



**City of Madison Affordable Housing Fund  
RFP #8743-2018**

Proposal for

# **1802 PACKERS**

**1802-1818 Packers Avenue**

**June 28, 2018**

**Proposal Submitted By**



**Impacting Communities. Impacting Lives.**

# 1802 PACKERS

## City of Madison 2018 Affordable Housing Trust Fund Application

### TABLE OF CONTENTS

---

1. RFP Application Form
2. Budget Workbook
3. Supplemental Application Information
  - a. Maps and Conceptual Plans
    - i. Site Map
    - ii. Context Map
    - iii. Conceptual Site Plan, Floor Plans and Elevations
  - b. Project Organizational Chart
  - c. Development Team Experience & Capacity
    - i. Impact Seven Organizational Chart
    - ii. Recent Project Experience
    - iii. Multifamily Housing Portfolio
    - iv. Project Profiles
  - d. Supportive Service Provide Letter – The Salvation Army
  - e. WHEDA Self-Score
  - f. Site Due Diligence
    - i. Appraisal – Not Available Currently
    - ii. Market Study (Comparable Properties Data)
    - iii. Capital Needs Assessment – Not Applicable
    - iv. Phase I ESA (Environmental Due Diligence)
      1. FEMA FIRMette Flood Plain Map
      2. WDNR RR Site Map
4. Designation of Proprietary and Confidential Information (Attachment D) – Not Applicable

## Affordable Housing Fund (AHF) Application

This application form should be used for projects seeking City of Madison AHF funds. Applications must be submitted electronically to the City of Madison Community Development Division by **12:00 pm CST (noon) on June 28, 2018**. Email to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

### APPLICANT INFORMATION

Proposal Title:	Packers Flats		
Amount of Funds Requested:	\$1,700,000	Type of Project:	<input checked="" type="checkbox"/> New Construction <input type="checkbox"/> Acquisition/Rehab
Name of Applicant:	Impact Seven, Inc.		
Mailing Address:	5201 Old Middleton Rd, Madison, WI 53705		
Telephone:	608-514-2108	Fax:	
Admin Contact:	Kristine Giornalista	Email Address:	kristine.giornalista@impactseven.org
Project Contact:	Michael Carlson	Email Address:	michael.carlson@impactseven.org
Financial Contact:	Kristine Giornalista	Email Address:	kristine.giornalista@impactseven.org
Website:	<a href="http://www.impactseven.org">http://www.impactseven.org</a>		
Legal Status:	<input type="checkbox"/> For-profit <input checked="" type="checkbox"/> Non-profit	Type of LIHTC Application:	<input type="checkbox"/> 4% <input checked="" type="checkbox"/> 9%
Federal EIN:	39-1141037	DUNS #:	068180793

### AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with the City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at <http://www.cityofmadison.com/dcr/aaFormsID.cfm>.

### LOBBYING REGULATED

Notice regarding lobbying ordinance: If you are seeking approval of a development that has over 40,000 gross square feet of non-residential space, or a residential development of over 10 dwelling units, or if you are seeking assistance from the City with a value of over \$10,000 (this includes grants, loans, TIF, or similar assistance), then you likely are subject to Madison's lobbying ordinance, sec. 2.40, MGO. You are required to register and report your lobbying. Please consult the City Clerk for more information. Failure to comply with the lobbying ordinance may result in fines of \$1,000 to \$5,000.

### CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, state and federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

### SIGNATURE OF APPLICANT

Enter Name: Kristine B. Giornalista

By entering your initials in this box **KBG** you are electronically signing your name as the submitter of the application and agree to the terms listed above.

Date: 6/27/2018

## PROPOSAL DESCRIPTION

1. Please provide an overview of the proposal. Describe whether project is acquisition, rehabilitation, and/or new construction; multifamily or senior. Provide the total number of units proposed, the number and percent of affordable units proposed, and the impact of the proposed development on the community.

Impact Seven is proposing to build a new four-story, mixed-use development consisting of 61 apartments and ground-floor commercial at 1802-1818 Packers Avenue on Madison's northside (the Project or 1802 Packers). Fifty-one (83%) of the apartments will be affordable, while 10 (17%) apartments will be offered at market rates:

- 13 apartments at 30% of the Area Median Income (AMI) (21.3% of the total)
- 24 apartments at 50% AMI (39.3% of the total)
- 14 apartments at 60% AMI (23.0% of the total)
- 10 apartments without rent and income restrictions (16.4% of the total)

We propose a unit distribution of 12 one-bedrooms, 24 two-bedrooms and 25 three-bedroom apartments. The 30% AMI units have an even distribution across unit type: 5 one-bedrooms, 4 two-bedrooms and 4 three-bedrooms. Ten of the three-bedrooms will have ground-floor exterior entries ("walk-up units"). This mix maxes the potential points for the 9% Low-Income Housing Tax Credit (LIHTC) application in the mixed-income, serves lowest incomes and large families categories.

The commercial will front Packers Ave and intensify the public spaces located nearby, such as the Ale Asylum brewery and Lakeland University. The commercial will consist of approximately 2,700 square feet of leasable office or retail and a new office for Impact Seven's Madison-based staff, including the real estate development and property management personnel. Impact Seven will work with the Northside Planning Council to identify potential neighborhood-focused businesses, including other non-profit organizations.

Impact Seven worked with Engberg Anderson Architects and McGann Construction on a test fit, preliminary conceptual design and cost analysis for the 54,100-square foot site (1.24 acres). The result of this preliminary analysis is included in the "Maps and Conceptual Plans" section. The proposed building is a four-story L-shaped building, with the long bar along Packers Avenue, and the short bar along the northern lot line. Surface parking and the underground parking are accessible off Schlimgen Avenue. As part of the rezoning process, Impact Seven will engage neighbors, community stakeholders and City staff on the design, including a design charrette. We anticipate making modifications to the floor plan and exterior skin to respond to community feedback.

Impact Seven and The Salvation Army will work together to identify and support the residents in the 30% AMI apartments. Impact Seven is making a commitment to set aside these 13 apartments for persons connected to long-term supportive services (Integrated Units). The Salvation Army will provide limited term financial assistance to residents and ongoing case management services to single women and families who have experienced housing insecurity through its rapid rehousing program, Dane County Assists with New Starts (DAWNS).

