR



GROUND FLOOR

- KEY:**
- COMMON AMENITY
 - OFFICE
 - 1 BEDROOM
 - 2 BEDROOM
 - 3 BEDROOM
 - ENTRY
 - C: DENOTES 8'X18' COMPACT STALL



Program					totals
description		1BR	2BR	3BR	
target		6	25	12	43
		14%	58%	28%	100%
unit mix	level 1	1	2	8	11
	level 2	2	12	2	16
	level 3	2	12	2	16
	total	5	26	12	43
	%	12%	60%	28%	100%

Building Data										
	Apartments							Office	Pkg.	Totals
floor	apartment GSF	apartment NSF	commons & circulation	efficiency	ave. unit	# of units	# of BR		surface parking	Total GSF
Ground Floor	19,188	12,259	6,929	63.89%	1,114	11	27	1,104	60	20,292
Second Floor	20,474	17,211	3,263	84.06%	1,076	16	32			20,474
Third Floor	20,474	17,211	3,263	84.06%	1,076	16	32			20,474
totals	60,136	46,681	13,455	77.63%	1,086	43	91	1,104	60	61,240
ave GSF per unit										1,399
PARKING										
residential parking									56	cars
parking ratio per unit									1.30	
parking ratio per bedroom									0.62	
office parking									4	cars
office parking ratio									3.62	per 1000

INVESTMENT

Development Costs:	Land Purchase Price	\$200,000
	Hard Costs	\$7,260,640
	Soft Costs	\$1,958,944
	Reserves	\$225,761
	Total Project Costs	<u>\$9,645,345</u>

Sources of Funds:

Low Income Housing Tax Credit Equity	\$5,275,972
City of Green Bay Support	\$800,000
Grants or Subordinate Loans By Others	\$900,000
Deferred Development Fee	\$208,995
First Mortgage	\$2,460,378
Total Sources of Funds	<u>\$9,645,345</u>

<i>Current Assessed Value</i>	\$0.00
<i>Estimated (As Complete) Assessed Value</i>	\$3,000,000
<i>Estimated Increment Created</i>	<u>\$3,000,000</u>

Total project costs are expected to be approximately \$9.70M; However, the estimated assessed value of the development as completed is \$3M. This is due to the methodology applied when appraising a development built with Low Income Housing Tax Credits. The income approach is utilized as the main basis of value.

The above breakdown shows \$800,000 being requested in City financial assistance. This scenario also assumes a land purchase price of \$200,000, a reduction of which would reduce the gap funding required by the City. While a pay-go TIF seems like a logical source for this support, it is noted that the Property is not located in an active TID. With the ability to extend other City TID's for an additional year in order to support affordable housing development, we have identified this as another potential source for this support. City HOME funds, ARPA funds or CDBG funds would also be a potential sources if this use is within the City's goals for each of the aforementioned funding options.

Please see the following page for a bank letter from Community First Credit Union signifying our ability to achieve proper financing for this development. An allocation of LIHTC will be applied for and determined by WHEDA.



September 20, 2021

To: The City of Green Bay

This letter is to certify that Fore Investment Group has the financial ability to secure financing for a \$10,000,000 affordable housing project. We have successfully worked with them for several years on projects of this size or larger.

If you have any questions or concerns, feel free to contact me directly at (920) 830-7291.

Sincerely,

A handwritten signature in black ink, appearing to read "John A. Nygaard", is written over a large, faint, light-colored circular graphic that spans the width of the page.

John A. Nygaard

VP- Sr Commercial Lender

Community First Credit Union

P.O. Box 1487
Appleton, WI 54912-1487
(920) 830-7200 Fax: (920) 830-7321

www.communityfirstcu.com

Development Team



MF Housing Partners LLC, the union of Mosaic Property Ventures and FORE Development + Investment Group includes Marissa Downs, Dan Klister, Tom Klister, and Jack Klister. The four partners have come together, all with diverse backgrounds and development experience, to form a team determined to bring high quality affordable housing projects to northeast Wisconsin.

Formed in 2019, the team has quickly identified and begun work in several areas across NE Wisconsin. MF Partners believes that improved housing options helps create a better quality of life for individuals, which in turn can be one of the foundations for overall well-being of a community.



MOSAIC PROPERTY VENTURES

Marissa Downs has twenty years of experience in multifamily finance and development, specifically in the affordable housing sector. After graduating with honors from the University of Wisconsin – Madison with a degree in Real Estate and Urban Land Economics, Marissa worked for a national syndicator of Low-Income Housing Tax Credits (LIHTC). In 2005, she began working for SunStarr Real Estate Investments as the Director of Development, working exclusively on LIHTC transactions. In 2010, Marissa was hired as the Vice President of Development for Commonwealth Development Corporation.

While at Commonwealth, Marissa developed 24 LIHTC developments throughout the country. During her leadership of the development arm of Commonwealth, the company successfully entered new markets and was awarded LIHTC allocations on 6 developments that she originated as a first-time applicant. In 2020, Marissa started Mosaic Ventures, in an effort to provide a unique approach to real estate development with a focus on quality and integrity. Mosaic Ventures specializes in affordable housing development through Mosaic Development, LLC.



Marissa Downs
President

FORE Development + Investment was established in 2016 with the goal of acquiring, developing, and managing high quality commercial real estate developments throughout the state of Wisconsin. To date, the FORE team has developed more than 184,000 SF of real estate in excess of \$34,000,000.

Since 2018, the FORE team has specifically focused on multifamily and mixed-use projects. As of November 2021, the team will have 150 units under ownership/management and has plans to develop an additional 100 units in 2022.



Dan Klister

Partner, FORE Development + Investment

Prior to starting FORE, Dan worked as a tenant-representation broker at Mid-America Real Estate in Milwaukee, WI helping tenants such as Starbucks, AT&T, Panera Bread, and Chipotle expand throughout Wisconsin. After taking a development and acquisitions position at Verdad Real Estate, Dan relocated to Denver, CO to work with several national retail clients, helping them expand across the country. Dan's 10 years of brokerage and development experience prove advantageous when working on land acquisition and negotiation, project planning, and financing.

Dan is a graduate from Marquette University with degrees in Real Estate and Finance.



Tom Klister

Partner, FORE Development + Investment

Prior to joining FORE, Tom was a Financial Analyst at Ernst & Young on the Transaction Real Estate Team in Chicago, IL. Tom helped serve various client types including Private Equity, REITS, and other financial service firms. He has assisted with numerous valuations for various property types including retail, office, industrial, and healthcare. Tom now leads all financial management and reporting for assets owned by FORE Development.

Tom graduated from the University of Wisconsin-Madison School of Business with degrees in Real Estate and Finance, Investment, and Banking.



Jack Klister

Partner, FORE Development + Investment

In 2018, Jack joined FORE Development + Investment after working as an Analyst in the Chicago office for Stan Johnson Company, a nationally recognized investment sale brokerage company that specializes in the sale of primarily single tenant, NNN lease retail assets. Jack leverages his brokerage experience for FORE with retail market research and transaction management. He primarily specializes in the everyday management of the multi-family properties, with his main roles consisting of leading marketing and leasing efforts, tenant correspondence, maintenance coordination, and other administrative tasks.

Jack graduated from the University of Wisconsin-Madison School of Business with a degree in Real Estate & Urban Land Economics.



LAKESHORE RIDGE

**3001 Community Way
Menasha, WI
64 Units
Opening November 2021**



RIVERSIDE CROSSING

**306 Linda Boulevard
Greenwood, WI
32 Units
Built in 2020**



GABRIEL LOFTS

**201 E College Avenue
Appleton, WI
21 Units + 2 Commercial Spaces
Built in 2019**



avant APARTMENTS

**118 N Durkee Street
Appleton, WI
33 Units
Built in 2019**



dougp@performainc.com

Douglas Page, NCARB, AIA *President / Chief Executive Officer*

As one of the founders of Performa, Doug has over 35 years of diverse experience in architectural and engineering practice. In addition to the program and project management for selected projects, he provides the critical operating processes and organization to effectively transition projects from planning into capital initiatives. Throughout his experience, Doug has managed highly complex and large-scale corporate, law enforcement and higher educational facilities projects throughout the country. His primary expertise lies in contracting methodologies and cost saving construction strategies which resolve the most complex construction cost, schedule, and constructability challenges. In addition to leading projects and working with Performa clients personally, Doug is a highly regarded resource available to all Performa consultants serving our clients.

EDUCATION

University of Wisconsin - Milwaukee
Bachelor of Science/1984/Architecture

REGISTRATIONS

Registered Architect: AL, AZ, CO, GA, IL, IN, IA, MI, MN, MS, MO, NC, OH, PA, TX, VA, WI

PROFESSIONAL ASSOCIATIONS

National Council of Architectural Registration Boards (NCARB)
American Institute of Architects (AIA)
National Trust for Historic Preservation

COMMUNITY

Greater Green Bay Boys & Girls Club Board
NEW North Board

Experience

MULTI-FAMILY

Gabriel Lofts, Appleton, WI
123 N Broadway, De Pere, WI
The Braebourne Condominiums, Green Bay, WI

HIGHER EDUCATION

St. Norbert College Mulva Family Fitness & Sports Center, De Pere, WI
St. Norbert College Gehl-Mulva Science Center, De Pere, WI
St. Norbert College Michels Commons, De Pere, WI
St. Norbert College Gries Residence Hall, De Pere, WI

CORPORATE/WORKPLACE

Community First Credit Union Corporate Office, Appleton, WI
Dudley Tower, Wausau, WI
Plexus Corporation EMS Facility, Neenah, WI
Tittletown Office, Green Bay, WI
Festival Foods Corporate Office, De Pere, WI
Foth Corporate Headquarters, De Pere, WI
Jewelers Mutual Insurance Office, Neenah, WI
Kimberly-Clark FemCare & Office, Neenah, WI
Oshkosh Corporation Global Headquarters, Oshkosh, WI
Skyward World Headquarters, Stevens Point, WI



ryanb@performainc.com

Ryan Bakke, NCARB, AIA Architect

Ryan's 18 years of experience include projects across North America, Asia and the Middle East. His commitment to sound design principles allows him to dive deeply into all aspects of the project while never losing sight of the overall design objectives. With a proven track record of leading projects through all phases of preplanning to construction, Ryan provides clear solutions to organizations that face complex challenges. He has extensive experience in serving clients with various facility needs such as performing arts, commercial, institutional, multifamily residential, mixed-use and religious facilities. He works with clients to craft solutions that assist and elevate an organization's brand and identity and will incorporate the context and fabric of the community into the design within which it is placed.

EDUCATION

Iowa State University
Bachelor of Architecture/2003

REGISTRATIONS

Registered Architect: Illinois, Wisconsin

PROFESSIONAL ASSOCIATIONS

National Council of Architectural Registration Boards (NCARB)
American Institute of Architects (AIA)

Experience

MULTI-FAMILY

Gabriel Lofts, Appleton, WI
Legacy Hotel, Green Bay, WI
Park Central, Appleton, WI
201 West Wisconsin, Neenah, WI
123 N Broadway, De Pere, WI
The Braebourne Condominiums, Green Bay, WI

HIGHER EDUCATION

St. Norbert College River Walk Master Plan, De Pere, WI
St. Norbert College Priory Student Housing, De Pere, WI
Northeast Wisconsin Technical College - Great Lakes Energy Education Center, Green Bay, WI
Gibbons and Steger Building, Student Housing, Chicago, IL*

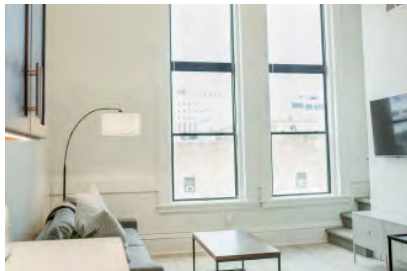
COMMUNITY

Menominee Indian Tribe of Wisconsin Family & Community Engagement Center, Keshena WI

CORPORATE/WORKPLACE

Community First Credit Union Corporate Office, Appleton, WI
Community First Credit Union Menasha Branch, Menasha, WI
Faith Technologies Office Build-Out, Menasha, WI
Initiative One Office Build-Out, Green Bay, WI
One Menasha Center, Menasha, WI
Oshkosh Corporation Global Headquarters, Oshkosh, WI
Skyward Corporate Headquarters, Stevens Point, WI
Sports Complex Prototype Design, Green Bay, WI
Greenland Center, Wuhan, China*
Kingdom Tower, Jeddah, Saudi Arabia*

* Project completed prior to joining the Performa team



Gabriel Lofts

Fore Development & Investment Group

De Pere, WI

Through Performa's thoughtful design and planning, the building has been reimagined once again. Transforming into luxury apartments that will continue the longstanding tradition and expectation of superior quality and service with FORE Development and Investment Group.

The Gabriel Furniture building has been a lasting fixture on the corner of College Avenue and S. Morrison Street for over a century. Built in 1888 as the Konemic Lodge by the Independent Order of the Odd Fellows, it was the first home to travelers and several Appleton organizations. Some thirty years later, Joseph Gabriel opened Gabriel Furniture and established one of our community's most hospitable businesses that have flourished over the last ninety years, most recently by the way of Joe and Ruby Wells.



Braebourne Condominiums

Best Built

Green Bay, WI

The early roots of the Allouez riverfront trace back to the Braebourne Estate. This estate once defined Riverside Drive. Our design for this luxury condominium builds on this legacy, creating a new chapter for the estate and neighborhood. Thirty-five well-appointed residences with exclusive shared amenities such as a sky-terrace and rooftop dog-park take full advantage of the sweeping views up and down the Fox River. Being sited at the bank of the river gives the residents direct access to the Fox River trail and a boat dock.

30 units face the water with outdoor room-sized balconies and windows that open up the living and dining space to the views. All residences have indoor parking. Luxurious end residences units wrap around the building on three exposures to provide natural cross-ventilation within the units.



Legacy Hotel
Private Investors
 Green Bay, WI

The Legacy Hotel will be approximately 90,000 square feet, five stories tall with an exterior of glass, stone and metal panel. The Legacy will include a total of 80 guest rooms comprised of 66 studio suites, 11 classic suites and three grand suites. There will also be a lobby bar, cafe and restaurant (Brasserie) on the main level, as well as a smaller bar and rooftop patio on the fifth floor. Also included in the design are several meeting rooms, a wellness spa and fitness center

Property owner Vicki Fabry shared, “we want to create a boutique hotel that is unique and a welcoming entity in the community”. She further shared the intention “to open the corridor between Lambeau Field and the area to the East known as the Legends District”.



Scott Kindness, RA

CLIENT EXECUTIVE : LIVING STUDIO DIRECTOR

With over 30 years of experience in the public and private sector, Scott has honed his skills as a successful designer and facilitator through different projects in a variety of markets. Scott’s expertise stems from understanding the DNA of developers. Weaving together fiscal stewardship, creative design and practical application, he works diligently to create thoughtful and unique solutions to elevate his clients’ projects.

FEATURED PROJECTS

- HACM Westlawn Gardens Two – Milwaukee, WI
- Franklin Square Apartments – Milwaukee, WI
- River Place Lofts LLC, Phase I – Milwaukee, WI
- Stonehouse Development – Madison, WI

EDUCATION

Master of Architecture
University of Wisconsin-Milwaukee, 1987

Bachelor of Science, Architectural Studies
University of Wisconsin-Milwaukee, 1984

REGISTRATION

Architect: Wisconsin, 1990

AFFILIATIONS

- Trinity Housing Former Board Member
- YMCA Former Board Member
- University of Wisconsin-Milwaukee + MIAD Guest Lecturer



Mike Oates, RA, CDT

AFFORDABLE HOUSING SPECIALIST

Mike provides the guidance and direction needed to ensure superior project results. He serves as a problem solver and motivator throughout the building process – from design through construction documents. Mike has extensive experience in all types of hospitality and living environments including affordable housing, mixed use developments, senior housing, and campus based independent living. Mike has worked with a number of projects throughout the years to receive WHEDA funding and historic tax credits.

FEATURED PROJECTS

- Century City Lofts – Milwaukee, WI
- Commonbond, Franklin Place Phase I – Franklin, WI
- Commonbond, Summit Village – Oconomowoc, WI
- Franklin Square Apartments – Milwaukee, WI
- Harambee Scattered Sites – Milwaukee, WI
- Heart & Hope Place – Milwaukee, WI
- Lindsay Heights Neighborhood Stabilization – Milwaukee, WI
- Millennium Affordable Condos – Milwaukee, WI
- Stonehouse Development – Madison, WI

EDUCATION

Bachelor of Science, Architecture
University of Wisconsin-Milwaukee, 1989

Foreign Studies Program, Oxford, England + Paris, France, University of Wisconsin-Milwaukee, 1989

REGISTRATION

Architect: Wisconsin, 1994

CERTIFICATIONS / ACCREDITATIONS

- Construction Documents Technologist (CDT)



Charlie Robertson, AIA, CDT

PROJECT MANAGER

Charlie brings a perceptive and well-informed knowledge of living environments. His strong attention to detail, positive energy and enthusiasm for understanding client needs and wants elevate the designs he manages. Charlie will lead the team to ensure superior project results.

FEATURED PROJECTS

- HACM Westlawn Gardens Two – Milwaukee, WI
- River Place Lofts LLC, Phase I – Milwaukee, WI
- Stonehouse Development – Madison, WI

EDUCATION

Bachelor of Science, Architectural Studies,
University of Wisconsin-Milwaukee, 2011

REGISTRATION

Architect: Wisconsin

CERTIFICATIONS / ACCREDITATIONS

- Construction Document Technologist (CDT)

AFFILIATIONS

- American Institute of Architects (AIA)



Shane Grandbois

PROJECT SPECIALIST

Shane strives to create the highest quality work from overall concept to the smallest detail. He works with project teams and clients to create designs that are not only aesthetically pleasing but also functional. He is driven by a passion for all architectural elements which lends itself to many markets, but his primary focus is multi-family residential, mixed-use and senior living. To Shane, successful design is the product of fulfilling the goals of the client while also providing for the needs of the residents.

FEATURED PROJECTS

- Brewery Point, Apartments – Milwaukee, WI
- Century City Lofts – Milwaukee, WI
- Franklin Square Apartments – Milwaukee, WI
- Life Creek Village, Proposed Senior Housing – Oak Creek, WI
- Park East Commons, Workforce Housing – Milwaukee, WI
- Prospect Heights, Workforce Housing – Milwaukee, WI
- Summit Meadows, Workforce Housing – Summit, WI
- Stonehouse Development – Madison, WI

EDUCATION

Master of Architecture,
University of Wisconsin-Milwaukee, 2002

Bachelor of Science, Architectural Studies,
University of Wisconsin-Milwaukee, 1995

AFFILIATIONS

- Gerald Ignace Indian Health Center



AFFORDABLE HOUSING EXPERIENCE

Through a collaborative process, we navigate complex requirements to produce well-rounded plans that create an attractive and viable development. We design custom environments connected to the community and its history, while layering dynamic and discoverable features throughout the spaces for authentic identity.

Supportive living settings of today go beyond providing shelter by fostering social interactions and bridging connections within communities. To support this, the architectural design needs to function at the interior and exterior level, creating neighborhood-centric identity that provides meaningful connections and resident engagement.

Allied Drive
Madison, WI

Alta Mira
Menomonee Falls, WI

Angell Park Apartments
Madison, WI

Autumn West
Milwaukee, WI

The Breese
Madison, WI

Brewery Point
Milwaukee, WI

Buena Vista
Menomonee Falls, WI

Cedar Creek
Mosinee, WI

Center For Veteran's Issues
Milwaukee, WI

Century City Lofts
Milwaukee, WI

Clare Heights
Milwaukee, WI

Clare Meadows
Franklin, WI

Deerwood Crossing
Brown Deer, WI

Francis Meadows
Burlington, WI

Francis Woods
Franklin, WI

Franklin Meadows
Franklin, WI

Franklin Square
Milwaukee, WI

Frost Woods
Monona, WI

Granville Heights
Milwaukee, WI

Green Ridge
Greenfield, WI

Hawthorne Apartments
Waterloo, WI

Heart & Hope Place
Milwaukee, WI

Hillside Woods I & II
Delafield, WI

Jackson Square Condos
Milwaukee, WI

King Heights
Milwaukee, WI

Lake Oaks
Racine, WI

The Lyric
Madison, WI

Maria Linden
Milwaukee, WI

Parkwest Townhouses
Milwaukee, WI

Powder Hill
Hartford, WI

Prairie Oak
Verona, WI

Red Pines At Brightonridge
Greenfield, WI

Sinsinawa Academy Apartments
Sinsinawa, WI

St. Clare Terrace
Milwaukee, WI

State & Main
Racine, WI

Veterans Manor
Milwaukee, WI

Westlawn Gardens
Milwaukee, WI

Woodfield Village
Howard, WI

CENTURY CITY LOFTS

AFFORDABLE HOUSING + NEW CONSTRUCTION

Design an affordable + safe living environment in an urban setting

Century City Lofts is an affordable housing development located near a former automotive manufacturing plant and serves as an important component in an effort to revitalize a Milwaukee northside neighborhood. With security heavily emphasized during the design process, the project provides safe, high-quality affordable housing.