The proposed 1802 Packers will provide the Madison community with new quality, affordable housing in a location that provides ease of access to Madison's opportunities and amenities. It will additionally support small businesses who are looking for an attractive location adjacent to a well-established neighborhood and well-travelled city thoroughfare.

2. What are the total number of units proposed to be assisted with City AHF and amount of AHF requested per affordable unit? Identify if any of the units will be supported by Section 8 project-based vouchers.

1802 Packers will provide a total 61 units, including 51 affordable to households at or below 60% of the Area Median Income (AMI). On a per unit basis, this is \$27,869 for all units and \$33,333 for the affordable units.

Impact Seven is open to utilizing project-based vouchers, particularly to assist the 30% AMI units, if they are available. We do not have a commitment at this time.

3. Describe the project's organizational structure. Please attach an organizational chart detailing the roles of the applicant, all partners, and the ownership interest percentages of each party.

The project will be owned by Impact Madison, LLC, a single-purpose Limited Liability Company (LLC), to be formed in the State of Wisconsin (the Project LLC). An investor member (to be identified) will own 99.99% of the Project LLC. Impact Madison MM, LLC will be the managing member entity with 0.01% interest in the Project LLC. In turn, Impact Wisconsin, LLC will be the 100% member of managing member; this is a taxable entity in the structure for LIHTC purposes. Impact Seven, Inc., a Wisconsin not-for-profit corporation, is the 100% member of Impact Wisconsin, LLC and will be the sole developer.

Impact Seven and The Salvation Army will have a Memorandum of Understanding outlining their respective roles and responsibilities for supporting the households in the integrated supportive units.

### **AFFORDABLE HOUSING INITIATIVE FUND GOALS & OBJECTIVES**

4. Please check which of the following objectives outlined in the Request for Proposals your proposal meets:

- Increase the supply of safe, quality, affordable rental housing throughout the City.
- Preserve existing income- and rent-restricted rental housing to ensure long-term affordability and sustainability.
- Improve the existing rental housing stock in targeted neighborhoods through acquisition/rehab to create long-term affordability and sustainability.

### **AFFORDABLE HOUSING NEEDS**

5. Describe your knowledge of and experience in identifying affordable housing needs of the City of Madison.

Impact Seven's real estate development team, led by Kristine Giornalista and Michael Carlson, live and work in the City of Madison. As a resident of the City for more than 20 years, Michael has committed his career to building the supply of affordable housing across the gamut of household types and housing configurations. With historically low vacancy and supply rates across the city, Madison benefits from most new housing, as our diverse, bustling, and growing population drives demand for most housing types, including rental, single family owner-occupied, condominiums, cooperatives, and co-housing. Housing cannot be built fast enough here.

The City attracts households of all types, ranging from traditional nuclear families, to families led by single parents, singles who live alone or with roommates, households led by grandparents, mixed families, students, retirees, and newcomers attracted by advanced education opportunities, our strong job market, breadth of cultural amenities, and beautiful cityscape.

Impact Seven helps traditionally marginalized communities access well-built, supportive and affordable housing. In response to the expert feedback of our supportive service partner, The Salvation Army, we propose to target our integrated supportive apartments (20% of the total units) to meet the needs of working families, working mothers, and women rebuilding their lives.

6. Identify if a market study has been done and, if so, summarize its findings and attach a copy of the report. If a market study has not yet been completed, please describe the anticipated demand for the proposed target populations served.

A market study is a requirement of both the 9% tax credit application and most other funding sources that will support this project. Impact Seven staff will commission a market study with Baker Tilly as part of its next stage of due diligence.

Impact Seven is confident the 1802 Packers development will attract a wide range of households given site's proximity to Downtown and the East Side, Warner Park and the Warner Park Community Center, the Dane County Airport, Northport Drive, the Sherman Avenue commercial corridor, MATC, Hwy. CV and Hwy. 30, as well as retail, community colleges and places of worship all within walking distance. 1802 Packers is located in a lovely neighborhood, with fun things to do nearby, ample educational opportunities and speedy access to the whole East side and downtown Madison.

Of 61 total units, 13 will be made affordable to families who earn at or below 30% Area Median Income (AMI), 24 units for families who earn at or below 50% AMI, and 14 units to families who earn at or below 60% AMI. The remaining 10 units will not have rent and income restrictions. For the units at 50% and 60% AMI, gross rents are set at 90% of the max LIHTC rent. For the 30% AMI units, rents are set at 95% of the max.

After analyzing nine comparable developments, which are attached and provided by Baker Tilly, our findings show that our rents, square footages and location are typical for the market and compare very well to similar developments. Given our desirable location and competitive rental rates we are confident 1802 Packers will enjoy high occupancy rates. All comparable developments are close to or fully occupied which indicates we will have high demand for 1802 Packers.

The 13 Integrated Units are dispersed among the one-, two- and three-bedroom apartment types. The Salvation Army is confident they will be able to make successful referrals for units of all sizes.

## **INTEGRATED SUPPORTIVE HOUSING UNITS**

7. Provide the number and percent of integrated supportive housing units proposed, the income category(ies) targeted for these units, and the population(s) you propose to serve (e.g. households experiencing or at risk of homelessness, formerly homeless families residing in Permanent Supportive Housing no longer in need of intensive support services, veterans, persons with disabilities, formerly incarcerated individuals, etc.).

Impact Seven is proposing that 13 apartments (21.3%) will be reserved as integrated supportive housing units at 30% AMI. The apartment mix will be 5 one-bedrooms, 4 two-bedrooms and 4 three-bedrooms. Through our partnership with The Salvation Army, we will target women and their families who are experiencing homelessness and housing insecurity.

8. Please describe your proposed integrated supportive housing approach that will go beyond meeting WHEDA's supportive housing requirements outlined in Appendix S of the WHEDA Qualified Allocation Plan targeting veterans and/or persons with disabilities. Please elaborate on which target populations you plan on serving and what supportive service partnership approach(es) you will use.

Impact Seven and The Salvation Army will form a partnership to support single women and families in the Integrated Units. The Salvation Army will include 1802 Packers in the landlord pool for its rapid rehousing program, Dane County Assists with New Starts (DAWNS). This program provides first month's rent, security deposit, intensive case management and additional monthly rental assistance as needed. The DAWNS program has been in operation since September 2016 and has housed 74 families, with a 83% success rate for providing stable housing. After an 18-month period, the goal is for these women and families to be able to live independently at 1802 Packers.

The Salvation Army offers the DAWNS program to families experiencing homelessness. Impact Seven will work closely with The Salvation Army to identify households, process rental applications and address resident issues as they may arise. Impact Seven and The Salvation Army will hold regular meetings to discuss resident concerns so The Salvation Army can direct their case management services to help the resident remain lease-compliant and achieve goals, while be careful to respect the resident's privacy.

Impact Seven will take in account mitigating circumstances when screening households with challenging credit, criminal or rental histories apply for housing at 1802 Packers. While residents may be referred by our project partners, access to the housing will not depend upon election of services.

9. Identify the partnership(s) with supportive service agencies that have been or will be formed to serve the target population(s) for the supportive housing units, including service provider(s) from the Continuum of Care (see Attachment C), if applicable. Provide a detailed description of the type and level of supportive services (such as assessment and referral, on-site intensive case management, etc.) that will be provided to residents of the proposed project.

As noted in above, Impact Seven is partnering with The Salvation Army to support women and families who have faced homelessness or housing insecurity. Case management through the DAWNS program will be offered at least weekly. Case management is tailored to meet specific need (i.e. frequency, duration, content). To encourage participation, case managers will meet the families in their housing units. The goal of the rapid rehousing case management is to assist the family from moving from homelessness to permanent housing and to stabilize them. To make progress towards this goal, the case manager works to stabilize the client by way of applying for/obtaining mainstream benefits, increasing/deepening connection to supportive on-and off-site services, improving communication skills, strengthening money management abilities, and addressing physical/mental health/substance use disorders.

Impact Seven is also in discussion with Briarpatch to establish a referral relationship for young adults who face formerly homelessness or housing insecurity. Like many service providers working with low-income clients, Briarpatch sees their clients struggle to find affordable housing once they are ready to graduate from their intensive supportive service programs. 1802 Packers can be the next stage of housing for these young adults looking for independent housing options.

Participation in any of the services provided by the agencies will be voluntarily and managed by the resident and the respective agencies. Participation within supportive services will not be condition of access to the housing provided by Impact Seven, but serves instead as an extended amenity made available to any resident who both wants and might benefit from the additional support.

10. In order to ensure the success of the development, the partnership(s), and the tenants, describe the level of financial support that the development will provide annually to the identified supportive service agency/agencies, if applicable. Attach a letter from the service provider(s) detailing the services they intend to provide to residents of the supportive housing units, the cost of those services and how those services will be financially supported (i.e., through the development, fundraising, existing program dollars, etc.).

The 1802 Packers development will offer in-kind support to the partnering agencies by providing private meeting space for the service agencies to meet with clients. This space will be offered to the partnering agencies at no cost, and will be managed and paid for within the general operations of the building.

The Salvation Army has committed to providing these referral and supportive services as part of their existing DAWNS rapid rehousing program. Given the success of the program to date, The Salvation Army is optimistic about its ability to continue to raise public and/or private funds for the ongoing maintenance of this program.

Impact Seven may be open to providing some financial support to The Salvation Army's programming from the project's operating revenue. This commitment is dependent on the level of soft financing (low or no interest and/or cash flow contingent) and LIHTC equity Impact Seven is able to secure.

## TENANT SELECTION

11. Describe your plans to incorporate flexible tenant selection criteria for households who are connected to supportive services, in order to provide housing opportunities for persons or families who would otherwise face common obstacles obtaining housing (e.g., poor credit or rental histories, criminal conviction records, etc.).

As an Equal Opportunity Housing Provider, Impact Seven affirmatively markets its affordable housing properties under an approved Affirmative Fair Housing Marketing Plan. Impact Seven's Property Management Department will be responsible for all functions associated with operating the subject property, including tenant selection. Applications will be available at the on-site management office as well as on the Impact Seven web page. Completed applications will be kept at the management office.

Impact Seven will maintain separate interest lists for the market rate/affordable and Integrated Units. Impact Seven is currently working on company-wide screening criteria for applicants for the Integrated Units. Impact Seven anticipates these applicants will have more challenging criminal, rental and credit histories than a typical renter, and that their connection to services will help mitigate these factors.

For each interest list, residents will be selected on a first-come, first-served basis. Applicants must provide current residency information including any out of state residences during the past three years. Each applicant's rental and credit history must reflect an overall good standing. A lack of credit and/or rental history, as opposed to poor credit and/or rental history will not result in an automatic decline. Each applicant's public records history must reflect an overall good standing. A lack of having a public record will not result in an automatic decline.

Management Agent will give priority for accessible units to applicants with disabilities who require the accessible features of the unit over applicants without disabilities who do not require such accessibility features.

In accordance with HUD's PIH Notice 2015-9 issued November 2, 2015, an applicant's eligibility for housing shall not be determined solely based upon whether the applicant has an arrest record. However, Impact Seven may evaluate an applicant's arrest record to determine if, based on other available documentation regarding the circumstances of the arrest (e.g., witness statements, police reports and other relevant documentation) the person engaged in disqualifying criminal activity.

12. Describe the proposed development's minimum occupancy standards that will prevent or reduce over-housing residents in such limited affordable housing opportunities.

Impact Seven's occupancy standard is no more than two people per bedroom. Impact Seven currently does not establish a minimum number for each unit. Below is the expected occupancy for each unit type:

- 1-Bedroom Apartments: 1-2 people
- 2-Bedroom Apartments: 2-4 people
- 3-Bedroom Apartments: 3-6 people

If during the term of any lease, a child is born or adopted by the resident, and as a result the occupancy standard established is violated, the resident will not be required to move or transfer to a larger unit in order to comply with the occupancy standard during that lease period.

## SITE INFORMATION

13. In which of the following areas on the Affordable Housing Targeted Area Map (see Attachment A) is the site proposed located? Please check one.

- Preferred Areas (New Construction Only)
- Eligible Areas (New Construction & Acquisition/Rehabilitation)
- Targeted Rehab Areas (Ineligible for New Construction, but Preferred for acquisition & rehabilitation proposals)

14. Identify the specific site address and name of neighborhood in which the site is located. Identify if applicant has site control, or if site is owned by the City of Madison or Community Development Authority.