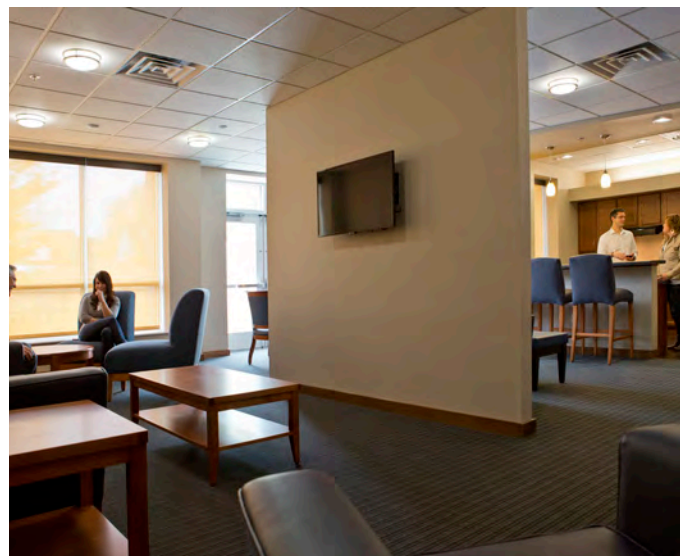
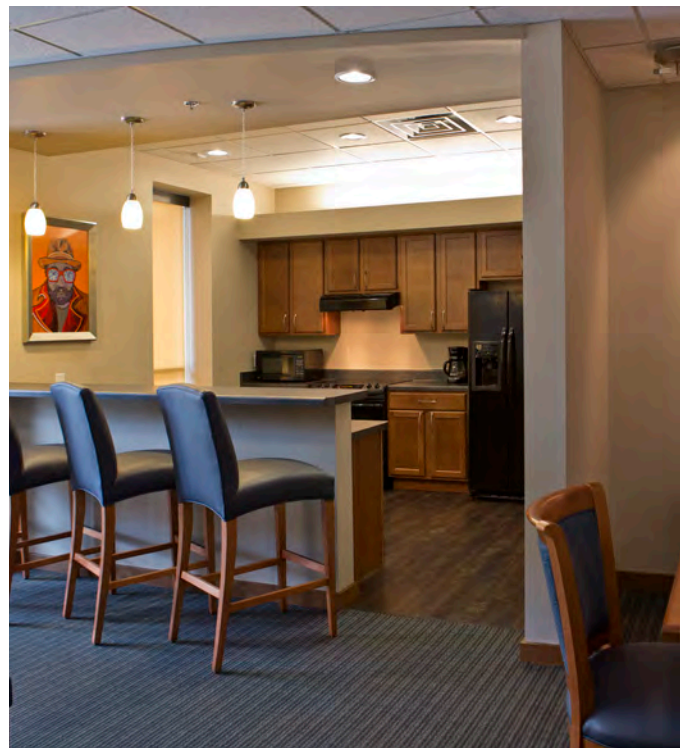
This unique, modern development consists of a four-story apartment building with 29 rental units and a two-story town home-style building with 8 rental units. The apartments range from one to three bedrooms, and have been financed with WHEDA tax credits. A community room on the ground floor displays artwork from the community brightening up the surround urban neighborhood.

DETAILS

59,200 sq ft
Milwaukee, WI

- 37 units
 - WHEDA tax credits
 - Fitness facility
 - Community room
 - Business center
 - Covered parking
- Mayor's Design Award - City of Milwaukee

AWARDS



HEART & HOPE PLACE

NEW CONSTRUCTION

Design a sustainable environment with families in mind

This four-story, affordable housing development consists of 24 units that are designed with families in mind. The building also includes several amenities such as a community room, laundry rooms, fitness room, tenant storage as well as covered parking, surface parking and a playground. Green Built Homes™ concepts have also been implemented to create an energy-efficient, sustainable environment.

DETAILS

- 35,000 sq ft
- Milwaukee, WI
- 24 units
- Community room
- Laundry rooms
- Fitness room
- Tenant storage
- Covered parking
- Surface parking
- Playground



FRANKLIN SQUARE

AFFORDABLE HOUSING + NEW CONSTRUCTION

Create community through green building + amenities

This two-building affordable housing project was planned to encompass the majority of a city block and integrate with an existing affordable housing building and several community service buildings to create a cohesive development. The first component of the project is a four-story multi-family building that includes a community room, fitness room, laundry rooms, tenant storage and covered parking. The second component, located on the opposite corner of the site, is comprised of six town homes and four flats.

Each unit has a private backyard and a dedicated garage. Green Built Homes™ concepts have been implemented to create an energy-efficient, sustainable building. Community gardens are located in the middle of the block and accessible to building occupants and the neighboring community.

DETAILS

- 63,000 sq ft
- Milwaukee, WI
- 26 units
- 6 townhomes
- 4 flats
- Community room
- Fitness room
- Laundry room
- Tenant storage
- Covered parking
- Community gardens



STONE HOUSE DEVELOPMENT, INC.

THE LYRIC + THE BREESE

**MIXED-USE + APARTMENTS +
NEW CONSTRUCTION**

**Two buildings that maximize the
interior + exterior spaces**

EUA designed the 11-story mixed-use building, The Lyric, and the adjoining 4-story wood-frame affordable housing, The Breeze. This project spans half a city block and was finished in two phases: the first being The Lyric followed by The Breeze.

The first three floors of The Lyric are filled with retail stores and office space. EUA worked with many of the tenants throughout the design and construction phases, ensuring a smooth process for the developer and tenants. The following seven floors are filled with high-end studio, one- and two-bedroom apartments. Covered in glass, the 11th story is a rooftop common area for tenants to enjoy.

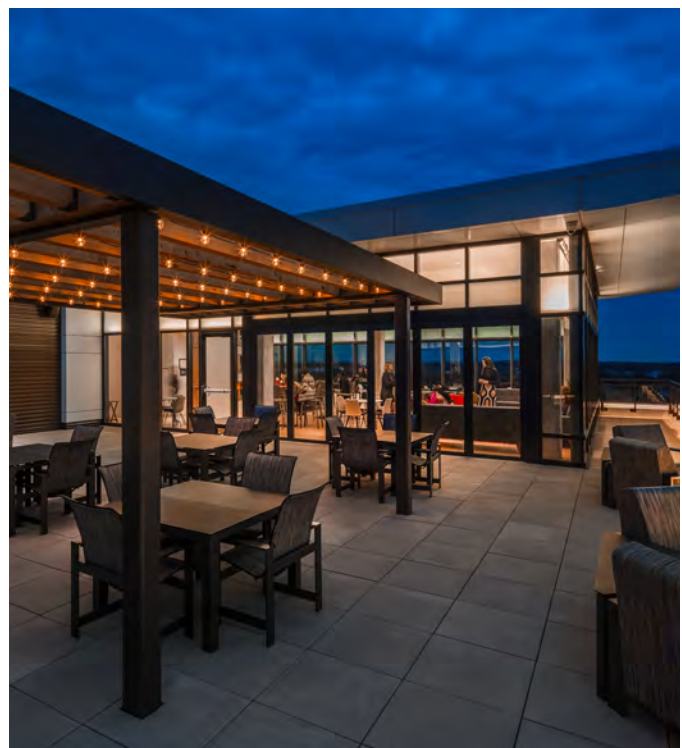
With high demand for family housing, The Breeze, a four-story, handicap accessible, affordable housing building was constructed and connected to The Lyric through underground parking. Zoning complexities with an 11-story concrete, and 4-story, wood frame project were mitigated with early and frequent communication with the city, neighbors and alderman throughout the project.

DETAILS

- 496,039 total sq ft
- 291,800 sq ft mixed-use
- 136,239 sq ft parking garage
- 68,000 sq ft affordable housing
- Madison, WI
- 138 units in The Lyric | 65 units in The Breeze
- 368 underground parking stalls
- Fitness, rooftop terrace, community room

AWARDS

- Silver Award - Assoc. Builders + Contractors of WI Projects of Distinction
- Top Project - Daily Reporter
- Build WI Award - Assoc. General Contractors
- Mayor's Design Award - City of Madison



WESTLAWN GARDENS

MIXED-USE + MIXED-INCOME HOUSING + REDEVELOPMENT + NEW CONSTRUCTION [LEED ND SILVER]

Transforming Wisconsin’s largest public housing neighborhood into sustainable mixed-use community

Originally built as barrack-style housing units more than 50 years ago on Milwaukee’s northwest side, Westlawn Gardens required significant attention to improve the lives of its residents, many of whom are low income minorities. With a focus on financial, social and ecological sustainability, the neighborhood is now a pedestrian-oriented, vibrant, mixed-use area, challenging the perception of public housing. By offering a mix of apartments, town homes and duplexes, all of which are designed to LEED standards, the community is able to meet the variety of needs of its citizens.

Homes were built with weather-resistant materials and insulation to endure long Wisconsin winters and minimize maintenance and heating costs, while extending the life of the structures. Uniquely, the housing authority acted as their own developer, allowing additional funding to pour back into the project and continue onto phase two of the project, which will more than double the current available housing and incorporate additional market rate homes and rental units.

DETAILS

- 75 acres (Phases 1 + 2)
- Milwaukee, WI
- 250 LEED standard affordable housing units
- 30,000 sq ft community garden
- Renovated elementary school + community center
- Playground
- Retail
- Improved air quality
- Ecological stormwater management
- HUD Secretary’s Opportunity + Employment Awards - National Planning Association

AWARDS





ADAM ARNDT

PRESIDENT

aarndt@catalystbuilds.com
(414)727-6840, ext. 1001

EDUCATION

B.S. Civil Engineering | University of Wisconsin Platteville

CIVIC ACTIVITIES

St. Thomas More High School Board of Directors | Chair
St. Thomas More High School | Facilities Committee
St. Augustine of Hippo Church | Member
Construction Leadership Council (AGC) | Steering Committee
Construction Mentor | Milwaukee School of Engineering
Senior Design Judge | Milwaukee School of Engineering

EXPERIENCE/RESPONSIBILITY

As the overall project leader, Adam brings a unique understanding of the owner's priorities for the project and the responsibilities of the construction manager. Adam will work with owners to understand their mission, wants, and constraints and helps find unique solutions to the problems that many mission-driven companies face. During his time at Catalyst, Adam has become an expert in all phases of the construction process including estimating, scheduling, contract writing, owner direct purchases and on-site field supervision. With this experience, Adam is able to successfully oversee projects and provide leadership with a unique perspective that few can match.

WORK EXPERIENCE

Village Pointe Commons | Grafton, WI
\$32 million new senior living community

Drexel Ridge Apartments | Oak Creek, WI
\$24.5 million new multi-family complex (290 units)

KinetiK Apartments | Bay View, WI
\$23 million new mixed-use development (144 units)

Metreau Apartments | Green Bay, WI
\$22 million new mixed-used development (108 units)

The Rhythm | Milwaukee, WI
\$18 million 140-unit multi-family building

The Woodlands Apartments | Menomonee Falls, WI
\$15 million multi-family housing complex

Freshwater Plaza | Milwaukee, WI
\$14 million new L-shaped, four story mixed used building

Aspire Apartments | Wauwatosa, WI
\$12 million student housing and classroom complex

VUE Apartments | Bay View, WI
\$10 million 69-unit apartment



RILEY WOODWICK

PROJECT EXECUTIVE

rwoodwick@catalystbuilds.com

(920)212-0725

EDUCATION

Fox Valley Technical College
Major: Construction Management Technology

CERTIFICATIONS

LEED Green Associate

AWARDS/RECOGNITION

2018 Project Manager of the Year
The Daily Reporter, Milwaukee

EXPERIENCE/RESPONSIBILITIES:

Riley Woodwick joined Catalyst Construction in May of 2014 as a project engineer, bringing more than seven years of experience in the construction industry. Riley's responsibilities include project management, assisting with estimating, and obtaining and evaluating bids as well as communicating with architects, engineers, owners, subcontractors, and suppliers. As a native of Minnesota, Riley attended Fox Valley Technical College, majoring in Construction Management Technology. He is also a LEED Green Associate.

WORK EXPERIENCE

St. Paul's Early Childhood Center | Appleton, WI
\$2 million early childhood center addition

Luther High School - Rise Up and Build | Onalaska, WI
\$7.5 million 36,000sf performing arts center & classroom addition

Luther High School Phase II | Onalaska, WI
\$1,700,000 entry addition and interior renovation

Seven04 Place Apartments | Milwaukee, WI
\$12.6 million new four-story, 60-unit apartment building

St. John's Lutheran Church | Two Rivers, WI
\$7,675,000 worship and gathering addition

8th Street Apartments | Sheboygan, WI
\$13,700,000 143,000 sf multi-family living building

Good Shepherd Lutheran Church & School | West Bend, WI
14,000sf addition of new classroom, gathering and office space

Artist Lofts | Manitowoc, WI
\$6.4 million adaptive reuse project of historic Mirro Plant

Freshwater Plaza | Milwaukee, WI
\$14 million four-story mixed-used building

ALDI Inc | Tomah, WI
\$1.2 million expansion and remodel





ROY HEPHNER

DIRECTOR OF FIELD OPERATIONS

rhephner@catalystbuilds.com
(920)418-3874

EDUCATION

Leadership AGC, AGC office - Madison, Wisconsin
Supervisory Training Program, Northeast WI Technical College

Carpenter Apprenticeship, Lakeshore Technical College
Wood Technics Program, Fox Valley Technical College

CIVIC ACTIVITIES

Vice President of a Youth Wrestling Club

EXPERIENCE/RESPONSIBILITY

Roy Hephner joined the Catalyst team in August 2012 as a Project Superintendent. He brings over 30 years of experience in the construction trades. Roy began as a carpenter laborer and worked his way up by becoming a carpenter, foreman, job superintendent and is now the Director of Field Services. After many years, Roy began work in other areas of the construction industry, including pre-cast and steel construction management at two prominent commercial construction companies, and project management of anaerobic digesters in the United States and globally. As a general contractor he completed hospital remodeling and additions, industrial construction, churches, schools and retirement facilities, and managed other high-profile projects including a stadium and parking deck. Roy enjoys all aspects of construction and is highly motivated with a reputation for having an excellent work ethic, being a team player and completing work timely and with the highest quality. He currently oversees all Catalyst Project Superintendents.

WORK EXPERIENCE

Metreau Apartments | Green Bay, WI
\$22 million new mixed-used development

Artesa Apartments | Mequon, WI
\$7.1 million new 33-unit apartment building

WLHS Student Housing | Honey Creek Apartments Milwaukee, WI
\$14.6 million 3-story dormitory & 5-story apartment building

High Pointe Apartments | Sheboygan, WI
\$13.2 million new multi-family apartment building

Fairfield Inn | Milwaukee, WI
\$7.8 million new hotel

LUXE Apartments | Sheboygan, WI
\$8.4 million new multi-family apartment building

Orthopaedic Hospital of Wisconsin | Glendale, WI
\$6.4 million new two-story, 42,678sf medical office building

Fox Valley Lutheran High School | Appleton, WI
\$5.1 million addition and renovation

Rocketship School | Milwaukee, WI
\$4.3 million new construction and renovation



ERIC WILLIAMS

DIRECTOR OF PRECONSTRUCTION

ewilliams@catalystbuilds.com
(414)587-5062

EDUCATION

B.S. Construction Management | MSOE

CERTIFICATIONS

LEED® 2.0 Accredited Professional

CIVIC ACTIVITIES

Luther Memorial Church & School | Financial Secretary
Luther Memorial Church & School | Building Committee
Chair
American Society of Professional Estimators | Member

EXPERIENCE/RESPONSIBILITY

As the Preconstruction Leader for the project, Eric is responsible for estimating the project throughout the various phases of design. His understanding of “how” buildings are put together helps him develop accurate construction budgets at the earliest phases of design. Eric focuses on creating accurate budgets by quantifying and pricing the project at a detailed level and then communicates the scope clearly and completely, so all stake holders know exactly “what is in” the budget. Eric also leads the bidding process by developing work scopes by trade, analyzing bids upon receipt and providing thorough scope reviews of all subcontractors. All of Eric’s work ensures that the project remains on budget and the owners know where their money is being spent on the project.

WORK EXPERIENCE

Sheboygan Lutheran High School | Performing Arts Center
Sheboygan, WI
33,000 sq ft performing arts center and classroom addition

Vision Property Group | Ambulatory Surgery Center
Oak Creek, WI
11,300 sq ft ambulatory eye surgery center

Holiday Inn Express & Suites
West Allis, WI
60,408 sq ft, 107 room new hotel

St. Jacobi Lutheran Church | Building Addition
Greenfield, WI
20,250 sq ft fellowship hall & classroom addition

Concordia University WI | Cafeteria Remodel
Mequon, WI
Full remodel of the school’s existing Cafeteria & Kitchen

Charter Steel
Saukville, WI
Coil Storage Expansion

Kohler Co. | The American Club
Kohler, WI
Remodel of all guest rooms in The Carriage House



BRIAN MATTER

SUPERINTENDENT

bmatter@catalystbuilds.com
(920)960-2151

EDUCATION | CERTIFICATIONS

Kettle Moraine Lutheran High School | Jackson, Wisconsin
Wisconsin Dwelling Contractor License

CIVIC ACTIVITIES

Good Shepherd Lutheran West Bend School Board Member
Wacousta Lutheran Campbellsport School Board Member
Trinity Lutheran Dundee | Buildings & Grounds Board
Faith Lutheran Fond du Lac | Buildings & Grounds Board
Faith Lutheran Fond du lac | Building Committee Member
Wild Wings Sportsman Club | Member
Campbellsport Sportsman Club | Member
Wescott Sportsman Club | Member
Winnebago Lutheran High School Trap Shooting Coach

EXPERIENCE/RESPONSIBILITY

Brian joined Catalyst Construction in _____ of ____ as a project superintendent, bringing more than 20 years of experience in the construction industry. Prior to working at Catalyst, Brian owned and operated his own construction business for 16 years. He also was a superintendent for a commercial roofing company. Brian has experience supervising multiple trades on multi-family housing projects and has supervised and trained finished carpenters on commercial and residential projects. Brian, a team leader with hands-on experience, is detail oriented and has advanced problem solving skills. His responsibilities include supervising the field construction of a project and to complete the work on schedule, within the budget and to the quality of workmanship specified.

WORK EXPERIENCE

Kettle Moraine Lutheran High School *(in progress)*
Jackson, Wisconsin

Aldi's Expansion
Waupaca, Wisconsin

Drexel Ridge Apartments
Oak Creek, Wisconsin

St Johns Lutheran Church
Two Rivers, Wisconsin



SEVEN04 PLACE APARTMENTS

Building Name and Address

Seven04 Place Apartments
704 W. National Ave
Milwaukee, Wisconsin 53204

Owners

Impact Seven & Rule Enterprises

Project Profile/Services Provided

Seven04 Place Apartments is made up of 60 units – 14 of which are reserved for veterans and others who have struggled with housing stability – includes a mix of one-, two- and three-bedroom units in a four-story building.

The now-demolished buildings on the 1.75-acre site were used for storage by local grocer El Rey before the development team acquired the site. Prior to that some of the site was used by a dry cleaner, which left heavy environmental contamination.

The project received support from the City of Milwaukee via a developer-financed tax-incremental financing district, Housing Trust Fund grant and HOME program grant. The Wisconsin Housing and Economic Development Authority provided \$6.4 million in competitively-awarded low-income housing tax credits. They also provided a construction loan and a long-term loan. The Wisconsin Economic Development Corporation provided a brownfield cleanup grant. Terms of the TIF district required that 40 percent of the project “worker hours” be completed by unemployed or under-employed city-certified participants in the Residents Preference Program. Qualifying small business enterprises were required to complete 25 percent of the project’s costs.

A group of Seniors from Bradley Tech High School applied and were selected to visit the site monthly to get a hands-on learning experience of the different aspects of the construction process.