The proposed site is assembled from three adjacent properties. The main property is located at 1814 Packers Avenue, which has street frontage both along Packers and Schlimgen Avenue. 1814 Packers consists of two legal parcels and wraps around an isolated single-family lot at 1802 Packers Avenue. The third property is 1818 Packers Avenue, which currently bears a duplex rental. Impact Seven proposed to join the lots into one property with a unified Neighborhood Mixed Use (NMX) zoning.

15. Explain why this site was chosen and how it helps the City to expand affordable housing opportunities where most needed. Describe the neighborhood and surrounding community. Provide the streets of the closest major intersection as well as known structures/activities surrounding the site that identifies where the site is located. (Attach a map indicating project location. Include one close-up map of the site and a second map to show the site in the context of the City.)

Impact Seven selected this site for a new housing development because it is adjacent to a well-established neighborhood; lies within a network of roads and bike paths that provide easy access into and out of the city; and promises the opportunity to bring life to a lot that is otherwise sitting barren and dormant.

1802-1818 site lies at the eastern edge of the Sherman neighborhood, which is characterized mostly by owner-occupied single-family and duplex housing, mature trees and quiet streets. The existing housing supply is well-maintained and decently affordable, with a reliable mix of newcomers and long-term residents who both invest money into their properties and provide neighborhood stability. Households here are attracted to the accessibility of downtown, while benefiting from the quieter traffic of the near Northside. Residents and neighbors are supported here by commerce, employment, education, and parks and nature.

The site sits just north of the Packers/Aberg exchange and just south of the Packers/CV branch-off. Past the Aberg exchange, Packers turns into Johnson and provides a ten-minute trip into the heart of the Isthmus. The CV branch winds along the edge of Madison and the Dane County airport and deposits travelers at the Hwy. 51/I-94 exchange within ten minutes. The site is a highly visible location for cars on northbound Packers Avenue, and is approximately a half mile north of the former Oscar Mayer plant. In addition to providing much-needed affordable living, a development at this location has an opportunity to be a new landmark for the Packers Avenue commercial corridor. And because it will carry long-term rent and income restrictions, it will ensure there is high quality affordable housing on Packers as gentrifying pressures from the Oscar Mayer redevelopment press northward.

16. Identify any existing buildings on the proposed site, noting any that are currently occupied. Describe the planned demolition of any buildings on the site.

All three of the constituent sites have existing structures. A small, vacant service office sits on the 1814 Packers site; a small, owner-occupied single-family home sits on the 1802 Packers lot; and a two-flat duplex with one rent unit sits on the 1818 Packers Avenue site. Impact Seven proposes to remove all existing structures to accommodate the new building.

17. Identify the distance the following amenities are from the proposed site.

Type of Amenities & Services	Name of Facility	Distance from Site (in miles)
Full Service Grocery Store	Pick n' Save (0.5 miles)	
Public Elementary School	Mendota Elementary School (1.5 miles)	
Public Middle School	Sherman Middle School (0.4 miles)	
Public High School	East High School (1.3 miles) Shabazz High School (0.4 miles)	
Job-Training Facility, Community College, or Continuing Education Programs	MATC-Truax (2.5 miles) Lakeland University (0 miles) Dane County Job Center (0.5 miles)	
Childcare	Child Development, Inc. (0.5 miles) Precious Moments Daycare (0.6 miles) Sunny Ridge Kids Care (1.5 miles)	
Public Library	Madison Public Library - Lakeview (0.75 miles) Beyond the Page Public Library (0.5 miles)	
Neighborhood or Community Center	Goodman Community Center (2 miles) Outreach LGBT Community Center (1 mile)	
Full Service Medical Clinic or Hospital	UW Health Northeast Family Medical Center (0.75 miles)	
Pharmacy	Walgreens (0.9 miles)	
Public Park or Hiking/Biking Trail	Windom Way Park (0.6 miles) Warner Park (0.8 miles)	
Banking	Associated Bank (1 mile) Associated Bank (0.5 miles) BMO Harris Bank (0.7 miles) Old National Bank (0.7 miles) UW-Credit Union (1.5 miles)	
Retail	Northgate Shopping Center (0.5 miles) Northside Town Center (0.75 miles) Lakewood Plaza Shopping Center (0.8 miles) East Towne Mall (3 miles)	
Other (list the amenities):	Madison Airport (1.2 miles) Lake Mendota (1 mile)	

	River Food Pantry (1 mile) On Bus Lines 20/21/29 BP Gas Station (0.8 miles) Mobil Gas Station (0.6 miles)	
--	--	--

18. What is the distance between the proposed site and seven-day per week transit stops (i.e. weekday and weekends)? List the seven-day transit stop street intersections and describe any other transit stops (include street intersections and schedule) located near the proposed site.

1802 Packers is located directly across the street from weekday and weekend bus stops. The stop location is the intersection of Packers Avenue and Schlimgen Avenue.

Route 20 and Route 21 are seven-day per week routes that pass by the 1802 Packers site. The north transfer point at Aberg is a 0.5 mile walk (11 minutes) from the project.

19. Describe the transit options for children to get to their elementary and middle schools.

Mendota Elementary School – 5 minutes by car, 10 minutes by Madison Metro Route 21

Sherman Middle School – 2 minutes by car, 8 minute walk

East High School – 4 minutes by car, 20 minutes by Madison Metro Routes 4/56/57, 20/21

Shabazz High School – 11 minute walk, 5 minutes by car

20. Describe the transit options for people to access amenities such as childcare, after school activities, grocery stores, the nearest library, neighborhood centers, and other amenities described above.

Madison Metro Routes 20 and 21 provide access to the majority of the amenities listed identified on the context map.

Route 20 provides access to Shopko, MATC Truax, Aldi's, HyVee, Target and the East Towne mall.

Route 21 provides access to the Lakeview Public Library, Warner Park, Family Medical Center, Northside Town Center.

21. Describe the impact this housing will have on the schools in this area. Please include information on school enrollment data (e.g. at capacity, above capacity, below capacity); how this housing development will impact the schools' enrollment; and approximately how many elementary and middle school children are projected to live at the proposed housing development based on your proposed unit mix and previous housing experience.

Grade school children at 1802 Packers will attend Mendota Elementary. Enrollment at Mendota over the last decade has ranged from a low of 270 students in 2008-2009, to a high of 326 students in 2012-2013 (data taken from <https://public.tableau.com/profile/publish/Enrollmentbygrade/Enrollmentbygrade#/publish-confirm>)

Middle School children who live here will attend Sherman Middle School. Enrollment at Sherman over the last decade has ranged from a low of 365 students in 2009-2010, to a high of 463 students in 2017-2018.

For the 2016-2017 school year, the Madison Metropolitan School District reported:

- Mendota was at 91% capacity and 100% anticipated capacity for the 2021-2022 school year
- Sherman was at 61% capacity and 71% anticipated capacity for the 2021-2022 school year
- East High School was at 58% capacity and 62% anticipated capacity for the 2021-2022 school year

The 1802 Packers development proposes 24 two-bedroom and 25 three-bedroom apartments, which combine for a total of 123 bedrooms. We presume 49 of those bedrooms will be occupied by adults in the household, leaving 74 bedrooms potentially occupied by school-age children. Assuming an even distribution of grade school, middle school, and high school age minors in each of those households, the development could add 25 new students to each of the schools.

This estimate is on the high end, as we anticipate that a number of the two bedrooms will be rented by couples or roommates without children. For the larger two bedrooms, we anticipate providing two full bathrooms to accommodate roommates, which would be an affordable arrangement for two part-time students at MATC.

Mendota Elementary School seems to be the only school that would potentially be over capacity with the addition of 1802 Packers.

22. Describe the historical uses of the site. Identify if a Phase I Environmental Site Assessment has been completed and briefly summarize any issues identified. Identify any environmental remediation activities planned, completed, or underway, and/or any existing conditions of environmental significance located on the proposed site.

The 1814 Packers Avenue portion of the site was used a used car dealership and car rental lot. The 1802 and 1818 Packers Avenue lots respectively bear a single-family rental and duplex rental.

Along with the market study described above, Impact Seven will conduct a Phase I Environmental Site Assessment during due diligence. In addition to the Phase I ESA, due diligence will include soil borings to determine the quality of the soils; whether the soils are buildable; and the likely scope of soil remediation or replacement as it relates to overall project costs.

Please see the Site Due Diligence section for more detail regarding our preliminary search of public databases.

23. Identify the current zoning classification of the site. Describe any necessary zoning-related approvals (rezoning, conditional use permit, demolition, zoning variance, etc.) that must be obtained for the proposal to move forward.

The 1814 Packers site is currently zoned Neighborhood Mixed Use (NMX), which Impact Seven proposes to maintain for the project. Both the 1802 Packers and 1818 Packers lots are currently zoned Traditional Residential – Consistent District 4 (TR-C4). Impact Seven proposes to join the lots via CSM and to seek rezoning so the entire site has a NMX designation. Our proposed development is generally consistent with the NMX designation. Impact Seven staff have communicated with City of Madison planning staff regarding the required zoning-related approvals. At this point, we understand the following approvals will be necessary:

- (1) Rezoning of 1802 and 1818 Packers from TR-C4 to NMX to allow for high-density mixed-use;
- (2) Conditional use for demolition of the single-family home at 1802 Packers and the duplex at 1818 Packers;
- (3) Conditional use for a four-story building in a NMX zone (up to three-stories is as-of-right);
- (4) Potential conditional use for setbacks at the western property line, adjacent to the railroad.
- (5) Design approval from the Urban Design Commission.

In addition, the NMX requires 75% of the first-floor street frontage along Packers Avenue to be occupied by a commercial use. Our conceptual site plan currently shows a 3-bedroom unit on the first floor, as a way to transition from the commercial to residential given the single-family neighbor immediately to the north. We have focused the office/retail space at the southern end of the first floor to maximize its visibility from northbound traffic on Packers and have a stronger connection with the surface parking available to customers/employees of these spaces. As discussed above, the layout of the first floor is subject to feedback from the surrounding community, City staff and the Urban Design Commission.

24. Describe the proposed project's consistency with adopted planning documents, including the City of Madison Comprehensive Plan (both adopted and draft of the Comprehensive Plan update), the Neighborhood Plan(s), and any other relevant plans.

Impact Seven's 1802 Packers development will support the Northport-Warner Park-Sherman Neighborhood Plan goals to revitalize key areas and guide new development; to create a unique identity along a gateway corridor; to enhance local economic development; to enhance and expand recreation; and to create stable and inviting places to live. With population forecasted to rise 70,000+, creating a development to cater to affordable living is essential in being able to house the rapidly growing population.

The current Comprehensive Plan calls for low-density residential for this site. Reflecting the changing expectations for the Packers corridor, the proposed Comprehensive Plan identifies this area for higher-density, mixed-use development. Our proposal for 61 apartments and ground-floor office/retail along Packers Avenue is consistent with the proposed Comprehensive Plan.

According to Chapter 2 in the proposed Comprehensive Plan, the 1802 Packers development is consistent with Strategy 2 of developing a wider mix of housing types, sizes, and costs throughout the city. This strategy is geared toward diversifying neighborhoods and building a stronger community throughout the city; Impact Seven is accomplishing just that with this proposed development.

Strategy 4 in Chapter 2 focuses on integrating affordable housing in more prominent and accessible locations with amenities, transit access as well as city service access. Impact Seven is amplifying that strategy by implementing our proposal into the community. We are consistent with the comprehensive plan in assisting the City's goal of creating 1,000 new affordable housing units by 2019 as well. Providing retail space on the first floor of this development coincides with expanding the City's tax base and providing jobs attainable by members of the community. By integrating affordable housing into neighborhoods, it creates not only a stronger community but integrates diverse culture into our community.

25. List the name(s) of the City of Madison Planning Division staff that you met with to discuss your application and briefly summarize the results of that meeting.

At the pre-application meeting with CDD staff on June 5, 2018, Kristine Giornalista discussed planning and zoning concerns with Kevin Firchow. Mr. Firchow advised on the zoning-related approvals and consistency with the current and draft Comprehensive Plans, which are highlighted in questions 23 and 24 above. In follow-up communication after the meeting, Mr. Firchow provided feedback from Matt Tucker regarding the 75% commercial requirement for the first floor along Packers and from Eric Halvorsen regarding the difficulty of putting a curb cut on Packers Avenue. Our conceptual site plans were drawn with this feedback in mind.