Architect

Arc-Int, LLC
131 West Seeboth, Suite 230
Milwaukee, Wisconsin 53204

Project Budget Information

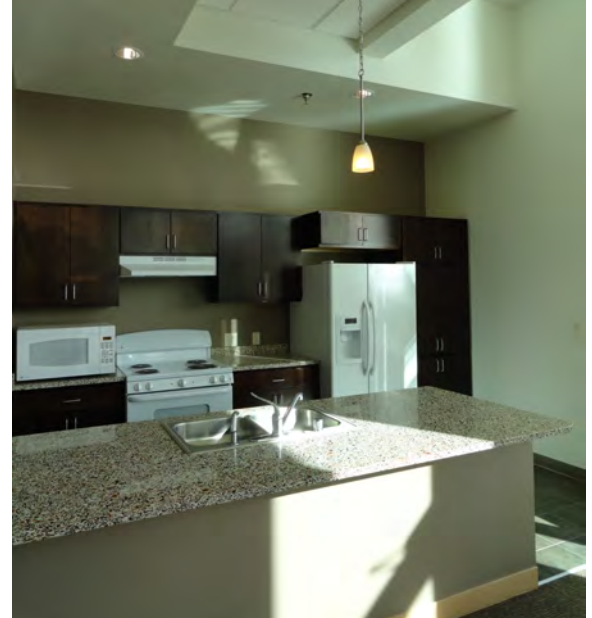
Project Costs: \$12,600,000

Project Schedule Information

Completion Date: December 2018

Project Personnel

Matthew Burow, Project Executive
Adam Arndt, Director of Preconstruction Services
Riley Woodwick, Project Manager
Brian Melstrand, Project Superintendent



BREWERY POINT APARTMENTS

Building Name and Address:

Brewery Point Apartments
9th and Winnebago
Milwaukee, WI 53205

Owner:

CommonBond Communities
Contact: Bob Mueller (651-290-6213)
328 E. Kellogg Blvd.
St. Paul, MN 55102

Project Profile/Services Provided:

In 2011, Catalyst Construction was selected by CommonBond Communities, based in St. Paul, Minnesota, to build a new low-income housing facility in the historical Pabst City Development area. Brewery Point is a 59,000 sf, 48-unit apartment complex, with underground parking. Catalyst worked with the architect early in the design process to analyze efficient uses of mechanical, electrical, and plumbing systems, and soil retention systems that reduced project cost and allowed the development to receive funding. Catalyst worked with WHEDA and the City of Milwaukee to insure all MWSBE requirements were met and exceeded the City required 18% with 26.5% MWSBE participation. Catalyst also achieved local participation (Workforce Development) in over 18 different trades with 12+ workers. Throughout the design, development, and construction processes, Catalyst problem solved and worked collaboratively with the Owner and designer to insure the project was on budget throughout design and construction.

Architect:

Eppstein Uhen Architects
Contact: Mike Oates (414-291-8108)
333 East Chicago Street
Milwaukee, WI 53202

Project Budget Information:

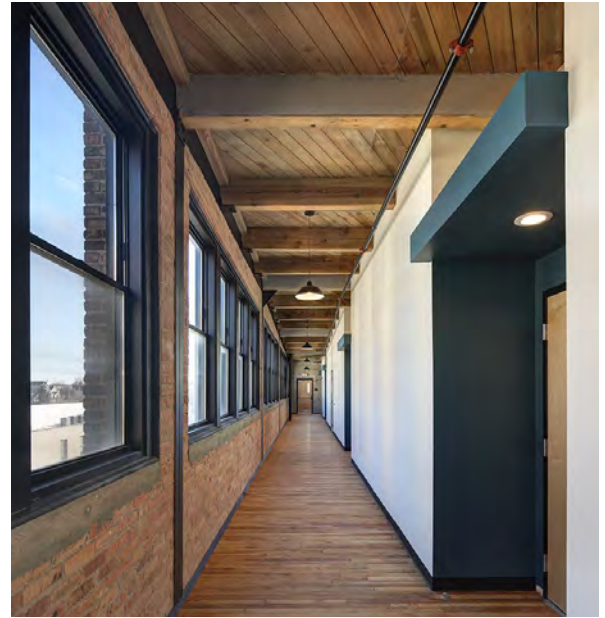
Estimated project costs: \$5,700,000
Final Project Costs: \$5,950,000

Project Schedule Information:

Design Phase: 12 months
Construction Phase: 9 months
Actual Start Date: March 15, 2012

Project Personnel:

Matt Burow, Project Executive
Andy Reahm, Chief Estimator
Scott Boettcher, Senior Project Manager
Larry Koch, Project Superintendent



WELFORD SANDERS LOFTS

Building Name and Address:

Welford Sanders Lofts
2821 North 4th Street
Milwaukee, WI 53212

Owner:

Wisconsin Redevelopment & Martin Luther King Economic Development
7611 Hardwood Ave
Wauwatosa, WI 53213

Project Profile/Services Provided:

Catalyst Construction converted the 184,843 square-foot former Nunn Bush Shoe Co. factory into a mix of offices and apartments. A partnership comprised of Wisconsin Development, and the non-profit Martin Luther King Economic Development Corporation, is redeveloping the property. They've converted the complex into 59 apartments and 38,000 square-feet of office space. As part of the conversion, a two-story, 1960s-era addition was demolished to form an interior courtyard space inside of the historic u-shaped complex.

The complex looks and feels more like something one would expect in the Historic Third Ward. High ceilings, large windows, wood floors and lots of brick are found throughout, making it a logical conversion to apartments. Of the 59 planned apartments, 47 are made available via low-income housing tax credits to residents earning no more than 60 percent of the area's median income. The apartments are a mix of two-, three- and four-bedroom units. The apartments are accessed via N. 5th St., the factory's historic entrance.

Architect:

Continuum Architects + Planners, SC
228 S First St, Suite 301
Milwaukee, WI 53212

Project Budget Information:

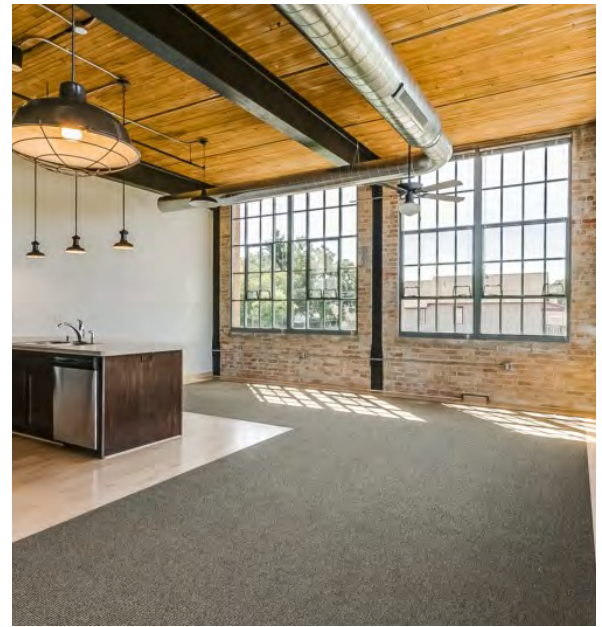
Project Costs: \$19,900,000

Project Schedule Information:

Completion Date: April 2018

Project Personnel:

Matt Burow, Project Executive
Adam Arndt, Director of Preconstruction
Dave Rhoda, Senior Project Manager
Robert Christie, Project Superintendent



ARTIST LOFTS

Building Name and Address:

Artist Lofts
2402 W Franklin Street
Manitowoc, WI 54220

Owner:

Impact Seven
147 Lake Almena Drive
Almena, WI 54805

Project Profile/Services Provided:

Artist Lofts is an adaptive reuse project of the five-story historic Mirro Plant #3 in Manitowoc. This 40-unit affordable housing project features loft-style 2- and 3-bedroom apartments and extraordinary community spaces including an art gallery on the first floor. This project received multiple financial incentives including Federal and State Historic Tax Credits, WHEDA Financing, HUD Financing, and Green Built Home Credit Certification.

Architect:

Quorum Architects
3112 W Highland Blvd
Milwaukee, WI 53208

Project Budget Information:

Project costs: \$6,850,000

Project Schedule Information:

Design Phase: March 2015 - September 2015
Completed: July 2016
Construction Phase: 10 Months

Project Personnel:

Matthew Burow, Project Executive
Adam Arndt, Director of Preconstruction Services
Dave Rhoda, Sr. Project Manager
Dan Luedke, Project Superintendent



THIRTEEN31 PLACE APARTMENTS

Building Name and Address

Thirteen31 Place Apartments
1331 West National Avenue
Milwaukee, WI 53204

Owner

Rule Enterprises
1023 S. 26th Street
Milwaukee, WI 53204

Project Profile/Services Provided

Thirteen31 Place Apartments is a proposed 89-unit affordable development located in the Walker’s Point neighborhood of Milwaukee, Wisconsin.

The Development site is approximately 72,000 square feet of land (1.72 acres) at the intersection of S. 14th Street and W. National Avenue. The Development will encompass approximately 85,000 square feet of residential space yielding 89 one-, two- and three-bedroom apartments. Eighty-two percent of the units will be affordable: 18 units at or below 30% of the Area Median Income (AMI), 36 units at or below 50% AMI, 20 units at or below 60% AMI, and 15 market rate units.

This \$17.5 Million development will be financed with a combination of 9% Low Income Housing Tax Credit equity, Federal Home Loan Bank – Affordable Housing Program (AHP) funds, City of Milwaukee HOME Funds, WEDC Brownfield Grant, and a first mortgage. This development will contribute to the revitalization of the Walkers Point neighborhood while creating affordable apartments in a neighborhood starting to experience gentrification.

Architect

Arc-Int Architecture
131 West Seeboth Street #230
Milwaukee, WI 53204

Project Budget Information

Projected Project Costs: \$12,715,237

Project Schedule Information

Anticipated Completion Date: November 2021

Project Personnel

Adam Arndt, Project Executive
Eric Williams, Director of Preconstruction
Riley Woodwick, Sr. Project Manager
Brian Melstrand, Project Superintendent





FRANKLIN MEADOWS

Building Name and Address:

Franklin Meadows
7704 S. 51st Street
Franklin, WI

Owner:

CommonBond Communities
328 E. Kellogg Blvd.
St. Paul, MN 55102
Contact: Bob Mueller (651) 290-6213

Project Profile/Services Provided:

Catalyst Construction was selected by CommonBond Communities, based in St. Paul, Minnesota, to build a new senior housing facility in Franklin, Wisconsin. Franklin Meadows, a HUD financed, prevailing wage project, is a 3-story, 30-unit, wood frames, slab-on-grade, 27,270 square foot building.

Architect:

Eppstein Uhen Architects
333 East Chicago Street
Milwaukee, WI 53202
Contact: Mike Oates (414) 291-8108

Project Budget Information:

Final Project Costs: \$3,300,000, Lump Sum

Project Schedule Information:

Design Phase: 4 Months
Construction Phase: 8 Months
Start Date: September 2012

Project Personnel:

Matthew Burow, Project Executive
Jeff Wheeler, Sr. Project Manager
Chris Hansen, Project Superintendent



POINT PLACE

Building Name and Address

Point Place
7945 Tree Lane
Madison, WI 53717

Owner

CommonBond Communities
1080 Montreal Avenue
St. Paul, MN 55116

Project Profile/Services Provided

Four Stories
Underground Parking
54 Units
Low-income Senior Housing
1-2 bedroom units
1,100 sq/ft per floor

Architect

Stephen Perry Smith Architects, Inc.
215 N Water Street Suite 250
Milwaukee, WI 53202

Project Budget Information

Anticipated Project Costs: \$7,500,000

Project Schedule Information

Anticipated Completion Date: Spring 2020

Project Personnel

Adam Arndt, Project Executive
Eric Williams, Director of Preconstruction Services
Kathryn Sullivan, Project Manager
Jason Everson, Project Superintendent



TRUMAN OLSEN

Building Name and Address

Truman Olsen
1402 S. Park Street
Madison, WI 53715

Owner

Rule Enterprises, LLC

Project Profile/Services Provided

The Truman Olsen Development (Phase I) is a proposed 150-unit affordable development located in the South Park neighborhood of Madison, Wisconsin.

The Development site is approximately 150,000 square feet of land (3.49 acres) just north of the intersection of S. Park Street and W. Wingra Dr. The initial development will encompass approximately 215,000 square feet of residential, commercial and parking space yielding 150 one-, two- and three-bedroom apartments. One hundred percent of the units will be affordable: 30 units at or below 30% of the Area Median Income (AMI), 30 units at or below 50% AMI, 20 units at or below 60% AMI, and 70 units at or below 80% AMI. The development will include a 30,000 square foot grocery store and roughly 3,000 square feet for the GateBridge community development organization.

This \$42.1 Million development will be financed with a combination of 4% Low Income Housing Tax Credit equity, Federal Home Loan Bank – Affordable Housing Program (AHP) funds, City of Madison HOME / Affordable Housing Funds, and a first mortgage. This development will contribute to the revitalization of the South Madison neighborhood while creating affordable apartments in a neighborhood starting to experience gentrification.

Architect

Arc-Int

Project Budget Information

Anticipated Project Costs: \$42,100,000

Project Schedule Information

Anticipated Start Date: August 2021

Project Personnel

Adam Arndt, Project Executive
Eric Williams, Director of Preconstruction Services
Riley Woodwick, Senior Project Manager



KENT HUTCHISON

Fabricating Artist

PERSONAL BACKGROUND

With over 15 years of experience creating large scale sculptures, murals and other art works for individuals, galleries and municipalities, Kent is also motivated to work on collaborative teams that develop a shared vision from multiple perspectives. Kent has a multidisciplinary background in fabrication that includes advanced welding techniques, kinetic mechanical engineering and illuminated blown glass. Kent is also a leader in Public Art advocacy and currently serves on numerous committees and boards dedicated to the advancement and understanding of Arts and Culture.

CONTACT

Cell: 920-791-1237
Email: HutchisonArtDesign@gmail.com
Website: HutchisonArtDesign.com



WORK EXPERIENCE

Embark

City of Green Bay

-Embark is a public art piece in Green Bay WI. Standing at 23 ft tall and composed of 5 independently moving aluminum sails, it is one of Wisconsin's largest kinetic sculptures. The visual character and orientation of the axles and sails in Embark were designed to inspire intrigue and tension in the viewer.

Blossom

Aurora Healthcare

-Blossom was commissioned by Aurora Baycare Medical Center in Green Bay to be placed outside the cancer treatment center. The sculpture was designed to emanate life, exuberance and tranquility. The stem and outside petals are fabricated out of corten steel while the inside plane of the petals is pure copper. Hand-blown glass stamens are internally lit with LED lights.

Paul Hartman Pavilion

Baird Creek Preservation Foundation

-The PH Pavilion large public viewing space located on a prairie at the headwaters of Baird Creek 3 miles east of Green Bay on highway JJ. The pavilion is a 22ft by 22ft pavilion that is raised 4ft off the ground constructed of local timbers with hand hewn joinery and custom aluminum blowing grass hand rails. The pavilion honors Paul Hartman, a man who is a major leader in preserving natural habitats in and around the Green Bay area.

EDUCATION

University of Wisconsin Stevens Point

Major in Fine Art

Major in Biology

-Emphasis in 3 dimensional design

Northeast WI Technical College

Advanced Welding



September 24, 2021

Ronda Bitney
Department of Community & Economic Development
100 N. Jefferson St., Room 68
Green Bay, WI 54301

RE: 1100 Block E. Walnut St. – Development Proposal

Dear Ms. Bitney & Staff,

Thank you for the opportunity to submit our proposal for the development of the property located at the 1100 Block of E. Walnut St., in Green Bay, Wisconsin. As an experienced service provider (Wise Women Gathering Place) and affordable multi-family housing developer (BlueLine Development), we are excited for the opportunity to partner with Redevelopment Authority of the City of Green Bay (RDA) and for the positive impact and opportunities the creation of this property will have for the individuals and families who will soon call this place Home.

Enclosed, please find our proposal and reference documents for Edge of the Woods Place.

Development Team: **Wise Women Gathering Place, Inc.**
1641 Commanche Ave, Ste H.
Green Bay, WI 54313

501 (c) (3) non-profit

BlueLine Development, Inc.
1004 South Ave. West
Missoula, MT 59801

private LIHTC Developer

Contact: Beverly Scow, Assistant Director
P: 920-490-0627
BScow@wisewomengp.org

Christian Pritchett, Director of Development
P: 406-214-2052
christian@bluelinedevelopment.com

Please let us know of any questions or if additional information is needed.

Thank you for the consideration of our request.

A handwritten signature in black ink that reads "Beverly Scow".

Beverly Scow, Assistant Director
Wise Women Gathering Place

A handwritten signature in black ink that reads "Christian Pritchett".

Christian Pritchett, Director of Development
BlueLine Development

2. ALIGNMENT WITH STRATEGY

Wise Women Gathering Place, in partnership with BlueLine Development, are proposing the development and new construction of a 60-unit supportive multi-family rental complex, for individuals and families who struggle to find, afford, and maintain housing. As proposed, this affordable housing development would encompass a mix of 1, 2, 3, and 4-bedrooms units, in a single 3-story building with an elevator. The unit mix allows for individuals and families to benefit from the services that Wise Women Gathering Place will offer within the building – which focuses on a holistic approach to individual’s healing and stability. This would include mental and behavioral health services, cultural and life skills services, and other support to walk alongside those experiencing homelessness and assist their transition to becoming housed. Edge of the Woods Place will house individuals and families who earn at or less than 30% of the Area Median Income and are or are at risk of becoming homeless, with a preference given to those of Native American heritage and/or descendance, as allowed by fair housing. Rental units available for households at this income level were identified to have the greatest shortage (i.e. greatest need) currently and projected over the next 20 years, per the Green Bay Housing Market Study. The Brown County Housing Authority has expressed their support of Wise Women Gathering Place’s plans for PSH and we will be working with them to receive (60) vouchers for this development, to ensure the continued success of the property and its residents. Due to the vouchers attached to each unit a household’s rent payment will be capped at 30% of their gross income, securing housing affordability for the residents and allowing them to focus on and not forego other life expenses such as food, healthcare, and childcare.

SAFETY: The community benefits resulting from the implementation of this development include an overall safer and better community with less strain on local resources (up to 50% of costs) such as shelters, food banks, medical and emergency services, and city/county provided services. This is accomplished by providing safe, healthy, and stable housing along with onsite supportive, mental, behavioral, social, and cultural services for the residents – all of which are accomplished with the proposed development.

PRODUCTIVE: As an urban infill of a currently vacant lot, the completion of this project will allow for an upgrade in on-street infrastructure to expand the walkability and curb appeal of the existing neighborhood, in addition to a newly constructed, aesthetically appealing and energy efficient building. The project is committed to achieving Enterprise Green Communities certification to ensure efficiency and sustainability are a priority outcome. The increase in property taxes from this development is estimated to be \$63,600/yr., with minimal impact to current city infrastructure and provided services, given its location within an existing and active neighborhood. In addition, the proposed development is anticipated to create or sustain (73) jobs during the construction and influence at least (18) full or part-time jobs once in operation. The overall local economic impact is expected to be approximately \$4.75MM in the first year and approximately \$1.44MM every year thereafter (statistics on job creation and economic impact provided by NAHB, ratio based on 100-unit LIHTC development).

ACCESSIBLE FOR ALL: The Edge of the Woods Place will be designed and constructed for individuals and families of all ages and abilities. There will be a community room onsite, along with outdoor gathering space and playground / outdoor recreation area to provide safe access to outdoor physical activities along with an opportunity to build a community. The building will be served by an elevator, allowing individuals with physical disabilities to have the ability to enjoy the upper floors, along with an increased quantity beyond code minimum, of full accessible units for a total of (6). Fully

accessible units will be designed and constructed to the most stringent of ANSI 117.1 and UFAS/Section 504 requirements. In addition, (3) additional units will be for audio/visual disabilities and all non-fully accessible units will be adaptable (Type B), to allow conversion to an accessible unit and the flexibility for residents to age in place. The location of the property is ideal, especially for the population being served as the residents are very likely to depend on local shops, groceries, clinics, etc. being within walking or biking distance. Per www.walkscore.com, this location is considered Very Walkable and Very Bikeable, along with having nearby access to public transit, a necessity for the residents.

INNOVATION: The proposed project will expand the residential / multi-family real estate in the local community, along with improve the curb appeal and potentially encourage other redevelopment in the area. The integration of an aesthetically pleasing exterior façade, along with resident access to onsite open spaces and the integration of public art, will enhance and support the connection of residents with the surrounding neighborhood. The true innovation of the proposed project lies within the partnerships and creation of a community. As the lead service provider, Wise Women Gathering Place (WWGP) is known for their collaborative approach and promoting peace, respect, and belonging through skill building, sharing of resources, and caring community support, along with the promotion of healthy relationships at all levels, including with oneself and others. The partnerships will allow residents to have a choice and option of service providers and the services provided, along with mindful referrals to offsite services. Numerous local organizations have been identified as a potential to partner with WWGP on the project including Oneida Behavioral Health. Additionally, the Baeten Counseling & Consultation Team has already committed to providing services to the residents and the local Housing Authority has committed vouchers. This is a project that all involved will be proud of and continue to provide much needed support for the most vulnerable residents and families of Green Bay for years to come.

3. DESIGN AND USE

The proposed project includes a (60) unit, deed restricted affordable, permanent supportive rental homes, for individuals and families who are considered most vulnerable in the community and are experiencing or are at risk of homelessness. The project includes a mix of (20) one-, (16) two-, (12) three-, and (12) four-bedroom units, for individuals and families earning at or less than 30% of the Area Median Income. The single building will be (3)-stories and served by an elevator and a secured single point of entry. There will be an enclosed outdoor space and playground for the residents, along with a community room, private conferencing space(s), and secured bike storage. Parking will be onsite and currently consists of underground / podium parking along with surface parking. As preliminary designed, the parking is sufficient for the unit mix and provides one space per unit, as well as visitor spaces, which complies with the relevant parking requirements, per City Code Chapter 44, Article XVIII. Per the zoning ordinance, the parking includes 20% compact spaces, equalling 15 total spots. Our Zoning strategy meets the City Code requirements for "Mixed Use." The height requirements limit the building to 35', which matches the preliminary design shown in the attachments. The only divergence from City Code relates to the setback requirements. The preliminary design building setbacks is based on guidance in the RFP, which differs from the City Code as noted on our drawings. However, if it is determined the City Code prevails, the building layout can be adjusted to accommodate the different setback distances and maintain the character and unit mix, as proposed.

Shopworks Architecture designed the building to meet the character expectations within the City Code as well as the guidance from the RFP. The ground floor will be characterized by the residential lobby and an urban presence at the corner with pedestrian-scale masonry detailing, and storefront-like fenestration. The south-facing courtyard will front Walnut Street and will be enclosed utilizing a combination of masonry-wall detailing and ornamental fence. Levels two and three of the building are designed to be four-sided architectural design with relief in the form of deep recesses every 20-25 feet to simultaneously reduce the dimension of the mass and to create a scale that is comfortable with the single-family homes nearby. We are exploring a buff palette that is complementary to the ideas and best practices in supportive housing design, while reflecting the character and heritage of Green Bay.

See attached preliminary site plan, elevations, and massing diagrams. These diagrams and drawings are meant to demonstrate the intent of this RFP can be met in the design, but nothing presented should be understood as final, as the design is in the early phases and modifications are anticipated based on feedback and engagement of other stakeholders as the schematic design progresses. It is the intent of the development team to engage stakeholders, including the City, potential residents, neighbors, and applicable local organizations in a voluntary design workshop. This will allow the neighborhood and others to provide input and help shape the final design and layout of the building and property, the exterior façade, along with the floor plans of the individual units and common spaces. This not only helps provide valuable feedback from those involved, but also helps create a collaborative atmosphere and encourage community engagement.

All residents will have access to supportive services – both wholistic cultural services, including life-skills, and intensive services mental and behavioral health, and a preference within the tenant selection process for those of Native American descendance or heritage, as there is a significant disproportion of this population being at risk of homelessness, along with a substantial positive impact and benefit from involvement in a community. Wise Women Gathering Place, as the lead service provider for the property, has the experience and knowledge of their clients. WWGP identified the common denominator in the struggles of their clients was the lack of access to and ability to maintain safe and healthy housing. With this need identified, WWGP will work with their clients, in addition to numerous local organizations, for referrals to this project. Recent Point-in-Time surveys show an increase in households considered homeless, with the highest population concentration in the Green Bay/Brown County area. In addition, a market study for a similar nearby project, conducted in August 2020 provided an opinion that Edge of the Woods Place would be a very marketable property, a strong capture rate, and anticipated absorption (stabilized occupancy) within four months of completion.

The anticipated completion/ready for occupancy of the project pending a successful award of the property, is December 2023. The main driver of the completion date is this project is dependent on an award of Low-Income Housing Tax Credits, which is expected to occur in April 2022 and construction commencement by December 2022. An initial analysis shows the project scores well for an award of the Housing Credits comparatively to previous years, however this also presents a potential challenge in meeting the above timeline. It is the development team's intent, if awarded the purchase for the Walnut property, to continue fundraising efforts (LIHTC, AHP, HOME, etc.) until sufficient funding is available to develop the project as envisioned.

4. INVESTMENT

The overall development cost of the project is approximately \$15MM, with a land acquisition cost of \$89,000, a minimum of 1% or \$160,000, whichever is greater, dedicated to Public Art (incorporation on the site and/or around the site). The sources of the development include the following:

- Low-Income Housing Tax Credit Equity	\$10.6MM
- City HOME Grant Funds	\$300,000*
- Permanent Mortgage	\$4.05MM
- Deferred Developer Fee	\$100k

*previously awarded in Q4 2020, however must reapply due to project location, unit mix, and funding revisions

Expected Project Based Tax Increase:	\$63,600/year
Estimated Property Value at completion:	\$3,009,200 as restricted/\$13,567,081 inclusive of LIHTC proceeds
Estimated Hard Construction Costs:	\$10.8MM,
Amount of Requested Public Funding:	\$300,000 of City HOME funds for purposes of developing income restricted affordable housing

See attached preliminary project budget, operating proforma, unit mix, and letters of intent from potential investor and lender for the project.

5. CAPACITY AND EXPERIENCE

The development team consists of a primary partnership between Wise Women Gathering Place (WWGP) and BlueLine Development (BLD). BLD specializes in low-income housing and permanent supportive housing financing and development in the western United States, using low-income housing tax credits, tax exempt bonds, HOME Partnership Program Funds, Affordable Housing Program funds (AHP), Housing Trust Funds (HTF), Tax Increment Financing (TIF), RD, RAD, NAHASDA, and other regional and national funding programs. BlueLine Development's mission is to help communities find solutions to the ever-growing problem of affordable housing. With that in mind, BlueLine, started in 2011 by Kelly Gill and Nate Richmond, is a fourteen-person team with decades of experience with Low Income Tax Credit, affordable multi-family housing, and working with native organizations to build housing. Beyond this, BlueLine's focus on forming lasting, productive partnerships with local nonprofit organizations and housing authorities looking to expand affordable housing stock in their communities has led to over 40 completed deals.

The goal of each development is to provide a comfortable, healthy home to those who need it most. Each project is as unique as the tenants who will inhabit the finished housing which is why BlueLine not only taps into years of experience with established financial programs but also concentrates on creative funding solutions customized to specific, local needs. Please see attached for additional BlueLine Development company information, related experience, and personnel resumes.

Regarding capacity, BLD is uniquely suited and staffed to ensure every project is a success. The Development teams consist of a Development Manager and/or Project Manager, who are the lead on day-to-day management of the projects, from applications, design, construction, through stabilization. Each Development Team focuses on select geographic regions and/or project types – allowing them to be extremely knowledgeable and familiar with the local jurisdictions, funding requirements/restrictions, and community partners, all to ensure successful implementation of the project. The Director of Development globally oversees the implementation of the projects along with working with organizations to provide guidance on project types and locations. For Edge of Woods Place the BLD team consists of the Christian Pritchett (Director of Development) and Ashley Grant (Development Manager); who together have decades worth of experience in affordable housing development. With the current workload of the BLD team, the proposed project is one of (4) active projects in various stages (construction, due diligence, application, etc.), therefore BLD staff capacity is sufficient to implement the project in below time frame:

Walnut Land Proposal Award	October 2021
City HOME Award	October 2021
Schematic Design	October – December 2021
LIHTC (WHEDA) Application	December 2021
Design Development	January – August 2022
LIHTC Award	April 2022
Contractor Procurement	April 2022
Due Diligence	May – December 2022
Closing / Construction Start	December 2022
Construction Complete	December 2023
Occupancy	January – April 2023

Wise Women Gathering Place is an independent non-profit organization that provides Native American culturally-specific services to any person harmed by violence. Wise Women Gathering Place is committed to peace, respect, and belonging through skill building, sharing of resources and caring support for our community. Our programs and services include advocacy, healing, and prevention, in domestic violence, sexual assault, dating violence, stalking, sex trafficking, and victims of crime. We work to displace violence by planting seeds of discernment with training and workshops for community members and professionals. WWGP promotes healthy relationships at all levels, including the relationship with oneself and others, from home to work and beyond. We work to accomplish our mission with unique, responsive programming for community restoration, growth through skill-building, individual and confidential supportive advocacy, and by courageously going deep within to find change, healing the whole self, and coming together of community.

Expanding beyond the core development team, the project team consists of other organizations and personnel who are leading experts in implementing and operating supportive and affordable housing, including Beaux Simone Consulting, Shopworks Architecture, and BlueLine Property Management Company.

Beaux Simone Consulting has been selected as the Supportive Housing consultant for the project and will be working closely with Wise Women Gathering Place to further their services, along with guiding partnerships with other local service-oriented organizations. Beaux Simone Consulting offers technical assistance (TA) to organizations and communities interested in developing supportive housing. This includes helping organizations with a needs assessment, project concept development, capacity building, fundraising, responding to RFPs, writing applications and bringing the right partners to the table in order to assemble a strong development team that leads to the development of high-quality supportive housing. BeauxSimone Consulting can see the project to completion, throughout lease-up and beyond, as desired.

Shopworks Architecture was formed in 2012. The primary focus of the firm is urban infill development with a particular interest in affordable housing, permanent supportive housing, transit-oriented, and mixed-use development. Shopworks is a team of holistic collaborators, who bring their considerable experience and enthusiasm to the project. They have 21 staff including 9 licensed architects, 2 interior designers, and 8 architectural designers. Shopworks has since become a leader in the industry utilizing trauma informed design for the most vulnerable in the community, along with extensive experience with projects utilizing LIHTC, HOME, CDBG, and/or HTF funding. With having completed over (8) permanent supportive housing projects, in addition to (14) properties that have incorporated services on-site, Shopworks is knowledgeable, experienced, and committed to designing environments that strengthen communities and provide new opportunities, joy, and health for the residents and surrounding neighborhoods.

BlueLine Property Management Company (BLPMC) will be responsible for the leasing, maintenance, and overall operations of the property, once development is complete. BLPMC has extensive experience in both management of affordable properties, along with permanent supportive housing properties, and understands at the core of every property is knowing the population you are serving and the associated barriers. The BLPMC team is knowledgeable in the restrictions and requirements associated with affordable properties, including with funders and investors, but also balances these requirements with the compassion, respect for the individual and community, and understands what it takes to help the resident's and ensure the property's success in the long term.

Due to requirements for the proposed project funding sources, a formal RFP will be issued for the procurement and selection of a General Contractor, with a priority given to the most qualified, experienced, and availability to meet the overall project timeline.

END

Encl: Conceptual Design – Elevation, Site Plan, & Building Layout
 Preliminary Proforma & Budget
 Project Team Organizational Information

- BlueLine Development
- Wise Women Gathering Place
- Shopworks Architecture
- BeauxSimone Consulting
- BlueLine Property Management

Baeten Counseling & Consultation Team – Letter of Support



NORTHWEST ELEVATION



SITE PLAN
SCALE: 1" = 30'



1100 E WALNUT
GREEN BAY, WI

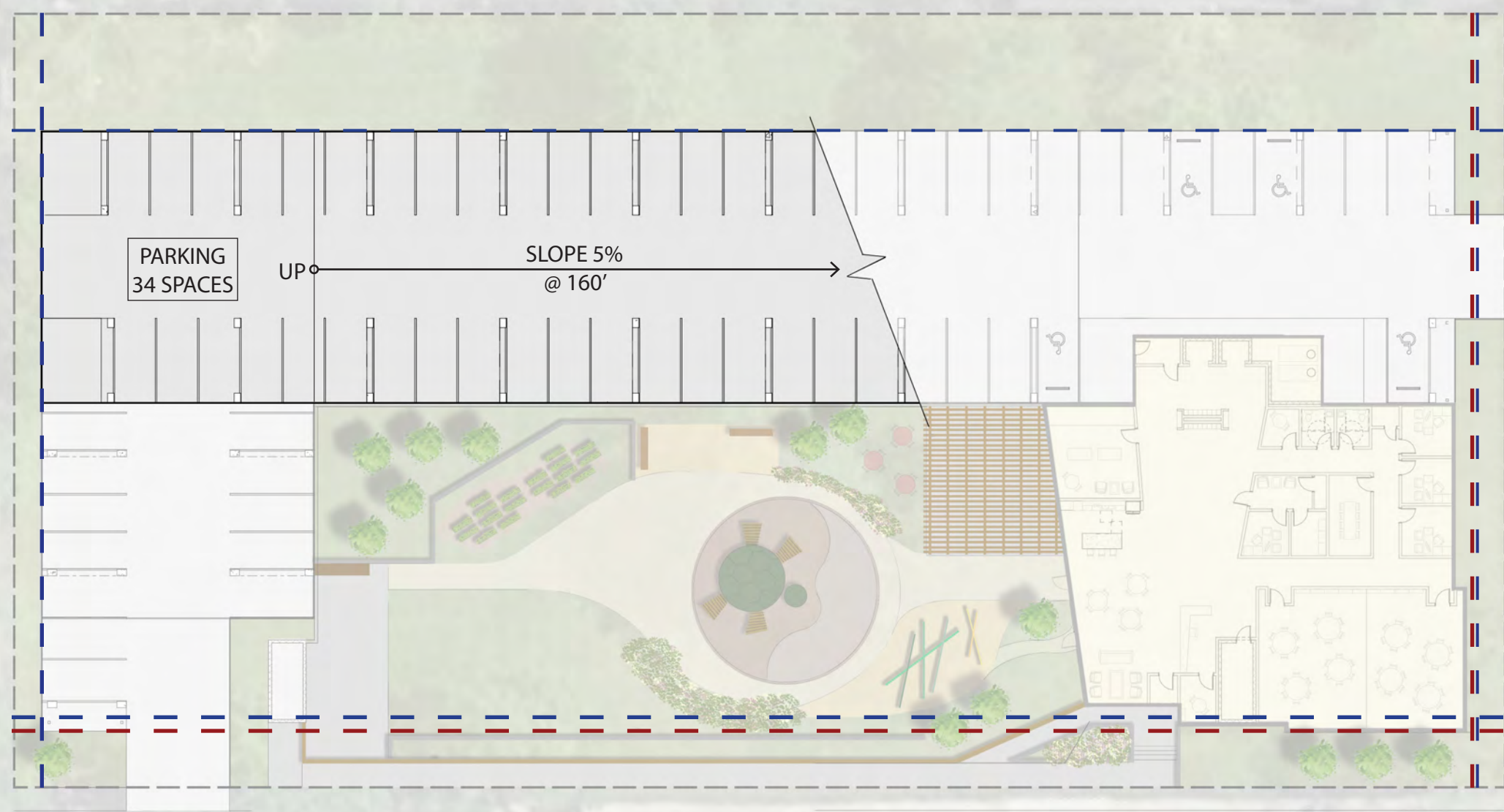
Wise Women Gathering Place
Promoting Peace, Respect, & Belonging

BLUELINE
DEVELOPMENT, INC.

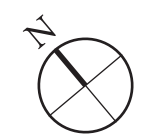
BEAUX SIMONE
CONSULTING

S H O P
S O R K S
ARCHITECTURE
301 W. 45TH AVE. • DEWEEN, CO 54926 • 920.433.4024

PARKING REQUIREMENTS:	
REQUIRED:	
1 SPACE/UNIT:	60 SPACES
1 VISITOR/4 SPACES:	15 SPACES
TOTAL REQ. =	75 SPACES
PROVIDED:	
LOWER LEVEL:	51 SPACES
UPPER LEVEL:	24 SPACES*
TOTAL PROVIDED =	75 SPACES
*20% COMPACT SPACES PER ZONING = 15 SPACES	

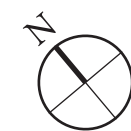


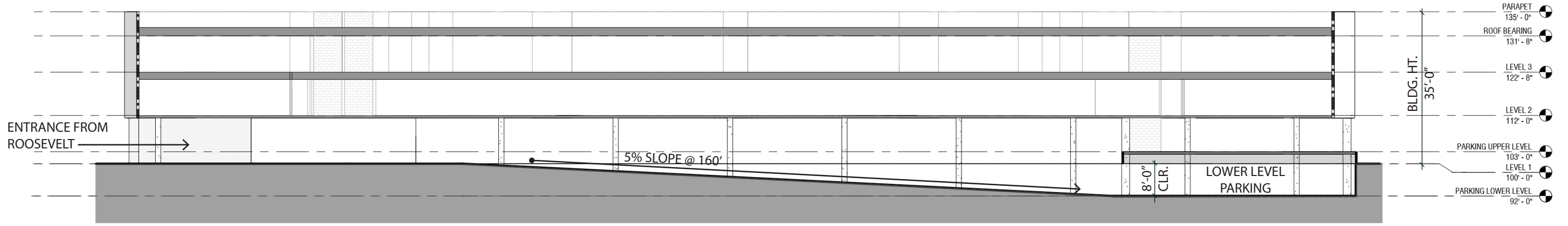
PARKING LOWER LEVEL
SCALE: 1" = 30'



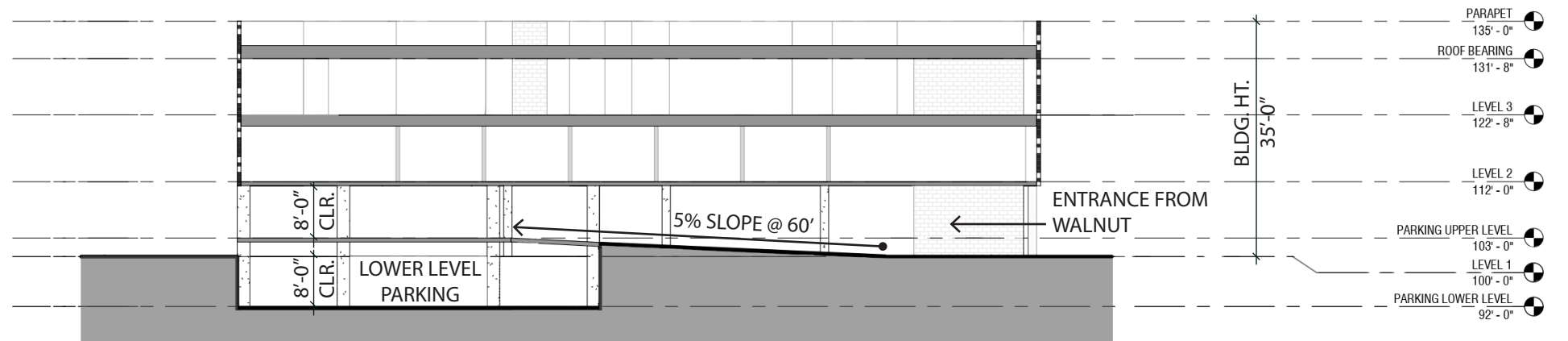


LEVEL 2 & 3
SCALE: 1" = 30'