26. Describe the response and level of support of the alderperson of the district in which the proposal is located. What issues or concerns with the project did s/he identify, if any?

Upon identifying the site, Impact Seven staff reached out immediately to Alder Larry Palm from District 12 to share our development interest in the site and to garner feedback. Alder Palm expressed support for the creation of new affordable housing in his district, and directed staff to reach out to leadership of the Sherman Neighborhood Association.

27. Describe the neighborhood input process, including notification to and input from the nearby Neighborhood Association(s), either already underway or planned. If that process has begun, please summarize its results to date.

After talking with Alder Palm, Impact Seven staff reached out immediately to the leadership of the Sherman Neighborhood Association to share our interest in the site and to solicit feedback. The neighborhood leadership shared some brief background on previous proposals to develop the site; concerns regarding the density of low-income housing on the Northside; and concerns regarding absentee landlords.

Impact Seven staff have continued to share news and developments with the neighborhood association, and will gladly attend association meetings to share development plans and provide updates.

The support of neighborhood associations is critical not only to securing municipal approvals, but more importantly to ensure that new developments are welcomed into the life and fabric of the neighborhood. Impact Seven intends to design a building with the needs of the neighborhood in mind, one that is both sensitive to its context and makes a positive contribution to the built landscape of the Northside.

## SITE AMENITIES

28. Describe the exterior and common area amenities that will be available to tenants and guests, including parking (and cost, if any).

1802 Packers will feature the following amenities:

- On-site parking through a surface lot and underground parking. Each unit will be provided one designated parking stall. At this time, we do not anticipate charging for residents for the parking. Based on the alternate scheme with a larger outdoor yard, 1802 Packers will have 81 spots: 9 for the commercial spaces and 72 for the residential component.
- A south and west-facing courtyard with an approximately 5,000 SF yard for playing and relaxing.
- An indoor multi-purpose community room with a catering-style kitchen that can be adapted for group meetings, private resident parties and children's play space during the colder months.
- Computer stations and free WiFi service in the community room.
- On-site property management and leasing offices.
- A secure building with a security camera system and electronic access control.
- One dedicated storage space for each apartment.
- Indoor and outdoor bike parking.
- Approximately 3,600 of retail/office space; depending on the end user, this may be an amenity available to the residents.

29. Describe the interior apartment amenities, including plans for internet service (and cost, if any) and a non-smoking environment.

1802 Packers will feature the following unit amenities:

- Individual unit control for gas-forced air heating & central air
- Full appliance package, including in-unit washer and dryer and garbage disposals
- High efficiency lighting
- Bedroom ceiling fans
- Window treatments
- Luxury vinyl flooring throughout, with carpet in bedrooms
- Ten of the three-bedroom units will have exterior, walk-up entries.
- Wired for high-speed internet

At this time, Impact Seven does not anticipate taking points on the LIHTC application for providing free hard-wired internet access to residents. We understand the value of having high speed internet and we will continue to investigate options for delivering high-speed internet that are cost-effective.

All Impact Seven properties are designated as non-smoking by policy and lease so that all residents can enjoy a healthy living space.

## PROPOSAL TIMELINE

30. Please list the estimated completion dates associated with the following activities/benchmarks to illustrate the timeline of how your proposal will be implemented.

Activity/Benchmark	Estimated Month/Year of Completion
Submission of Application for Zoning Change &/or Conditional Use Permit	August 2018
Plan Commission Approval for Rezoning &/or Conditional Use Permit	November 2018
Submission of Application for Urban Design Commission Approval	August 2018
Urban Design Commission Approval	November 2018
Application to WHEDA	December 2018
Complete Equity & Debt Financing	December 2019
Acquisition/Real Estate Closing	February 2020
Rehab or New Construction Bid Publishing	January 2020
New Construction/Rehab Start	April 2020
Begin Lease-Up	see below
New Construction/Rehab Completion	April 2021
Begin Lease-Up	May 2021
Certificates(s) of Occupancy Obtained	April 2021
Complete Lease-Up	December 2021

## PUBLIC PURPOSE AND RISK

31. Please describe the public purpose of your proposal and the risks associated with the project.

The purpose of our project is to provide permanent, high-quality, affordable housing opportunities to families and households who face significant barriers accessing housing in Madison's conventional market. We propose to support household and individual stability; to provide homes for people in a location that is good for people; and to contribute to long-term affordability on Madison's Northside.

The risks associated with the development of 1802 Packers are customary for this type of project: (1) equity pricing dropping given increasing investor yield expectations, (2) increasing interest rates driving up loan costs, (3) construction cost increasing faster than anticipated, (4) contaminated or unsuitable soils adding to the site costs, (5) failure to secure rezoning given neighborhood opposition. Impact Seven is prepared to mitigate these risks.

## DEVELOPMENT TEAM

32. Identify all key roles in your project development team, including architect, general contractor, legal counsel, property management agent, supportive services provider(s), and any other key consultants, if known.

Name	Company	Role in Development	Contact Person	Phone
Kristine Giornalista	Impact Seven, Inc.	VP; Development Lead	Kristine Giornalista	608-514-2108
Melissa Sorensen	The Salvation Army	Social Services Executive Director; Service Provider	Melissa Sorensen	608-250-2237
Felipe Ornelas	Engberg Anderson Architects	Architect	Felipe Ornelas	414-944-9117
Aaron Kostichka	McGann Construction, Inc.	Vice President; General Contractor	Aaron Kostichka	608-241-5585
Katherine Rist	Foley & Lardner LLP	Legal Counsel	Katherine Rist	608-258-4317
Lisa Barkelar	Impact Seven, Inc.	VP; Property Management Agent	Lisa Barkelar	920-410-0130
Michael Carlson	Impact Seven, Inc.	Director; Project Manager	Michael Carlson	608-405-9064

Tom Krawczyk	TJH Energy Consulting	WI Green Built Homes Verifier	Tom Krawczyk	414-550-4765
Don Bernards	Baker Tilly Virchow Krause, LLP	Accountant; tax credit advisor	Don Bernards	608-240-2643

33. For the following development team roles, please identify the number and/or percentage of women and persons of color employed by that company.