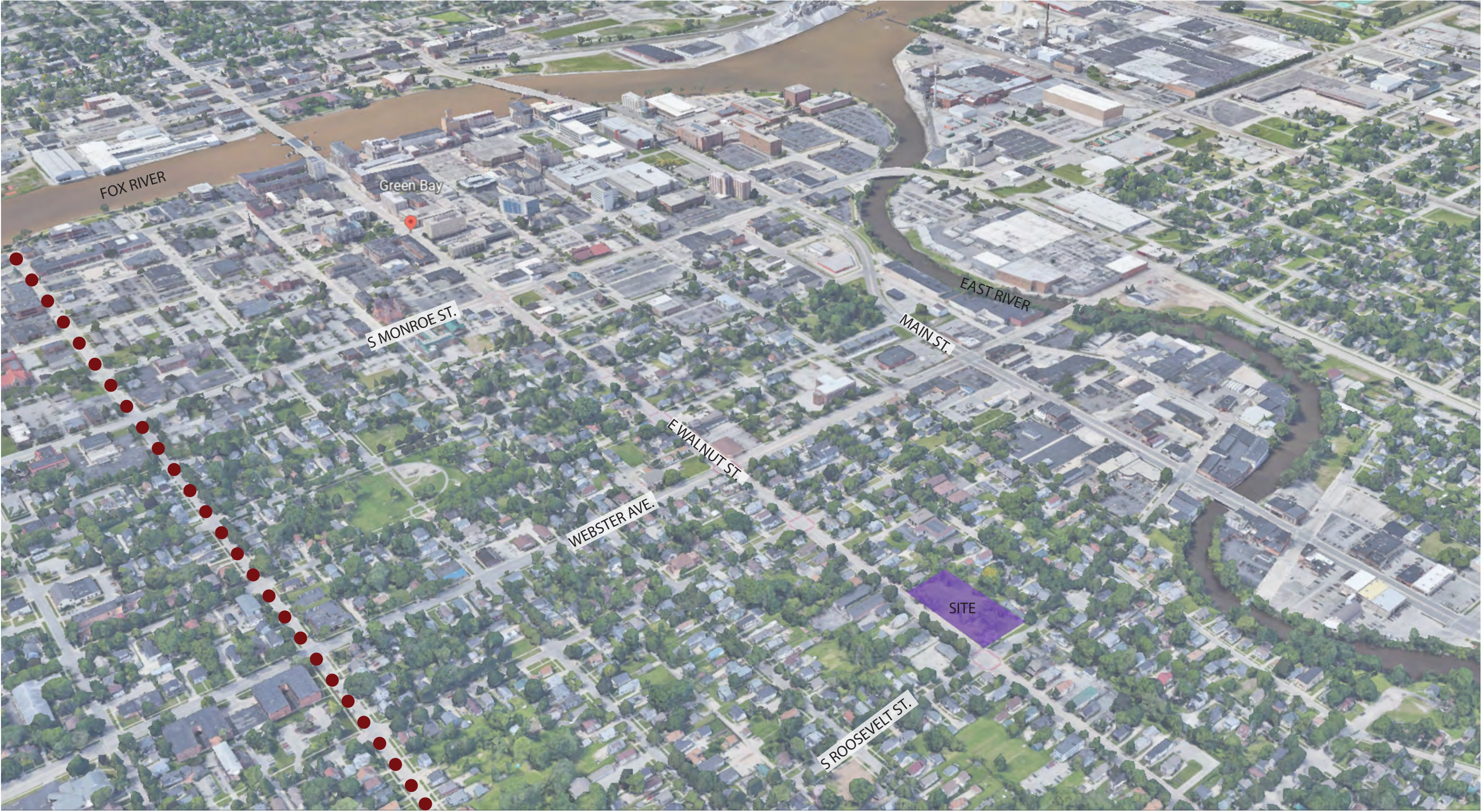
SECTION A-A
SCALE: NTS



SECTION B-B
SCALE: NTS

- PARAPET 135' - 0"
- ROOF BEARING 131' - 8"
- LEVEL 3 122' - 8"
- LEVEL 2 112' - 0"
- PARKING UPPER LEVEL 103' - 0"
- LEVEL 1 100' - 0"
- PARKING LOWER LEVEL 92' - 0"

BLDG. HT.
35'-0"



VICINITY MAP
● ● ● ● ● BIKE LANE

RESIDENTIAL PROGRAM									
PERCENT of TTL	Bed / Bath	Name	Av NLA	QTY	TTL	Balcony	TTL	NOTES	
0.0%	Studio / 1	0A	570	0	0	0	0		
33.3%	1 / 1	1A	500	20	10,000	0	0		
26.7%	2 / 1	2A	750	16	12,000	0	0		17
20.0%	3 / 2	3A	1100	12	13,200	0	0		13
20.0%	4 / 2	4A	1300	12	15,600	0	0		
100.0%	Average SF		846.67	60	50,800	0	0	Total	
Residential RSF					50,800	77.19%		Floorplate Efficiency	
Core / Circulation					9,312			5'-2" corridors	
Leasing / Amenity					5,700				
Storage					200				
Parking					0	24		Cars	
Parking					0	51		Cars	
Req'd Parking - 1.25 / DU					75	75		Cars	
GLA					65,812			Parking & Balconies not included	
Balconies					0				
GSF					66,012			Balconies not included	
GBA					66,012			Parking & Balconies included	
Site Size					52,470	1.20	Acres		
						49.81	DU / AC		
						1.25	FAR		
						874.50	Site SF/DU		

PROJECT BUDGET

Uses	Application Budget	Current Budget	Eligible Basis
Direct Construction Costs			
Land	\$ 89,000.00	\$ 89,000.00	\$ -
Permit Fees	\$ 16,832.64	\$ 16,832.64	\$ 16,832.64
Water/Sewer fees	\$ 8,400.00	\$ 8,400.00	\$ 8,400.00
Public Art	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00
Utility Relocation	\$ 12,773.68	\$ 12,773.68	\$ 12,773.68
Architect Design	\$ 424,991.44	\$ 424,991.44	\$ 424,991.44
Architect Supervision	\$ 141,663.81	\$ 141,663.81	\$ 141,663.81
P&P Bond	\$ 87,135.84	\$ 87,135.84	\$ 87,135.84
Builder's Risk	\$ 54,459.90	\$ 54,459.90	\$ 54,459.90
Contractor Contingency	\$ 217,839.60	\$ 217,839.60	\$ 217,839.60
Permit Fees		\$ -	\$ -
Builder's General Liability	\$ 81,689.85	\$ 81,689.85	\$ 81,689.85
Construction Costs	\$ 10,891,980.00	\$ 10,891,980.00	\$ 10,891,980.00
Total Construction Contract	\$ 11,333,105.19	\$ 11,333,105.19	\$ 11,333,105.19
Permit Fee Deduct		\$ -	\$ -
Construction contingency	\$ 566,655.26	\$ 566,655.26	\$ 566,655.26
FF&E	\$ 140,000.00	\$ 140,000.00	\$ 140,000.00
Construction testing	\$ 35,011.00	\$ 35,011.00	\$ 35,011.00
Owner Carry Builders Risk		\$ -	\$ -
Construction inspections and Testing	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00
Green Building	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Indirect Construction Costs		\$ -	
Developer fee and overhead	\$ 1,330,000.00	\$ 1,330,000.00	\$ 1,330,000.00
Increase for Supportive Services	\$ -	\$ -	\$ -
Third Party Reports		\$ -	
Environmental Phase 1	\$ 5,750.00	\$ 5,750.00	\$ 5,750.00
Appraisal	\$ 7,900.00	\$ 7,900.00	\$ 7,900.00
Market study	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
Geotechnical Report	\$ 4,035.00	\$ 4,035.00	\$ 4,035.00
Civil Engineering/ALTA	\$ 19,100.00	\$ 19,100.00	\$ 19,100.00
Non ALTA Survey	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
		\$ -	
Financing Costs		\$ -	
Construction loan interest	\$ 181,338.00	\$ 181,338.00	\$ 181,338.00
Construction loan interest after construction	\$ 155,347.00	\$ 155,347.00	\$ -
Permanent loan fees	\$ 30,493.50	\$ 30,493.50	
Construction loan fees	\$ 72,975.00	\$ 72,975.00	\$ 72,975.00
Title and recording - construction	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Title and recording - Owner	\$ 27,574.00	\$ 27,574.00	\$ -
		\$ -	
Other Costs		\$ -	
Tax credit fees	\$ 122,000.00	\$ 122,000.00	\$ -
Security		\$ -	\$ -
Property insurance	\$ 44,534.00	\$ 44,534.00	\$ 44,534.00
Real estate taxes during construction	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Marketing	\$ -	\$ -	\$ -
Partnership organizational (legal and other)	\$ -	\$ -	\$ -
Predevelopment loan interest			
Construction loan Legal fees	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Legal - Housing Authority	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Legal - partnership	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Cost certification	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Legal - ILP	\$ 55,000.00	\$ 55,000.00	\$ -
Operating reserve	\$ 318,725.00	\$ 318,725.00	
Soft cost contingency	\$ -	\$ -	\$ -
		\$ -	
Total	\$ 15,491,704.53	\$ 15,491,704.53	\$ 14,693,565.03

Credit Calculation		
Eligible Basis		\$ 14,693,565.03
Applicable Fraction		100.00%
Applicable Federal Rate		9.00%
Credit Eligible		\$ 1,322,420.85
Credit Awarded		\$ 1,200,000.00
Excess Basis	\$ 0.63	
Year of Credit		10
Credit Percent Sold		99.98%
Credit Sales Price		0.88
Credit Sales Proceeds		\$ 10,557,888.00
Debt Funding Required		\$ 4,933,816.53
First Mortgage		\$ 4,150,000.00
City HOME Grant		\$ 300,000.00
State HOME Funds Grant		
AHP		\$ -
Sponsor Sub Loan		\$ -
Deferred		\$ 483,816.53
Gap		\$ -

Operating Budget

Rents/ Expenses		
		WHEDA
Rent roll		-
Gross Rents		\$ 674,400.00
		-
Budgeted vacancy	7%	\$ (47,208.00)
Total Rents		\$ 627,192.00
Laundry		-
Other Vending Income		-
HOA Fees		-
Late Charge		-
Other Income		-
Total revenues		\$ 627,192.00
		Application
Management Fee		\$ 31,359.60
Audit/Accounting		\$ 8,500.00
Compliance		\$ 3,850.00
Legal		\$ 1,500.00
Advertising		\$ 2,800.00
Office Supplies		\$ 1,000.00
Postage		\$ 1,500.00
Telephone		\$ 2,550.00
Elevator		\$ 4,500.00
Maintenance Services		\$ 10,000.00
Maint/cleaning Supplies		\$ 3,500.00
Paint And Decor - Interior		\$ 1,500.00
Unit Turnover		\$ 3,500.00
Janitorial Supplies		\$ 3,000.00
Heating & Air Cond Repairs		\$ 3,500.00
Exterminating		\$ 3,500.00
Fire Protection/security		\$ 4,000.00
Snow Removal		\$ 4,500.00
On-Site Manager		\$ 48,000.00
Maintenance Wages		\$ 20,000.00
Insurance and Benefits		\$ 7,400.00
Grounds Maintenance		\$ 7,500.00
Electricity		\$ 28,280.00
Natural Gas		\$ 15,000.00
Water		\$ 9,800.00
Sewer		\$ 9,000.00
Garbage And Rubbish		\$ 4,500.00
Property Taxes		\$ 63,597.00
Insurance - Property And Liab		
Total operating expenses		\$ 307,636.60
Per unit		\$ 5,127.28
Supportive Services		-
Front Desk Security		-
Total Operating Expenses with Services*		\$ 307,636.60
Per Unit		\$ 5,127.28

Net Income	
Net Income Before Debt Service & Reserve Payments	\$ 319,555.40
Less Reserve Payments:	
Tax & Ins. reserve - Real Estate Tax	\$ -
Replacement reserve	\$ 18,000.00
Total Reserve Payments	\$ 18,000.00
Funds available for debt service	\$ 301,555.40
Less Debt Service Payments:	
First Mortgage	\$262,558.83
State HOME Funds Grant	\$0.00
AHP	\$0.00
Deferred Developer Fee	\$0.00
Total debt service	\$ 262,558.83
Debt Coverage Ratio Hard Debt	#DIV/0!
Debt Coverage Ratio w/Deferred Developer Fee	1.15
Expense Coverage Ratio	2.04
Net Cash Flow	\$ 38,996.57

Loans	
First Mortgage	
Annual Rate	5.350%
Principal	\$4,150,000.00
Annual Payment Amount	(\$262,558.83)
Term in Months	420
City HOME Grant	
Annual Rate	0.000%
Principal	\$300,000.00
Annual Payment Amount	\$0.00
Term in Months	0
State HOME Funds Grant	
Annual Rate	0.000%
Principal	\$0.00
Annual Payment Amount	\$0.00
Term in Months	0
AHP	
Annual Rate	1.000%
Principal	\$0.00
Annual Payment Amount	\$0.00
Term in Months	360
Sponsor Sub Loan	
Annual Rate	0.000%
Principal	\$0.00
Annual Payment Amount	\$0.00
Term in Months	480
Deferred Developer Fee	
Annual Rate	0.000%
Principal	\$483,816.53
Annual Payment Amount	\$0.00
Term in Months	120



1004 S. West St. Missoula, Montana 59801

BlueLine Development's mission is to help communities find solutions to the ever-growing problem of affordable housing. With that in mind, BlueLine, started in 2011 by Kelly Gill and Nate Richmond, is an eleven-person team with decades of experience with Low Income Tax Credit and affordable multi-family housing. Beyond this, BlueLine's focus on forming lasting, productive partnerships with local nonprofit organizations and housing authorities looking to expand affordable housing stock in their communities has led to over 40 completed deals.

The goal of each development is to provide a comfortable, healthy home to those who need it most. BlueLine has experience working in states in the Rocky Mountain and Northern Plains regions with the Low Income Tax Credit Program, AHP funding, RD, HOME, NAHASDA, RAD, HTF, and other funding sources while constantly seeking new and creative development financing as that geographical footprint grows. Each project is as unique as the tenants who will inhabit the finished housing which is why BlueLine not only taps into years of experience with established financial programs but also concentrates on creative funding solutions customized to specific, local needs.



DEVELOPMENT EXPERIENCE

COLORADO

Saint Francis Apartments – Denver, CO - 50 units, completed 2017
Permanent Supportive Housing

Arroyo Village - Denver, CO - 130 units, completed 2019
Shelter space, 90 units multi-family, 35 units Permanent Supportive Housing

Providence at the Heights - Aurora, CO - 49 units, completed 2020
Permanent Supportive Housing

Karis Apartments - Grand Junction, CO - 34 units, completed 2020
Permanent Supportive Housing

Warren Residences – Denver, CO - 49 units, under construction
Permanent Supportive Housing

Red Hill Lofts - Carbondale, CO - 30 units, completed 2021
Multi-family affordable housing

Espero Apartments - Durango, CO - 40 units, under construction
Permanent Supportive Housing

Charity's House - Denver, CO - 36 units, anticipated construction start October 2021
Permanent Supportive Housing

Rhonda's Place - Denver, CO - 50 units, anticipated construction start October 2021
Permanent Supportive Housing

St. Valentine Apartments - Loveland, CO - 54 units, anticipated construction start April 2022
Permanent Supportive Housing

MINNESOTA

Leech Lake District 1 Housing - Cass Lake, MN - 20 units, completed 2017
Rehabilitation of Ojibwe Tribe reservation housing



DEVELOPMENT EXPERIENCE, cont.

MONTANA

Two Rivers Apartments - St. Regis, MT - 8 units, completed 2012

Sweet Grass Apartments - Shelby, MT - 12 units, completed 2014

Buffalo Grass Apartments - Cut Bank, MT - 14 units, completed 2014

Apsaalooke Warrior Apartments - Crow Agency, MT - 15 units, completed 2015
Permanent Supportive Housing for Homeless Tribal Veterans

Villagio - Missoula, MT - 200 units, under construction

Trinity Apartments – Missoula, MT - 202 units, under construction
30 Permanent Supportive Housing, 172 multi-family units

NORTH DAKOTA

Elliott Place - Fargo, ND - 84 units, under construction
Senior affordable housing

SOUTH DAKOTA

Discovery Village - Rapid City, SD - 36 units, under construction

UTAH

5th East Apartments – Salt Lake City, UT - 75 units, completed 2020
Permanent Supportive Housing

426 Apartments - Salt Lake City, UT - 40 units, currently under construction
Permanent Supportive Housing

Richmond Flats – Salt Lake City, UT – 55 units, anticipated construction date October 2021



DEVELOPMENT EXPERIENCE, cont.

WYOMING

Ironwood Apartments - Powell, WY - 12 units, completed 2014

Cedar Mountain Apartments - Cody, WY - 12 units, completed 2014

Wolf Creek Apartments - Riverton, WY - 12 units, completed 2016

Copper Mountain Apartments - Riverton, WY - 12 units, completed 2016

CentrePointe - Casper, WY - 50 units, completed 2017

Acquisition/Rehabilitation of condemned building

Capitol Court Apartments – Cheyenne, WY - 48 units, completed 2017

Rock Creek Apartments - Wheatland, WY - 12 units, completed 2017

Oregon Trail Apartments – Guernsey, WY - 12 units, completed 2012

High Plains Apartments - Torrington, WY - 32 units, completed 2013

Juniper Ridge Apartments - Casper, WY - 55 units, completed 2013

Raven Crest Apartments - Casper, WY - 100 units, completed 2019

50 RAD conversion of public housing for individuals and families, 50 multi-family units

Granite Springs Apartments - Cheyenne, WY - 24 units, completed 2019

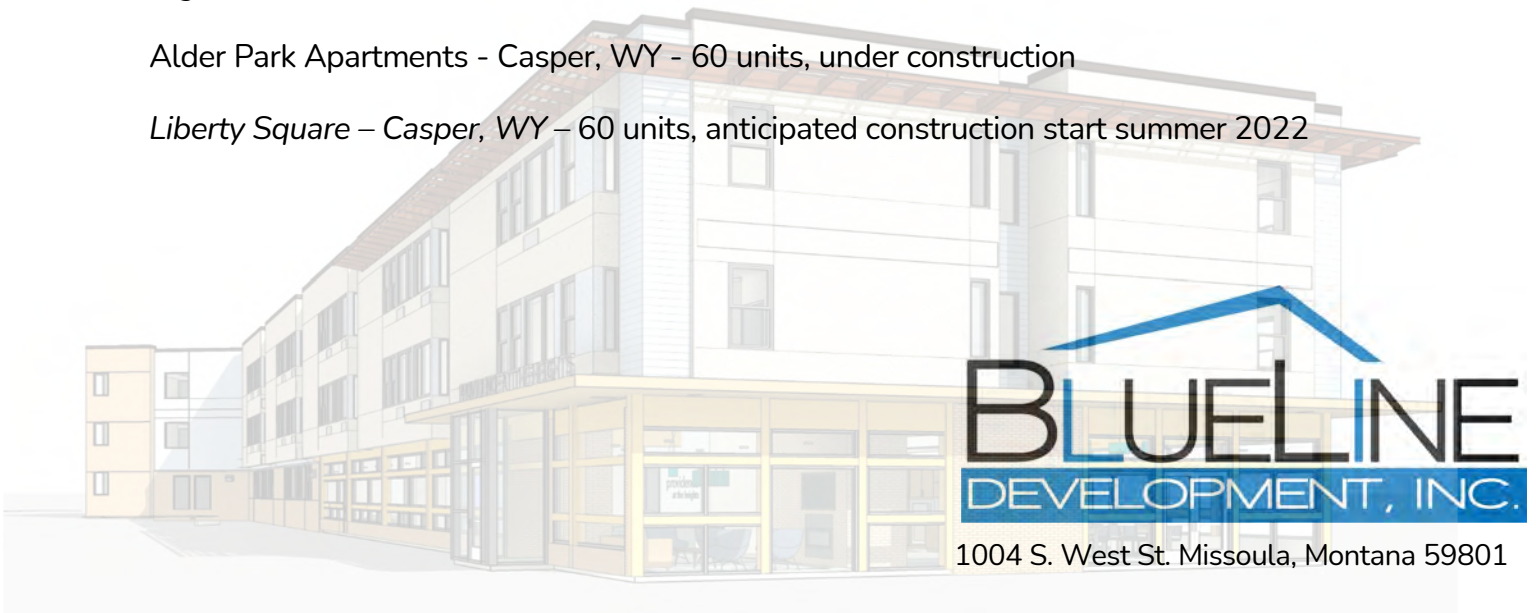
Freestone Apartments - Laramie, WY - 35 units, completed 2021

Platte River Apartments - Douglas, WY - 20 units, under construction

Bighorn Flats - Sheridan, WY - 60 units, under construction

Alder Park Apartments - Casper, WY - 60 units, under construction

Liberty Square – Casper, WY – 60 units, anticipated construction start summer 2022



BlueLine Development Properties									
Year Built	# of Units	Project Name	Location	Tax Credit?	senior/family	new/rehab	syndicator	status	Status
2013	32	High Plains Apartments	Torrington, WY	Yes	family	new	The Richman Group	stabilized	Occupied
2012	12	Oregon Trail Apartments	Guernsey, WY	Yes	family	new	The Richman Group	stabilized	Occupied
2013	8	Two Rivers Apartments	St. Regis, MT	Yes	family	new	The Richman Group	stabilized	Occupied
2014	55	Juniper Ridge Apartments	Casper, WY	Yes	family	new	PNC	stabilized	Occupied
2014	12	Sweet Grass Apartments	Shelby, MT	Yes	family	new	PNC	stabilized	Occupied
2015	15	Apsalooke Warrior Apartments	Crow Agency, MT	Yes	homeless vets	new	Enterprise	stabilized	Occupied
2014	14	Buffalo Grass Apartments	Cut Bank, MT	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2014	12	Cedar Mountain Apartments	Cody, WY	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2015	12	Ironwood Apartments	Powell, WY	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2016	12	Wolf Creek Apartments	Riverton, WY	Yes	senior	new	Boston Capital Corporation	stabilized	Occupied
2016	12	Copper Mountain Apartments	Riverton, WY	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2016	50	CentrePointe	Casper, WY	Yes	family	rehab	Boston Capital Corporation	stabilized	Occupied
2016	16	Leech Lake District 1	Ball Club, Inger, Squaw Lake, MN	No	family	new and rehab	N/A	stabilized	Occupied
2017	12	Rock Creek Apartments	Wheatland, WY	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2017	60	Capital Court	Cheyenne, WY	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2017	50	Saint Francis Apartments	Denver, CO	Yes	homeless	new	Boston Capital Corporation	stabilized	Occupied
2018	130	Arroyo Village	Denver, CO	Yes	homeless	new	Boston Capital Corporation	stabilized	Occupied
2018	100	Raven Crest	Casper, WY	Yes	family	new	The Richman Group	stabilized	Occupied
2018	24	Granite Springs Apartments	Cheyenne, WY	Yes	family	new	Boston Capital Corporation	stabilized	Occupied
2019	50	Providence at the Heights	Denver, CO	Yes	homeless	new	Boston Capital Corporation	stabilized	Occupied
2019	75	5th East Apartments	Salt Lake City, UT	Yes	homeless	new	Boston Capital Corporation	stabilized	Occupied
2020	200	Villagio	Missoula, MT	Yes	family	new	Enterprise	under construction	15% complete construction
2020	34	Karis Apartments	Grand Junction, CO	Yes	homeless youth	new	Boston Capital Corporation	stabilized	Occupied
2020	40	426 Apartments	Salt Lake City, UT	Yes	homeless	new	The Richman Group	stabilized	Occupied
2021	35	Freestone Apartments	Laramie, WY	Yes	family	new	Boston Capital Corporation	lease up	100% Leased
2021	40	Espero Apartments	Durango, CO	Yes	homeless	new	Boston Capital Corporation	under construction	95% complete construction
2022	84	Elliott Place	Fargo, ND	Yes	senior	new	WNC	under construction	5% complete construction
2021	36	Discovery Village	Rapid City, SD	Yes	family	new	Boston Capital Corporation	under construction	50% complete construction
2021	49	Warren Church	Denver, CO	No	homeless	new	N/A	under construction	75% complete construction
2021	30	Red Hill Lofts	Carbondale, CO	Yes	family	new	RedStone Equity	lease up	95% leased
2021	36	Charity's House	Denver, CO	Yes	homeless	new	Boston Financial	award received	2020 Award / Due Diligence
2022	202	Trinity Apartments	Missoula, MT	Yes	family and homeless	new	Enterprise	under construction	15% complete construction
2021	20	Platte River Apartments	Douglas, WY	Yes	family	new	WNC	under construction	50% complete construction
2021	60	Bighorn Flats	Sheridan, WY	Yes	family	new	Richman Group	Under construction	5% complete construction
2021	60	Alder Park Apartments	Casper, WY	Yes	senior	new	Enterprise	Under construction	5% complete construction
2022	55	Richmond Flats	Salt Lake City, UT	Yes	family	new	Richman Group	award received	2021 Award / Due Diligence
2022	50	Rhonda's Place	Denver, CO	Yes	homeless	new	Redstone Equity	award received	2020 Award / Due Diligence
2022	60	Liberty Square	Casper, WY	Yes	family	new	Boston Financial	award received	2020 Award / Due Diligence
2022	54	St. Valentine Apartments	Loveland, CO	Yes	homeless	new	Enterprise	award received	2021 Award / Due Diligence

Nate Richmond

Skills and Achievements

- Identified Market areas and acquired property for the development of multifamily properties.
- Oversaw the financing, construction and development of more than 640 affordable apartments units.
- Secured debt and equity financing for numerous multifamily projects including more than 89 million dollars in federal Low Income Housing Tax Credits and more than 7 million dollars in HOME Investment Partnership funds.
- Managed a successful real estate investment company.
- Hired and supervised various subcontractors to complete construction projects.
- Directed a group of contract workers in the timely completion of major restoration projects.
- Drafted a landfill closure plan and coordinated the closing of a class III landfill with the Montana Department of Environmental Quality.

Experience

BlueLine Development, Inc.- President/ Owner (January 2012-Present)

BlueLine Development, LLC.- Member (May 2011-December 2011)

Summit Housing Group, Inc.- Vice President- (2007-May 2011)

Summit Management Group, Inc.- Project Manager- (2005-2007)

Goose Lane Properties, LLC- Manager- (2001-Present)

Sterling Properties, LLC- Project Manager- (2002-2004)

Education

The University of Montana, Missoula, MT- B.A. Psychology December 1998

Community College of Allegheny County, Pittsburgh, PA- E.M.T. / Paramedic July 1993

Relevant training/Certifications

Certified Credit Compliance professional (C4P)-Spectrum Enterprises

Housing Credit Compliance Professional- National Association of Home Builders

Kelly Gill

Education

Auburn University, Masters in Business Administration

University of Nebraska, Bachelor of Science Business Administration

Major in Finance - Minors in Political Science and History

Professional Designation

Housing Credit Certified Professional – a National Association of Home Builders designation

Experience

BlueLine Development, Inc.- Co-Owner

Licensed Real Estate Agent Partners West Realty, Bigfork, MT Montana License # 17682

Red Barn Consulting- Owner, Multifamily Housing Development

Summit Housing Group, Inc.- Development Manager – LIHTC Developer

- same duties as below

Community Development, Inc.- Regional Development Manager – LIHTC Developer

- Site selection, negotiation, and contract preparation
- Create financial models based on differing funding scenarios
- Application writing for funding and grants
- Handle follow up with communities after award of funding to follow through on all planning issues:
i.e. lot line adjustments, platting, etc.

E-D Capital, Inc.: subsidiary of Duncan & Williams- Consultant

Lender for USDA 515 and 538 Rural Development Loans for Multifamily Housing

- Analyze and work with developers and tax credit and grant writers to build new and rehab Low income multifamily dwellings in rural areas
- Prepare documents required for large construction and permanent loans including analyzing feasible projects

Nate Shepard

Education

University of Montana- Missoula, MT, Prerequisite Accounting for CPA Exam

University of Michigan- Ann Arbor, MI, Bachelor of Arts Degree in Classical Archaeology
Honors: Academic All American

Experience

BlueLine Development, Inc.- Vice President, 2012/Present

- Consultant to project owners regarding LIHTC compliance issues
- Partner with investors and syndicators to fund multifamily housing projects
- Facilitate construction draw requests and monitor cash flow during the construction phase of LIHTC projects

Highland Property Management- Compliance Administrator, 2010/2012

- Monitor compliance for a portfolio of over 750 LIHTC units
- Provide financial information to Investors and Syndicators
- Compliance reporting to multiple state housing agencies
- Audit tenant files and qualify applicants

Lee & Company- Staff Accountant, 2006/2010

- Audit construction costs and qualify eligible expenditures for calculation of low income housing tax credits
- Complete 10% carryover tests for tax credit projects requiring an additional year to complete construction
- Audit financial statements for limited partnerships participating in the low income housing tax credit program
- Perform monthly accounting services for tax credit clients

Professional Designations

- Spectrum C4P
- Spectrum RD S.T.A.R
- National Association of Homebuilders – HCCP
- National Affordable Housing Management Association – SHCM
- Novogradac – LIHTC Property Manager Certification

Christian Pritchett

Education

Texas A&M University, Mays Business School, College Station, TX , Master of Land Economics and Real Estate
Northwestern State University, Natchitoches, LA, Bachelor of Science, Business Administration

Experience

BlueLine Development, Inc.,- *Director of Development* September 2014 - Present

- Manage day to day development activities of multi-family properties across the Rocky Mountain West. Responsibilities include site selection, financial modeling, contract negotiation and third party coordination.
- Write applications for financing and act as lead point of contact for development related activities.
- Source new development opportunities through community engagement and involvement in industry seminars and conferences.

Wyoming Community Development Authority- *Secondary Market Officer* July 2013 – July 2014

- Ensured WCDA capital markets procedures provided positive returns and appropriate risk mitigation to the Authority.
- Established GNMA MBS program and acted as main point of contact for internal and external secondary markets partners. Priced, committed, delivered, tracked and reviewed loans and securities sold on the secondary market.
- Oversaw WCDA secondary markets functions to ensure compliance and profitability. Increased profit margins by 35% on secondary market executions.

Wyoming Community Development Authority- *Federal Programs Coordinator* June 2009 – July 2013

- Performed underwriting of Multi-Family proposals and made determinations of funding based on analysis of potential project cash flows, total project costs, developer capacity and potential project location issues. Made recommendations on approximately 70 Multi-Family proposals.
- Allocated federal housing tax credits and federal debt which resulted in placement of approximately \$80.3 million in project equity and \$29.7 million in hard debt with Multi-Family developments.
- Worked with third party economists to analyze state housing, demographic and economic trends, publish analysis in a semi-annual comprehensive report and presented findings to county commissioners and city council members for use in local planning process.
- Monitored construction progress and federal wage law requirements through on-site inspections and contractor interviews during all project phases.

National Appraisal Partners- *Appraiser/Analyst* December 2008 - June 2009

- Performed complete appraisals of retail/commercial, office, industrial and multi-family properties and wrote final reports.
- Conducted in depth financial analysis of all commercial property types using Argus and Microsoft Excel.
- Increased commercial real estate knowledge base and built valuable working relationships with commercial developers and brokers through market participant interviews.

Certifications and Continuing Education

- LEED AP, Building Design and Construction
- National Development Council - Housing Development Finance Professional
- National Association of Home Builders – Housing Credit Compliance Professional (HCCP)
- University of Notre Dame Mendoza College of Business - Executive Education
- Spectrum Enterprises C3P Designation
- Elizabeth Moreland Compliance Diploma

Ashley Grant

Experience

BlueLine Development Inc., Development Manager- July 2021 to present

- Assist in preparation of LIHTC and other funding applications, feasibility budgets, RFP's, and other funding initiatives
- Review and analyze zoning, site feasibility, and other regulatory requirements during site selection
- Collaborate with non-profit project partners, syndicators, investors, lenders, and funders during due diligence phase through stabilization of a project
- Ensure compliance with multiple funding sources during development of a project and assist with project close out accounting processes
- Solicit proposals, oversee, and manage consultants throughout entitlement processes, project programming, detailed design, and bidding processes.
- Oversee and coordinate with architect and contractor from initial schematics through final design and construction, along with manage overall project budget
- Coordinate with property management for initial occupancy

Homeword, Inc., Project Manager- September 2013 to July 2021

- Oversee and coordinate design consultants and contractors through project design and construction
- Prepares and manages execution of scope of work, project budget, and schedule by project team
- Responsible for administration and implementation of Federal and State funding requirements.
- Oversee site planning, project design, and ensuring zoning and regulatory requirements are met
- Implements value engineering during design and construction to ensure project objectives achieved
- Responsible for project critical path planning to minimize exposure to schedule or cost overruns.
- Prepares and reviews cost estimates in negotiation of change orders with contractors and consultants
- Assist in the evaluation and preparation of Capital Needs assessments for existing operation facilities

Mortenson Construction / Canada Corp., Assistant Project Manager- June 2003 to Sept 2013

- Oversaw the design, permitting, construction, and environmental compliance/monitoring of projects
- Ensured regulations and building code requirements were fulfilled through permitting, review of design specifications, and implementation of project design
- Managed the civil design of an integrated project overlay (new and existing roadway system) incorporating forestry, industrial, and recreation roads intended for shared use
- Acted as client to engineer liaison to incorporate changes, conceptual ideas, and processes
- Assisted in project pre-construction design reviews to ensure client's project goals are achievable
- Responsible for project budget and schedule to guarantee on-budget and on-time completion
- Responsible for discussing, coordinating, preparing reports, and conducting project status review with lender's engineer, on behalf of the project owner

Education

Purdue University, BS – Construction Engineering & Management

Certifications

Professional Engineer – Civil/Construction 2013
Housing Credit Compliance Professional

LEED Accredited Professional, 2009
Housing Development Finance Professional

Kim Sieber

Certifications

PHR Certification from SHRM
Level 3 Ice Hockey Official
HCCP Designation from the National Association of Home Builders

Experience

BlueLine Development, Inc.- Project Manager, April 2014-present

- Explore communities in need of low-income housing to identify potential sites and amenities.
- Create marketing materials.
- Apply for federal, state, private, and local funding.
- Coordinate with project non-profit partners, state entities, investors, and construction professionals to construct low-income properties.

Rhithron Associates, Inc.- Office and Human Resource Manager September 2008- March 2014

- Develop and recommend employee relations practices and systems to establish positive employer-employee relationships and promote a high level of employee morale and motivation.
- Manage employee benefits and compensation, employee records and personnel policies.
- Establish effective systems and procedures for interviewing and hiring applicants, discipline and termination.
- Conduct investigations into employee complaints or concerns.
- Monitor and advise supervisors in the implementation of a performance improvement process with nonperforming employees.
- Perform bookkeeping duties, monitor spending, and report fiscal health to management.
- Maintain federal contracts, provide company paperwork for all contract compliance, and submit annual reports according to state and federal requirements.
- Maintain confidential employee files and other confidential documents, such as health insurance applications and unemployment insurance documents.
- Lead the safety committee to create and foster a safe working environment.

Eclipse Engineering, Inc.- Office Manager April 2002-May 2008

- Design and edit marketing materials, including newsletters, brochures, invitations, and the web site. Brainstorm new marketing approaches while serving on the marketing committee.
- Communicate with all project managers during project life in order to facilitate time lines and oversee project completion.
- General bookkeeping for accounts payable, creating invoices and reminder statements utilizing QuickBooks. Calculate employee reimbursements.

Education Logistics, Inc. January 1997-March 2001

Consultant for the Southeast Clients
Conference Coordinator
Northeast Coordinator
Assistant to the Director of Implementation
Implementation Specialist
Customer Relations Representative

Jason Boal

Experience

BlueLine Development, Inc.- Project Manager, December 2013- Present

- Analyze market data to determine communities in need of multifamily housing.
- Identify development sites, negotiate with land owners and Realtors, work with local city councils on potential land uses and rezoning.
- Apply for funding from various federal, state and local sources.
- Work with a variety of non-profit partners, architects and contractors on multiple developments to bid and build multifamily housing- manage multiple projects in various states of development.
- Travel and report on phases of construction.

Cartus- Microsoft Relocation, Accounting Analyst, June 2008- December 2013

- ◆ Audited and analyzed large amounts of financial data using online database programs, and executed timely payments to comply with Microsoft contracts and international tax regulations.
- ◆ Created audit guidelines to increase productivity amongst accounting team. Managed sensitive financial client data.
- ◆ Specialized in international vendor accounts. Position required extensive time management, organizational skills, technical financial analysis, aptitude to meet crucial deadlines, and the ability to work independently and in a team setting.

New Madison Consulting, LLC., General Contractor, August 2008 – September 2010

- ◆ Founded and managed general contracting company. Composed industry and individual property analyses, and coordinated with investor on potential opportunities.
- ◆ Remodeled several residential properties in the Greater Seattle area.
- ◆ Supervised up to six employees, negotiated with contractors, maintained financial records, and reinforced building practices to comply with Washington state regulations.

Education

University of Portland, Bachelor of Business Administration- Major in Finance and Minor in Economics

Oriana Sanchez

Experience

BlueLine Development Inc., Development Manager-June 2018 to present

- Work with BLD personnel during the application phase of Low Income Housing Tax Credit (“LIHTC”) developments.
- Work with BLD personnel, syndicators, investors, lenders and consultants during the due diligence phase of LIHTC developments.
- Work with BLD’S and projects accountants to facilitate tax preparation, cost certifications and annual auditing.
- Assist BLD personnel with applications, due diligence activities, equity investor and lender negotiations, project closeout, and other duties as assigned.
- Work directly with communities through the entitlement process.

Mental Health Center of Denver, Director of Real Estate- March 2005 to June 2018

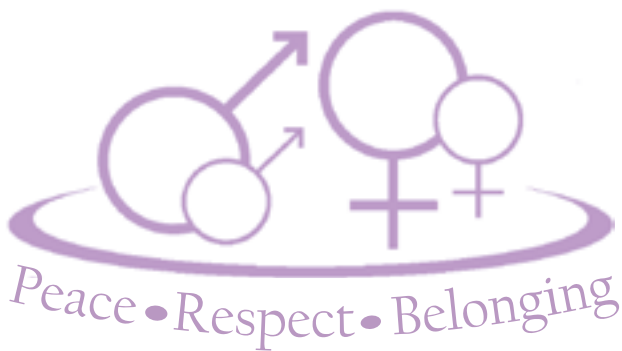
- Responsible for the supervision of 24 Real Estate staff, for managing and maintaining thirty-five residential and clinical sites where operations are present.
- Oversee all leasing operations for The Sabin Group, Inc. portfolio of ten properties.
- Monitor all duties of Property Management operations to ensure quality control.
- Act as a liaison between outside management agencies and MHCD staff for 13 buildings that are leased for MHCD consumers.
- Coordinate the leasing activities for several housing grants such as CSCHARP and Street to Home.
- Responsible for monthly, quarterly and annual compliance reporting to Government agencies including HUD, Colorado Housing and Finance Authority (CHFA), State of Colorado, City of Denver, Colorado State Historical Fund, MHCD auditors and others.
- Coordinate and perform project management at all residential and clinical sites.
- Identify and manage capital projects for all sites including preparing annual capital budgets and managing projects to meet budget projection.

Continental Divide Management Corporation, Property Manager- June 2001 to August 2003

- Responsible for managing all aspects of a property portfolio consisting of 10 group homes, 10 residential properties, 2 condo associations and 5 commercial properties. Duties included physical asset management, budgeting and fiduciary management.
- Responsible for all the hiring, firing and supervision of 10 on-site managers and 3 maintenance technicians. Coordinated and administered the benefits programs for all staff.
- Responsible for developing request for proposals for the solicitation of large repair and maintenance contracts as well as negotiating contracts with multiple vendors and suppliers.
- Created and submitted monthly and annual progress reports for owners and board members review. Accompany inspectors from various local, state and federal agencies on annual inspections of properties and ensure that all deficiencies were corrected and reported.
- Developed a preventative maintenance policies and procedures manual for internal use.
- Assistant Property Manager- June 1998 to May 2001
- Office Manager/Training Coordinator- April 1997 to June 1998

Certifications

Colorado Real Estate Broker’s License



Wise Women Gathering Place embraces innate female wisdom as a “community midwifery” approach to reclaim our tradition of healing our community.

Nearly 30 years ago founder Alice Skenandore invited women to gather around her kitchen table to learn about midwifery. From those conversations her awareness of midwifery’s cradle-to-grave nature grew; needs in our community were identified, solutions were created, and healing began.

Today Wise Women Gathering Place’s work spans the whole of life, listening, and responding to the requests of our community. At our core, we are about healing relationships - with oneself and with others. We serve and grow community, find solutions to mutual problems, and support each person who walks through our doors by honoring their experience, their voice, and their choices. Through it all, WWGP is able to live out **our commitment to peace, respect, and belonging through skill building, sharing of resources and caring support for our community.**

WWGP listens and responds to the requests of our community with unique programming for restoration with individual, confidential, and supportive advocacy. Together we encourage growth through skill-building, courageously going deep within to find change, healing the whole self, and working towards the coming together of community.

At our core, we are about relationships - with oneself and with others. Our services are delivered in ways that are attentive to safety, whole-person centered, infused with informed choice and free will, and considerate to the impact on the family.

Our programs and services include advocacy, prevention, and healing of domestic and family violence, sexual assault, and homelessness. WWGP facilitates groups for women, men, and youth. We strive to displace violence by planting seeds of wisdom. We are rooted in the needs of our community. **We come together to grow dynamic solutions to systematic problems.** At the heart of our work, we are honored to assist and support each person who walks through our door.