Company	Role in Development	# or % Employees who are Women	# or % Employees who are Persons of Color
Impact Seven, Inc.	Developer	40 (49.4%)	7 (8.6%)
McGann Construction, Inc.	General Contractor	6 (7.8%)	9 (11.7%)
Impact Seven, Inc.	Property Manager	40 (49.4%)	7 (8.6%)
Engberg Anderson Architects	Architect	11 (30%)	5 (13.5%)
The Salvation Army of Dane County (Supportive Services Division)	Service Provider	34 (87%)	12 (31%)

## EXPERIENCE AND CAPACITY

34. Please describe the development team's experience in obtaining LIHTC's. Be sure to:

- Address years in existence, experience with public/private joint ventures, experience developing low-income multifamily housing or other affordable housing, staff qualifications, financial capacity of organization to secure financing and complete proposed project, past performance that will contribute to the success of the proposal.
- Identify how many LIHTC and/or affordable housing units your organization has created in the past five years.
- Include specific information on the experience of the proposed property management partner, including number of years experience, number of units managed, and performance record.
- If applicable, include information on your experience developing housing that provides support services.
- If applicable, include specific information on the supportive service provider agency or company, years of experience, and relevant information.
- Please describe your past experience, including number and location of projects, using federal HOME, CDBG, EECBG, or Section 108 funds. (Attach additional information as necessary).

Impact Seven, Inc. is a 501c(3) nonprofit organization that builds capacity for communities by providing services in housing development, business development and property management. Impact Seven's mission is to make socially-motivated investments in real estate and businesses to help make positive change in people's lives and in Wisconsin communities.

Please see the attached summary for details regarding our development team's experience and capacity.

35. Please list any architectural awards, service awards, or green building certifications.

In the last five years, Impact Seven has completed three projects that have earned Wisconsin Green Built Homes (WGBH) certification. Engberg Anderson has considerable experience with Enterprise Green Communities, WBGH and LEED, as listed below. On Rethke Terrace, the Engberg Anderson and McGann Construction teams helped Rethke Terrace achieve a PassiveHaus designation and LEED Platinum.

### Enterprise Green Communities

- Maskani Place, Milwaukee, WI
- Capuchin Apartments, Milwaukee, WI

### LEED-Gold Certified

- Barbara Hochberg Center for Jewish Student Life, Madison, WI
- Engberg Anderson Milwaukee Office, Milwaukee, WI
- Fitchburg Public Library, Fitchburg, WI
- Gail Borden Public Library District - Rakow Branch, Elgin, IL

- Madison Public Library - Goodman South Madison Branch, Madison, WI
- University of Wisconsin-Stevens Point Residence Hall Stevens Point, WI

**LEED-Silver Certified**

- Pima County Association of Governments, Tucson, AZ
- Davenport Public Library - Eastern Ave. Branch, Davenport, IA
- Madison Public Library - Sequoya Branch, Madison, WI
- Pima County Association of Government, Tucson, AZ LEED-CI (Commercial Interiors) Silver

**LEED-Certified**

- Baptist Eastpoint Cancer Center, Louisville, KY
- General Mitchell International Airport - Baggage Claim Remodel, Milwaukee, WI

**LEED-ND Pilot Projects**

- The North End, Milwaukee, WI
- RiverHeath, Appleton, WI

**Focus on Energy- Partnering with WI Utilities**

- Engberg Anderson- Design Assistance Program Award, 2017

## REFERENCES

36. Please list at least three references who can speak to your work on similar developments completed by your team.

Name	Relationship	Email Address	Phone
Maria Prioletta, Redevelopment and Special Projects Manager	City of Milwaukee liaison for Seven04 Place Apartments	mpriol@milwaukee.gov	414-286-5903
Caroline Gregerson, Community Development Administrator	City of La Crosse liaison for Garden Terrace Apartments	gregersonc@cityoflacrosse.org	608-789-7393
Chris Laurent	LIHTC syndicator, lender	claurent@cinnaire.com	608-234-5291

## HOUSING INFORMATION &amp; UNIT MIX

37. Provide the following information for your proposed project. List the property address along with the number of units you are proposing by size, income category, etc. If this is a scattered site proposal, list each address separately with the number of units you are proposing by income category, size, and rent for that particular address and/or phase. Attach additional pages if needed.

ADDRESS #1:		1802-1818 Packers Avenue									
		# of Bedrooms						Projected Monthly Unit Rents, Including Utilities			
% of County Median Income (CMI)	Total # of units	# of Studios	# of 1 BRs	# of 2 BRs	# of 3 BRs	# of 4+ BRs	\$ Rent for Studios	\$ Rent for 1 BRs	\$ Rent for 2 BRs	\$ Rent for 3 BRs	\$ Rent for 4+ BRs
≤30%	13	0	5	4	4	0		490	588	679	
40%	0	0	0	0	0	0					
50%	24	0	3	8	13	0		774	928	1072	
60%	14	0	0	8	6	0			1115	1287	
LIHTC Sub-total	51	0	8	20	23	0					
Market*	10	0	4	4	2	0		974	1170	1351	
Total Units	61	0	12	24	25	0	Notes: Rents are gross (the utility allowance has not been deducted). Utility allowances are estimated to be \$82 for 1-BR, \$98 for 2-BR, and \$113 for 3-BR.				

\*40% = 31-40% CMI; 50% = 41-50% CMI; 60% = 51-60% CMI; Market = >61% CMI.

ADDRESS #2:		N/A									
		# of Bedrooms						Projected Monthly Unit Rents, Including Utilities			
% of County Median Income (CMI)	Total # of units	# of Studios	# of 1 BRs	# of 2 BRs	# of 3 BRs	# of 4+ BRs	\$ Rent for Studios	\$ Rent for 1 BRs	\$ Rent for 2 BRs	\$ Rent for 3 BRs	\$ Rent for 4+ BRs
≤30%	0	0	0	0	0	0					
40%	0	0	0	0	0	0					
50%	0	0	0	0	0	0					
60%	0	0	0	0	0	0					
LIHTC Sub-total	0	0	0	0	0	0					
Market*	0	0	0	0	0	0					
Total Units	0	0	0	0	0	0	Notes:				

\*40% = 31-40% CMI; 50% = 41-50% CMI; 60% = 51-60% CMI; Market = >61% CMI.

38. Utilities included in rent:  Water/Sewer  Electric  Gas  Free Internet In-Unit  Other: Central Domestic Hot Water

39. Describe the number and percent of accessible units proposed for each of level of accessibility. For rehab, describe the accessibility modifications that will be incorporated into the existing housing.