We invite you to join us as we work for wholeness and healing in our community and world.

Our Programs

Wise Women Gathering Place is focused on the relationships individuals have with themselves and others, which is seen in our unique programming that includes:

Support & Healing

Our staff help individuals and groups come to terms with and move through experienced and **historical trauma** in ways that are culturally **relevant** and **whole-person centered**. We do this through support groups, housing assistance, and individual conversations and support.

Skill Building

Our **Discovery Dating Program** acknowledges that healthy relationships of all types are the heart of a community, which is why this program is about so much more than dating. Developed by our founder and executive director, this program is available to youth and adults who are interested in uncovering their personal values, learning how to set and achieve personal goals, and developing communication skills and healthy decision-making capabilities. We also offer training in **Technology of Participation (ToP)**, a methodology that provides groups with proven tools and practices that transform the ways they collaborate, communicate, and engage their members.

Advocacy

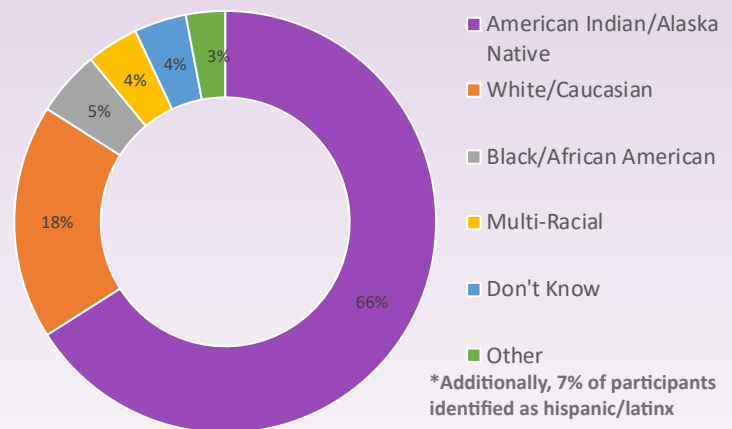
Our advocacy work takes many shapes and forms and includes crisis response, safety planning, legal and medical advocacy, and much more. We support individuals through some of life's hardest moments and offer them **care** and **compassion** as they learn how to advocate for themselves.

Our Impact

As caring helpers in our community, we are honored to walk alongside individuals, and help them find the power and wisdom they already hold within themselves to shift their life's journey and contribute to their community. Numbers will never fully reflect the impact we have in our community. With that said:

- In 2018 we offered over 6,000 services to over 600 individuals, and
- In 2019 we offered 9,952 services to almost 1,000 individuals.

Race of Those Engaged with WWGP



2020 saw our organization shift to navigate a global pandemic, which we were uniquely situated to respond to with our focus on walking alongside our community and connecting individuals and families to the resources they needed. In 2020 we opened Green Bay's first safe parking space where we offer up to 20 families a safe place to sleep each night. We also set in motion plans to build a homeless shelter for up to 80 people that will open in mid-2021.

Amidst these exciting new endeavors **we offered over 12,500 services to individuals** - including access to food and shelter, legal advocacy, case management, referrals, emergency financial assistance, and more. All of this was done within the safety of a trust-filled conversation centered around authentic listening that honored the whole person.

Alice Skenandore

Wise Women Gathering Place
Founder and Executive Director

Alice Skenandore, LCO Ojibway tribal member, midwife (27 years, 750+ babies born at home) founded Wise Women Gathering Place (WWGP), a non-profit 501(c)3 center whose mission is to facilitate a vibrant community, grounded in Peace, Respect & Belonging through skill-building, sharing of knowledge & resources and caring support in 1998.

In 2001, Alice authored a unique relationship development tool named “Discovery Dating, it’s not just about dating”. Discovery Dating helps the reader to explore the attitudes, behaviors and beliefs of the people with whom they are developing relationships and considering life impacting decisions.

The most distinctive aspect of Discovery Dating is that it holds open space for the reader to discover and determine his/her own value judgments based on informed choice. The program teaches a process for the user to gather facts and information over time and through interaction with others and provides the reader with a way to define his/her own clear criteria for relationships and healthy decision making.

Discovery Dating was evaluated over the years and the study was published in the 2 peer-reviewed journals: Journal of Family Social Work, 2012 and Social Work, 2017. Alice presented her work at the 2012 SAMHSA Health, Empowerment, and Resilience & Recovery Conference on Behavioral Health for Women & Girls.

As founder and director of Wise Women Gathering Place, from WWGP’s kitchen table beginnings, Alice has provided courageous and thoughtful leadership. From our grassroots beginnings, Alice has strived to maintain our humanity in all phases of our development as an organization. She has been called on by State coalitions and Governor’s councils to share her perspectives as they work on solutions to end violence against women. She pushes the edges of thought. “To truly end the violence, we need to support the healing of the hurt people who are hurting people”. WWGP has grown to provide supportive services to over 800 community members in a year, with a budget over \$1,00,000 through over 12 grants and with 28 employees. Alice provides strong mentorship support for employees and community members in a partnership way that recognizes the gifts of each person and the opportunity to learn at all times. Her Midwifery approach of being with people as they go through their challenges, reflecting to them their progress and successes is a core way Alice is changing the world.

Beverly Scow

Wise Women Gathering Place
Assistant Director

Beverly Scow, Assistant Director of Wise Women Gathering Place located in Green Bay and Oneida Nation reservation in Wisconsin, is a Certified ToP Facilitator, Mentor ToP Trainer and a Discovery Dating Facilitator Trainer.

Beverly has over 20 years of experience supporting community wellness. Beverly brings the values of safe space and trust the process from her midwifery beginnings into her work as a facilitator. She has facilitated for local, tribal, state and national organizations, embracing the ToP foundational values of inclusive participation and profound respect.

Beverly has provided ToP Facilitation Methods and ToP Strategic Planning Public and In-House Courses, since 2007. Designing for Change has been added to her course offerings since 2015. Beverly served on USA ToP Network Board 2016-2018.

From Wise Women Gathering Place's kitchen table beginnings in 1992, Beverly has provided consistent support and leadership to grow WWGP to its current standing of providing services to over 800 community members a year, supporting 28 employees, managing over \$1,000,000 budget from 12 federal, state, national foundation, non-profit and local community foundation grants

Beverly lives on the Oneida Nation of Wisconsin reservation since 1991, where she raised her children and enjoys time with her grandchildren. She is a member of the Kwakwakawakh First Nations from the mid coastal region of British Columbia Canada.

Brenda John, MPS

Wise Women Gathering Place
Communications & Outreach

Brenda John, Oneida Nation citizen, has a background in non-profits and tribal government. Her formal education includes human development, Native American studies, social work, and strategic public relations. Additionally, she has extensive training in Technology of Participation that includes facilitation methods, strategic planning, and shifting images that release old ideals and beliefs to create room for new ones. She is trained in facilitating the healthy relationship and decision-making curriculum, Discovery Dating: It's not just about dating © (DD) authored by Alice Skenandore, and is also a trainer of facilitators in the curriculum. She is a trained facilitator in White Bison's Mending Broken Hearts and Celebrating Families which address historical trauma that impact Native American individuals and families.

Brenda worked for her Nation's government for 10 years before joining Wise Women Gathering Place (WWGP) where some of her accomplishments included setting up a Tribal civil engagement and information office, revamping the Nation's website, redesigning the organization's semi-annual reports to the Tribal membership of 17,000, and bringing the elected council meetings on-line. Since joining WWGP in Communication and Outreach, her accomplishments include helping create a safe parking program and a new homeless shelter for families opening in October, 2021. She redesigned WWGP's annual report, converted their timesheet recording to electronic, and has assisted in writing grant proposals that have nearly doubled WWGP's annual budget. She is also a member of the permanent supportive housing project team.

She has previously worked with a Wisconsin county United Way, the Oneida Nation's social services division in varying coordinator roles, was executive director for a Native American art organization, co-owned a masonry construction company, and acted as a consultant in public relations.



HOPE

WHO WE ARE

Shopworks Architecture was formed in 2012 by Chad Holtzinger. The primary focus of the firm is urban infill development with a particular interest in affordable housing, permanent supportive housing, transit-oriented, and mixed-use development. We are a team of holistic collaborators, who bring our considerable experience and enthusiasm to each project.



SHOPWORKS EXISTS
TO IMPACT OUR
COMMUNITY
THROUGH
COLLABORATIVE
DESIGN.

What We Do

For over a decade we have been working continuously on community development in Colorado, having the opportunity to design many projects for outstanding clientele.

Whether it is affordable housing, permanent supportive housing, schools, trauma informed healthcare clinics, non-profit offices, or the revitalization of an existing apartment building: we are committed to designing environments that strengthen communities and provide new opportunities, joy, and health.

Our team engages in a process of communication and study which renders results that are extraordinary, because we've had the opportunity to evaluate dozens of different systems and test them against the needs of our clients. This gives us an enormous breadth of understanding on the fundamental issues that will animate our decision-making

It requires experience, passion, relationships and creativity to start from a place of wisdom and begin a journey of exploration from there.

QUALIFICATIONS

Project <i>Italics note project is under construction</i>	PSH	Homeless	Infill	Non-Profit	Services On-Site	Sustainability	TOD/Mixed Use	Adaptive Reuse	TID
<i>Espero Apartment (Durango, CO)</i>	X	X		X	X				X
<i>Warren Residences (Denver, CO)</i>	X	X	X	X	X		X	X	X
<i>La Vina Apartments (Denver, CO)</i>			X	X	X	X	X		X
Mason Place (Fort Collins, CO)	X	X	X		X	X	X	X	X
St. Francis Center Day Center (Denver, CO)		X	X	X	X			X	X
Miremonte (Durango, CO)	X	X	X	X	X				X
Karis Housing (Grand Junction, CO)	X	X	X	X	X	X			X
Providence at the Heights (Aurora, CO)	X	X	X	X	X	X			X
Laradon Adult Day Program (Denver, CO)		X	X	X	X				X
Gorman Laradon Homes (Denver, CO)			X		X	X	X		X
Laradon School (Denver, CO)				X	X			X	X
VOA Brandon Courtyard (Denver, CO)	X	X	X	X	X	X	X		X
MWHS Indy Flats (Lakewood, CO)			X	X	X	X	X	X	X
Urban Peak Acoma Shelter/Apt (Denver, CO)		X		X	X		X		X
17 th and Paris (Aurora, CO)	X	X	X	X	X	X	X		X
Arroyo Village (Denver, CO)	X	X	X	X	X	X	X		X
The Foundry Apartments (Denver, CO)			X			X	X		
Mi Casa Resource Center (Denver, CO)				X	X			X	X
Terraza del Sol (Denver, CO)			X	X		X	X		X
The Chanda Plan (Lakewood, CO)			X	X	X	X	X	X	X
Mi Casa Resource Center (Denver, CO)				X	X	X	X		X
Encore on First West Senior (Mesa, AZ)			X			X			X
CO Visiting Nurse Association (Arvada, CO)			X	X	X	X	X	X	X
Rox's Place (Denver, CO)	X	X	X	X	X		X	X	X
Northern Hotel (Fort Collins, CO)			X					X	
The Silver Lining House (Denver, CO)	X	X	X	X	X	X	X	X	X
Rowan Apartments (Denver, CO)		X	X	X	X			X	X
VoA Veterans Services Center (Denver, CO)		X	X	X	X		X	X	X
Mariposa Phase II (Denver, CO)			X	X		X	X		X
Chaffee Park Senior Residences (Denver, CO)			X	X		X			

"SHOPWORKS IS BEYOND
AN ARCHITECT FIRM,
THEY ARE A TRULY
TRAUMA INFORMED
COMMUNITY PARTNER
WHO UNDERSTANDS
PERMANENT
SUPPORTIVE HOUSING

- BEAUXSIMONE CONSULTING



CHAD HOLTZINGER • AIA, LEED AP

SHOPWORKS ARCHITECTURE • PRESIDENT

CHAD@SHOPWORKSARC.COM • 303.433.4094

Shopworks Architecture was formed in 2012 by Chad Holtzinger. The primary focus of the firm is urban infill development with a particular interest in affordable housing, transit oriented and mixed use development and community-oriented projects.

Chad has practiced architecture for more than 20 years and has been licensed in Colorado since 2001. His career has revolved primarily around affordable housing design and mixed-use development in the City of Denver. His unique multidisciplinary approach to design results in innovative, high performing, enduring architecture.

EDUCATION

University of Colorado
Master of Architecture • 1999
Bachelor of Environmental Design •
1995

LICENSES / CERTIFICATIONS

Colorado • 2001 • #203580
Montana • 2010 • #3213
Arizona • 2014 • #57098
New Mexico • 2019 • #6016
Utah • 2019 • #11313239-0301

AFFILIATIONS

American Institute of Architects
NCARB • 2001 • #53830
Transit Alliance Citizens' Academy
ULI Colorado • Housing Committee •
2016 Co-Chair

LECTURES

2019 Housing Colorado Speaker on
Trauma Informed Design
2019 Colorado Health Foundation on
Trauma Informed Design
2018 Housing Colorado NOW Panelist
Everyone Deserves Good Design
2017 Housing Colorado NOW Panelist
Integrated Project Delivery
2015 Housing Colorado NOW Panelist
Collaborative Preconstruction Services
• Surfing Enterprise Green
Communities

COMMUNITY SERVICE

Housing Colorado Now • Charrette
Leader • 2010 - 2014
City of Edgewater Youth Soccer Coach
Colorado Rapids Youth Soccer Coach
Guest Critic - University of Colorado
School of Architecture

RELEVANT EXPERIENCE

- 2020 140 East Oak • Fort Collins, CO**
Housing Catalyst & Downtown Development Association • 72 Affordable Units •
68,00 SF • Office space • Level 3 garden/terrace • Structured parking • 4% LIHTC
Charity's House Apartments • Denver, CO
BlueLine Development • 36 Affordable Units • 30,400 SF • Community space •
Indoor and outdoor amenities • surface and structured parking • 9% LIHTC
La Vina Apartments • Denver, CO
Columbia Ventures • 150 Affordable Units • 168,900 SF • Indoor/outdoor
amenity space • Healthcare clinic on level 1 • 4% LIHTC
Espero • Durango, CO
Housing Solutions for the Southwest • 40 supportive housing units • 27,800 SF •
Indoor/outdoor amenity space • 9% LIHTC
- 2019 Stella Apartments • Denver, CO**
Gorman and Company • 132 Affordable Units • 161,200 SF • community space •
Indoor/outdoor amenities structured parking • 4% LIHTC with state credits
Warren Residences • Denver, CO
St. Francis Center • 48 room and boarding units with shared bathrooms and
kitchens • Adaptive re-use of historic church • Indoor and outdoor amenities
Thrive • Denver, CO
Denver Housing Authority • 135 Units • 210,000 SF • Indoor and outdoor
amenities • Level 2 terrace • Surface and structured parking • 9% LIHTC
- 2018 7900 E Colfax Apartments • Denver, CO**
Brothers Redevelopment • 70 Supportive Housing Units • 80,000 SF • Indoor and
outdoor amenities • 9% LIHTC
Miremonte Senior Residences • Durango, CO
Volunteers of America • 53 affordable senior units • Indoor and outdoor
amenities • Surface parking and a porte cochere • 9% LIHTC
Range View Apartments • Aurora, CO
DBG Properties • 223 family units in 10 residential buildings • Clubhouse with
indoor and outdoor amenities • Surface parking • 4% LIHTC with state credits
Mason Place • Fort Collins, CO
Housing Catalyst • 9% LIHTC project • 60 PSH units • major renovation of a
movie theater from the 1980's • 50,900 SF • Amenities include counseling
services, extensive outdoor spaces and gardens, and a central atrium community
space with a lot of daylight.
- 2017 Karis Affordable Housing • Grand Junction, CO**
9% LIHTC project • 34 low-income units • 27,000 SF • Partnerships with local
non-profit • Amenities include counseling services, private outdoor gardens, a
dog run, and a large kids' play area.
- 2016 Providence at the Heights • Denver, CO**
Second Chance Center • 50 permanent supportive housing (PSH) units • Indoor
and outdoor amenities • Surface parking • 4% LIHTC with state credits



Zoe LeBeau is the CEO of BeauxSimone Consulting, a women-owned small business that specializes in helping communities develop, manage and provide quality services in supportive housing. In her 25-year career, Zoe has worked on developing over 2000 units of housing that range from transitional, permanent supportive, multi-family affordable and homeownership. Zoe has developed multiple programs including the Women In Construction Training Project, which trained low-income women and men of color to build homeless housing and helps them get jobs in the construction field. Zoe plays a national role in public policy work to secure more funding for supportive housing. Recently, she was a leading force behind a new pilot project to bring new operating and services dollars to Indian Country to help house homeless veterans (HUD Tribal VASH).

Zoe is also a nationally recognized trainer and expert on supportive housing and is regularly asked to do speaking engagements at national conferences and events. For the past 5 years Zoe has been leading the effort in 3 states: Colorado, Utah and New Mexico to build a pipeline of supportive housing across the three states with a community based approach. To date 1900 units have been produced with another 800 in production. Recently, Zoe was the key note speaker at the National American Indian Housing Council's annual legal symposium, Colorado National Association of Housing Authorities and is a regular trainer at Colorado Housing NOW and several other state and national conferences. Zoe often plays the role of project manager or owners representative and has worked directly for and with non-profits, state governments, faith based organizations and Native American Tribes.

Zoe's work philosophy is that the client is the most important part of any supportive housing community so our approach is to be direct and honest with our clients about the most effective way to get things done. We believe in outcomes and production and at the end of the day we are doing this work to make our communities safer and stronger.

Katie Symons is CFO of BeauxSimone Consulting and brings a diverse past to this work, having worked in K-12 and higher education, the non-profit and for-profit sectors and with local and state governments for close to twenty years. She brings a deep appreciation for community engagement and inclusiveness when approaching work in affordable housing and homelessness. Katie served two years as the Program Manager for Denver's Road Home, the City's homeless plan, where she oversaw emergency shelter and street outreach efforts, coordinated nine Project Homeless Connect events and managed community outreach efforts with various neighborhoods. Katie then consulted with Governor Hickenlooper's Office of Community Partnerships, leading a statewide effort to help communities assess the needs of their most vulnerable and at-risk populations around Colorado. This work led to the development of strategies for youth, families and Veterans experiencing homelessness as part of the 100,000 Homes Campaign, and ultimately was a stepping stone for the work Katie now does. She enjoys bringing people together to figure out innovative approaches to housing projects and supports the continual development of new and rehabbed units of supportive housing in Colorado, Utah, Nevada and New Mexico.

Katie holds a Bachelor's degree in Languages & Literature from Whitman College and a Master's degree in Higher Education with a concentration in Leadership and Organizational Change from the University of Denver. While pursuing her master's, Katie worked at DU in the Center for Community Engagement & Service Learning as well as the Social Justice Living & Learning Community. Her experiences with young people constantly inform her work in community development.



OUR PHILOSOPHY

Beaux means "Beautiful" in French; Simone is the feminine of Simon, and at its root in Hebrew, means "Harkening".

Beautiful Harkening aims to listen to - and truly hear - what communities want. For many, this is safe and secure housing for all people.

The people served in Supportive Housing buildings are the most important part of any project. That means we are direct and honest with our clients about the most effective way to get projects done in a way that ensures those residents succeed. Our focus is on producing homes and delivering outcomes. At the end of the day, we are doing this work to make our communities - and the people in them - safer, stronger and healthier.

WHAT WE DO

1 Supportive Housing Toolkit

BeauxSimone Consulting offers a 5-month long training series that builds the capacity of community providers and offers the skills and knowledge needed to build and operate successful permanent supportive housing projects. The training is production oriented with the goal being feasible projects that produce new or rehabbed units, including high-quality supportive services, based on best practices for the residents who will live in those units. Toolkits have been conducted in Minnesota, Colorado, Utah and New Mexico. A first-ever Tribal Toolkit was held in 2019, in partnership with HUD and the National American Indian Housing Council.

2 Training

BeauxSimone Consulting offers trainings on numerous topics. Listed below are a sample of past offerings, but this is not a comprehensive list. Supportive Housing 101; Funding Supportive Housing and Developing Three Budgets: Capital, Operating and Services; Providing Services in Supportive Housing; Property Management in Supportive Housing; Working Together: Services and Property Management; Service Philosophy in Supportive Housing: Harm Reduction, Housing First, Trauma-Informed Care, Motivational Interviewing; Developing Your Service Plan, Tenant Selection Plan and Property Management Plan; Employment Services in Supportive Housing; Development 101; Low Income Housing Tax Credits 101; Developing Your Project Concept: Successful Supportive Housing Planning.

3 Project Development and Technical Assistance

BeauxSimone Consulting offers technical assistance (TA) to organizations and communities interested in developing supportive housing. This includes helping organizations with a needs assessment, project concept development, capacity building, fundraising, responding to RFPs, writing applications and bringing the right partners to the table in order to assemble a strong development team that leads to the development of high-quality supportive housing. BeauxSimone Consulting can see the project to completion, throughout lease-up and beyond, as desired.

Overview

BlueLine Property Management offers expertise on all facets of multifamily operations, including maintenance, construction, due diligence, market analysis, financial underwriting and valuation, repositioning analysis, and other strategic portfolio services.

Expertise in this industry allows BlueLine to offer exceptional service to:

- The multifamily owners who entrust us to care for their assets
- The residents who entrust us to care for their apartment homes
- The associates who entrust us to create opportunities for career growth and satisfaction

Our business intelligence, property and resident insurance, receivables, revenue management and screening optimize performance at the property and portfolio levels.



Key Personnel

Kelly Gill – 50% Member, Operations and Asset Management, Vice President

Kelly owns and operates BlueLine Property Management, LLC (BLPMC) and BlueLine Development, Inc. (BLD). Kelly runs the day to day operations for both companies and is the CFO of BLD. Kelly will review the monthly operations reports and make timely suggestions for adjustments for each property to maintain affordability.

Kelly has been working in the affordable housing industry since 2005 and has completed 42 developments with 4% and 9% Tax Credits, HOME funding, RAD HUD funding, NAHASDA funding, CDBG funding, local and state public funds, and conventional financing. Kelly is a HCCP with the NAHB.

Nate Richmond – 50% Member, Development Liaison with BLD, President

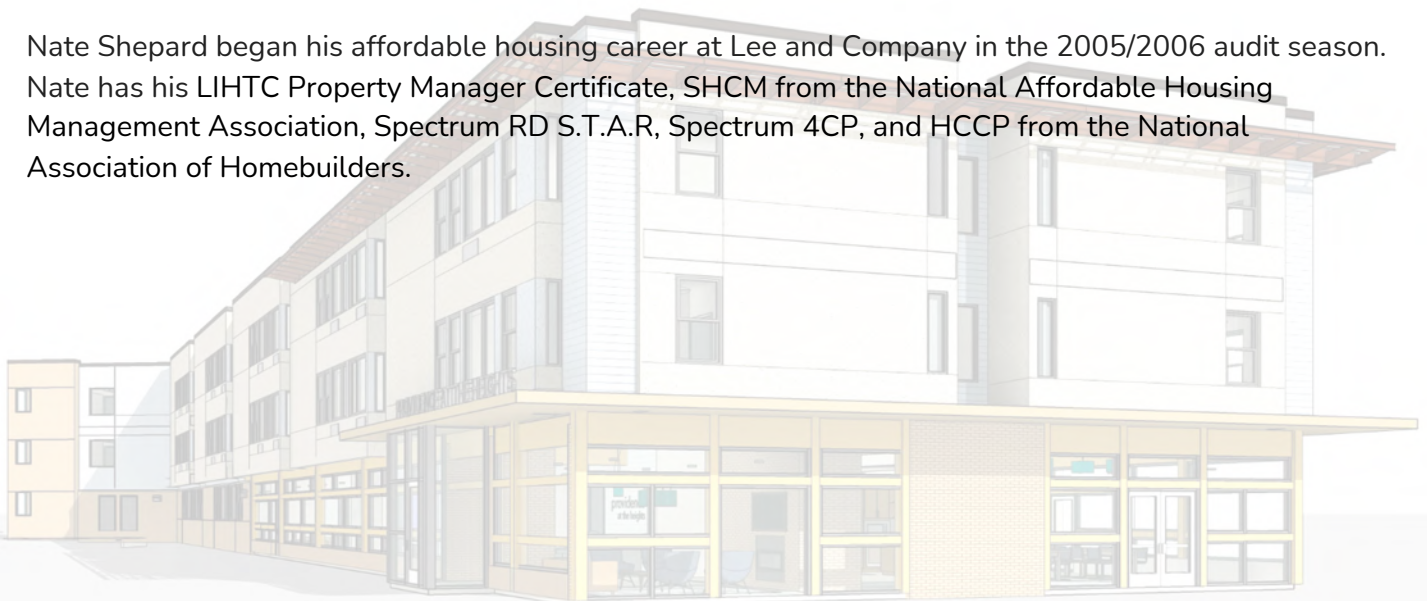
Nate owns BLPMC and BLD. He is the CEO of BLD and will interface with the property management staff and development personnel for BLD. He will assist with Asset Management reviews annually to fine tune portfolio performance.

Nate has been working in the affordable housing industry since 2003 and has completed 40 developments with 4% and 9% Tax Credits, HOME funding, RAD HUD funding, NAHASDA funding, CDBG funding, local and state public funds and conventional financing. Nate is a HCCP with the NAHB and a C3P.

Nate Shepard – Accounting Liaison with BLD

Nate Shepard is the Controller for BLD and will interface with the property management company as it relates to operations due to Asset Management and payment of developer's fees.

Nate Shepard began his affordable housing career at Lee and Company in the 2005/2006 audit season. Nate has his LIHTC Property Manager Certificate, SHCM from the National Affordable Housing Management Association, Spectrum RD S.T.A.R, Spectrum 4CP, and HCCP from the National Association of Homebuilders.



Oriana Sanchez – Vice President of Property Management Operations

Oriana is a licensed real estate broker in Wyoming and Colorado and is the Responsible Broker for the BlueLine Property Management, LLC real estate license in Wyoming. As the Vice President of Property Management Operations, Oriana is responsible for overseeing the day-to-day operations of the LLC and its responsibilities and duties as a property management company. This includes, but is not limited to: (1) supervising the processing and review of tenant rental applications; (2) supervising the processing, completion, and submittal, as necessary, of annual tenant income certification and qualification; (3) overseeing and supervising on-site managers; (4) as necessary, overseeing and supervising any maintenance or repair; overseeing and managing the property management bank accounts, including any trust and security deposit accounts; and (5) any additional authority, items, or duties directed or authorized by the President or Vice President. The Vice President of Property Management Operations shall report directly to the President or Vice President.

Oriana joined BLD in June 2018 after 13 years with the Mental Health Center of Denver as the Real Estate Director. Her most recent endeavor included acting as the lead for the Sanderson Apartments, a 60-unit Permanent Supportive Housing development in Denver's Mar Lee neighborhood. She was responsible for the project, bringing it from concept design through construction, and overseeing the lease up and establishing the property management team.

Oriana has 20 years of experience in the affordable housing industry and was responsible for managing, maintaining and optimizing the center's real estate portfolio. This included housing for over 300 individuals receiving mental health services. She is an Affordable Housing Manager and holds a Colorado Real Estate Broker's license.



Darlene Piszczek – Director of Property Management Operations

Darlene oversees day-to-day property management operations for BlueLine Property Management. Darlene provides guidance for new properties as they come online and works with the Regional Managers to ensure the on-site staff have the training for different types of properties, such as Permanent Supportive Housing properties. Darlene is responsible for making sure that the BlueLine Development team adequately designs each property for the population being served with an appropriate budget for ongoing operations.

Darlene Piszczek brings to BlueLine over 20 years of experience in the affordable housing industry and the past 12 years her focus has been providing oversight on Supportive Housing properties. She has worked with development teams to bring the Property Management perspective to the deals. She has experience working with numerous Public Housing Authorities, as well as working very closely with service provider partners. Her philosophy is to hire good people who understand the population they are serving. You can teach people compliance; you can't teach people compassion. She heads the efforts in lease up and compliance as a new building opens and is responsible for the ongoing financial integrity of the entire portfolio. She is a Registered Housing Manager through the National Center for Housing Management. She also has her HCCP and Colorado and Wisconsin Broker's license.



Tonya Jones – Assistant Director

Tonya began her career in property management in 2011 for two Permanent Supportive Housing apartment buildings, coming from a banking background at USBancorp. She was also a member of the US Army Reserve from 2005 to 2018 starting as a Chemical Specialist and ending as a Drill Instructor and wearing many hats in between.

Prior to joining BlueLine, Tonya was the Veterans Housing Initiative Regional while also acting as a Lease-up Agent, Compliance Specialist, On-Boarding coach, and Software Administrator. She has certifications with NCHM for COS, COSa, and TCS and is working on her CPM through IREM.

While she found success with her previous roles, her preference has always been with Permanent Supportive Housing and creative thinking – focusing on the success rates of the tenants within them. She is very solution-driven rather than problem-focused and believes nothing is impossible with the right team.

Celeste Byers- Regional Manager

Celeste Byers has been in the affordable housing industry for over 25 years. Her experience ranges from HUD section 8, Tax Credit, conventional (400 units), and luxury 26 story high-rise HOA communities. She worked directly with CHFA for 9 years as a Service Coordinator for low-income housing in Denver, Colorado.

Currently, Celeste is a Property Manager for a Casper, Wyoming tax credit property and a Regional Manager for the Central and Western portion of Wyoming. She is responsible for tax credit properties, HUD section 8 and Rural Development Properties. She handles financial oversight of all properties, budgets, staff training, compliance training, and audits and oversight of the physical responsibilities of each site as well as communication with investors and all state authorities involved in the properties and those contracts.



Nick Belnap – Regional Property Manager

Nick specializes in working with those that have the most significant barriers to getting and maintaining housing -- those who have experienced homelessness. Nick started in Affordable Housing in 2011, working with the Housing Authority of Salt Lake City and the chronically homeless and homeless veterans. Since then, he has worked at Boulder Housing Partners and Cardinal Capital Management to operate Permanent Supportive Housing complexes throughout Colorado and Utah as a Property Manager, Regional Manager and Development Project Manager. Nick currently holds accreditation of Rental Housing Development Finance Professional and CO Real Estate Broker License.

Working with the varied demographics has brought Nick unique skills from many eclectic models including Permanent Supportive Housing, Multi-Family Development, Social Services, Construction and Community Building. Currently, Nick also contracts with State Agencies and BeauxSimone Consulting to teach various groups the tenants of Housing First, Harm Reduction and Trauma Informed Care in Affordable Housing.

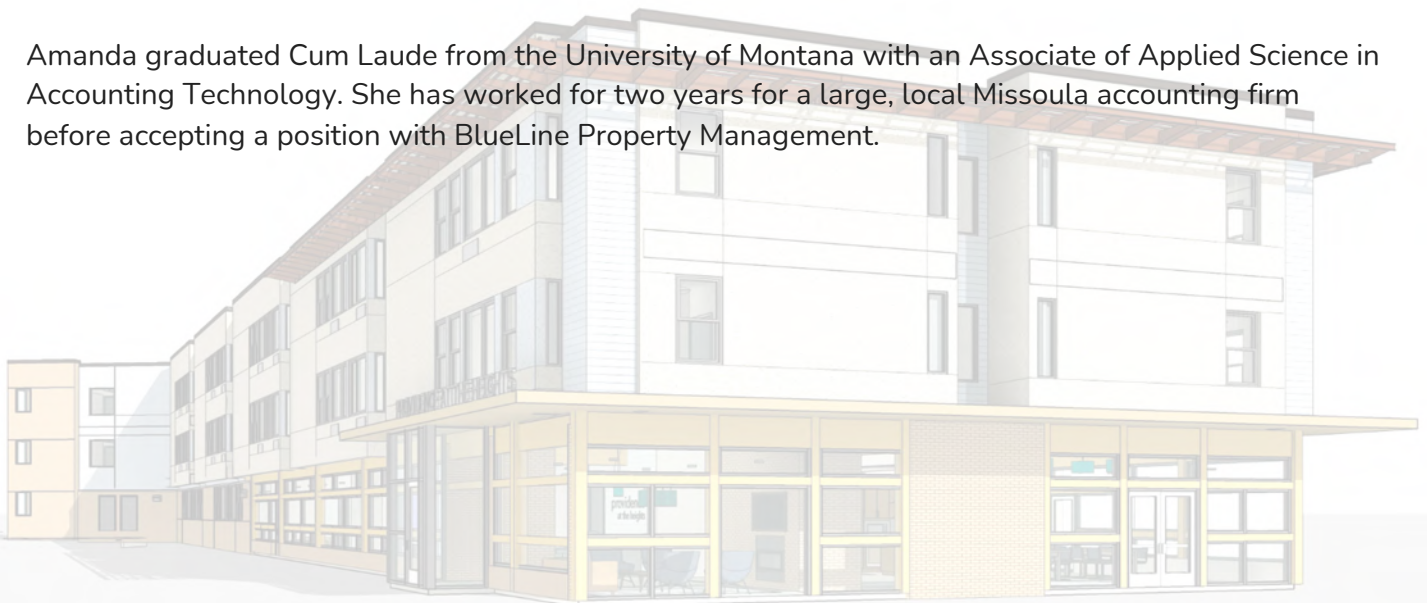
Brooke Eversole – Accountant

Brooke Eversole is a Staff Accountant who works on the Wyoming portfolio. Brooke works with the property managers and with the Regional Property Managers to handle all accounting and reporting functions. Brooke recently graduated from the University of Montana with an Associate of Applied Science in Accounting.

Amanda Smith – Accountant

Amanda Smith carries out accounting activities and financial reporting for the Colorado portfolio. She works with the property managers to perform the day-to-day accounting for Colorado.

Amanda graduated Cum Laude from the University of Montana with an Associate of Applied Science in Accounting Technology. She has worked for two years for a large, local Missoula accounting firm before accepting a position with BlueLine Property Management.





Permanent Supportive Housing (PSH) Property Management Experience

The Blueline Property Management team is made up of experienced team members with the unique skills that are required to do property management for Permanent Supportive Housing (PSH) buildings. Blueline's Director of Property Management offers 25 years of experience. 10 of those years were working directly with service providers and residents served in PSH. Blueline's Colorado Regional Manager has 10 years of experience working in the PSH industry, working hands on with the homeless population in urban and rural settings alike. Blueline's on-site property managers and maintenance team all have experience working with those who have the greatest barriers to getting and maintaining housing. One of our go to sayings is, *You can teach compliance, you cannot teach compassion.*

Blueline sees property management as only one part of the greater whole. We collaborate with our partners and service providers to keep residents housed, knowing this might be one of their last resources available. We meet regularly as a team to discuss resident needs and to get in front of any issues that may hinder the chance of successful housing. We understand that in order to handle some of the bigger behaviors, we need to be willing to meet the residents where they are at. Which is why we work with our staff to understand some of the different modalities needed to successfully create a supportive community.

Staff receives ongoing training and coaching specific on best practices in working with this population. Blueline Staff receives training on Trauma-Informed Care, Harm Reduction, Conflict Mediation, Roles and Responsibilities, Eviction Prevention and Policy, and common terminology associated with PSH. This is in addition to the training for the various compliance and legal requirements associated with property management.

Eviction prevention is something the Blueline team has a wealth of experience in. Our creative approach to resolving issues and helping residents stay in compliance with their lease is one of our strengths. We understand that life is not always 'black and white, but rather shades of grey'; and that is where our team functions the best. The team can be creative and resourceful when trying to resolve issues with residents. An example of this would be offering to sign a 'lease addendum to keep the military from spying' with a veteran who had violated their lease, by being disruptive to the community due to unresolved personal issues. The resident was able to stabilize and no longer had outbursts because of the collective approach taken by all our team members, not only Property Management.

Blueline staff is honored to be part of the journey for these individuals as they increase their life skills and move past barriers that have kept them from living the life they intend to.





August 19, 2021

Attn: Matthew Childress, Commercial Lending Product Manager
Wisconsin Housing and Economic Development Authority (WHEDA)
201 W. Washington Ave.
Madison, WI 53703

Re: Edge of the Woods Place

To Whom It May Concern:

As a counselor who has partnered with Wise Women Gathering Place I am writing with excitement and anticipation for Edge of the Woods Place. I know there is a deep need in our community for a culturally appropriate housing development for individuals who are a member of a federally-recognized tribe and/or those who are experiencing homelessness or at risk of homelessness.

Baeten Counseling & Consultation Team is a practice consisting of eight licensed therapists who provide comprehensive mental health and substance abuse outpatient therapy. We work with people on a variety of matters including but not limited to, alcohol abuse, domestic violence, anger management, group therapy, and trauma therapy. We believe in offering honest and direct communication, providing dignity and respect to all, and come with training and experience especially in offering trauma informed care. As the Director of this practice, I come with a long history of working with the Oneida Tribe from my work at Oneida Nation Behavioral Health where I oversaw over 20 clinicians. In 2017 I left that role to move full time into my own private practice, that continues to grow due to the need for counseling in our community.

Baeten Counseling & Consultation Team has a strong partnership with, and deep respect for, Wise Women Gathering Place. We have been partnering together to identify funding and offer vouchers for therapy for current clients of WWGP. Additionally, I come into the organization every Monday and present a wellness project for staff, and ensuring that staff are being mindful of their own mental health in the difficult work they do each and every day. Together we navigate billing of insurance or finding grant funding for this critical counseling work for their clients.

At Edge of the Woods Place I will continue my partnership with the WWGP team. Please be in touch with me with any additional questions you might have.

Sincerely,

Tina Marie Baeten, MSW, LCSW, MAC, CSAC, ICS
Founder/Clinical Director
Phone: (920) 632-4471
Email: tina@baetencounseling.com



4. Services to Be Provided to Residents

4.1. General Supportive Services	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Tenant orientation/move-in assistance			
Tenant's rights education/tenants council			
Case management			
Coordination of all resident services			
Psychosocial assessment	Baeten Counseling & Consultation Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Individualized service planning			
Individual counseling and support	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Referrals to other services and programs	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Crisis intervention			
Peer mentoring			
Support groups	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Recreational/socialization opportunities			
Legal assistance			
Transportation			
Meals			
Other nutritional services: Food Pantry			
Emergency financial assistance			
Other (specify):			



**Baeten Counseling &
Consultation Team, S.C.**

Safety ~ Serenity ~ Security ~ Sobriety

4.2. Independent Living Skills	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Communication skills			
Conflict resolution/mediation training			
Personal financial management & budgeting			
Credit counseling			
Representative payee			
Entitlement assistance/benefits counseling			
Training in cooking/meal preparation			
Training in personal hygiene and self-care			
Training in housekeeping			
Training in use of public transportation			
Assistance with activities of daily living			
Other (specify):			

4.3. Health/Medical Services	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Routine medical care			
Specialty medical care			
Medication management or monitoring			
Health and wellness education			
Nursing/visiting nurse care			
Other (specify): Dental			



4.4. Mental Health Services	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Individual psychosocial assessment	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Individual counseling	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Group therapy	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Support groups	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Peer mentoring/support	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Education about mental illness	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site

4.5. Substance Abuse Services	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Recovery readiness services (tenants with active addictions)			
Relapse prevention and recovery planning	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Substance abuse counseling (individual)	Baeten Counseling & Consultation Team	In-Kind/bill to Medicaid or Medicare	On-Site and Off-Site
Substance abuse counseling (group)			
Methadone maintenance			
Harm-reduction services			
Peer support groups (i.e. - AA/NA/CA)			
Sober recreational activities			
Detoxification treatment and In-patient Rehabilitation			
Rehabilitation program (out-patient)			
Other (specify):			

4.6. Employment Services	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Job skills training (certificate programs)			
Job skills training (non-certificate services)			
Education			
Job readiness training: resumes, interviewing skills			
Job retention services — support, coaching			
Job development/job placement services			
Opportunities for tenants to volunteer			
Other (specify):			
4.7. Services for Families	Name of Service Provider (Legal Entity) - Include Lead Service Provider and/or Others	Whether In Our Budget or In-kind	Whether Provided On-Site or Off-Site
Support group for parents			
Support group for children			
Support group for families			
Assistance in accessing entitlements (including child support)			
Parenting/child development classes			
All-day childcare			
After-school care			
Temporary childcare during parent's illness, detox, etc.			
Tutoring children			
Domestic violence services			
Family advocacy (specify):			
Family reunification (specify):			
Other family services (specify):			

Approved by:

Alice Skenandore
Executive Director, Wise Women Gathering Place



Tina Marie Baeten, MSW, LCSW, MAC, CSAC, ICS
Founder/Clinical Director, Baeten Counseling & Consultation Team

Date

8/19/2021

Date