1802 Packers will feature six (10%) fully accessible units (ICC/ANSI A117.1 Type A) and another 25 with enhanced accessibility features (ICC/ANSI A117.1 Type B with enhancements). Two units (2%) will have accessibility features for individuals with hearing and visual impairments. Impact Seven places a priority on universal design and will incorporate this design value throughout the project.

40. Describe the energy efficient features you plan to provide, the energy standard to be achieved, and the resulting estimated monthly utility savings for the project and for the tenant.

Impact Seven will seek certification with Wisconsin Green Built Homes for 1802 Packers. We are interested in developing a highly efficient building envelope, hoping to utilize lessons from Engberg Anderson and McGann Construction's experience with Rethke Terrace. As a matter of practice, we install highly efficient heating and cooling systems, Energy Star rated and/or LED lighting, and low-flow plumbing fixtures. We intend to utilize central domestic hot water for its greater efficiency than individual units, which could be paired with a solar thermal system. It is difficult to estimate the monthly utility savings at this stage of the project.

41. For proposals that include rehabilitation, have you completed a capital needs assessment for this property? If so, summarize the scope and cost; Attach a copy of the capital needs assessment.

Not applicable. This proposal does not include rehabilitation.

42. Real Estate Project Data Summary

Enter the site address (or addresses if scattered sites) of the proposed housing and answer the questions listed below for each site.

	# of Units Prior to Purchase	# of Units Post-Project	# Units Occupied at Time of Purchase	# Tenants to be Displaced	# of Units Accessible Current?	Number of Units Post-Project Accessible?	Appraised Value Current (Or Estimated)	Appraised Value After Project Completion (Or Estimated)	Purchase Price
Address:	1802, 1814 and 1818 Packers Avenue								
	3	61	2	1	0	TBD	\$484,500 (2018 combined FMV per Assessor)	\$ 4,050,000 (estimate based on income capitalization approach with 55% expense ratio and 7.5% cap rate)	\$ 537,000
Address:									
Address:									
Address:									

43. Will any business or residential tenants will be displaced temporarily or permanently? If so, please describe the relocation requirements, relocation plan and relocation assistance that you will implement or have started to implement.

No businesses will be displaced from the development.

The single-family rental at 1802 Packers Avenue is currently owner occupied. One of the units in the duplex at 1818 Packers Avenue is renter occupied. Redevelopment will result in the permanent displacement of this renter. Impact Seven staff will evaluate the terms of the existing lease for 1818 Packers Avenue. If the leases end prior to acquisition of the property, Impact Seven will allow the lease to terminate and will in turn acquire vacant buildings. If the lease endures beyond acquisition but end prior to the start of construction, Impact Seven will allow the leases to terminate and in turn begin construction with vacant properties. If the leases endure beyond the proposed start of construction, Impact Seven will offer to pay reasonable moving and relocation expenses, such as paying for movers, security deposit and first-month's rent. Regardless, if federal financial assistance is secured for the project, Impact Seven will develop a relocation assistance plan that is compliant with the federal Uniform Relocation Act.

**PLEASE ATTACH THE FOLLOWING ADDITIONAL INFORMATION AND CHECK THE BOX WHEN ATTACHED:**

- A completed Application Budget Workbook, showing the City's proposed financial contribution and all other proposed financing.
- A project organizational structure chart, including ownership interest percentages.
- A detailed map of the site and a second map showing the site in the context of the City.
- Description of the development team's experience in:
  1. Obtaining and utilizing federal, state, city, and other financing resources.
  2. Participating in public/private joint ventures.
  3. Developing multifamily housing for low- and moderate-income households.
  4. Property management, including experience with supportive housing.
  5. Providing supportive housing units or delivering supportive services.
- Letter from Supportive Service Provider(s) detailing what services they intend to provide.
- Detailed WHEDA self-score based on the most recently published scoring criteria (include a breakdown of scoring categories where applicable, such as the Areas of Economic Opportunity scoring category).
- A current appraisal of the property and an after-rehab/construction appraisal of the property, if available at the time of application.
- A recent market study, prepared by a third-party market analyst, if available at the time of application.
- A Capital Needs Assessment report of the subject property, if the proposal is for a rehabilitation project and if the report is available at the time of application.
- A recent Phase I ESA executive summary, if available at the time of application.

NOTE: If an appraisal, market study, capital needs assessment, or Phase I ESA executive summary is not available at the time of application, and the proposal is funded through this RFP process, these items must be submitted to the City at least 10 days prior to the submittal of these items to WHEDA with the 2019 LIHTC application.

APPLICANT &amp; PROJECT NAME:

Impact Seven, Inc. - 1802 Packers

## 1. CAPITAL BUDGET

Enter ALL proposed project funding sources.

## FUNDING SOURCES

Source	Amount	Non-Amortizing (Y/N)	Rate (%)	Term (Years)	Amort. Period (Years)	Annual Debt Service
Permanent Loan-Lender Name:						
First Mortgage (WHEDA)	\$ 2,675,000	N	5.90%	18	35	\$ 169,047
Subordinate Loan-Lender Name:						
Subordinate Loan-Lender Name:						
Tax Exempt Loan-Bond Issuer:						
AHP Loan	\$ 750,000	Y	0.00%	30	-	\$ -
City-AHF Deferred Loan	\$ 850,000	N	0.00%	30	-	\$ -
City-AHF Interest/Cash Flow Loan	\$ 850,000	N	2.75%	16	30	\$ 41,641
City-TIF Loan						
Other-Specify Grantor:						
City - HOME	\$ 350,000	Y	0%	16	0	0
Other-Specify Grantor:						
Other-Specify Grantor:						
Tax Credit Equity	\$ 9,089,091					
Historic Tax Credit Equity						
Deferred Developer Fees	\$ 275,000					
Owner Investment	\$ 100					
Other-Specify:						
<b>Total Sources</b>	<b>\$ 14,839,191</b>					

## Construction Financing

Source of Funds	Amount	Rate	Term (monthly)
Construction Loan-Lender Name:			
TBD	\$ 9,250,000	6%	18
Bridge Loan-Lender Name:			
Included above			
Tax Credit Equity:			
TBD	\$ 1,817,818		
<b>Total</b>	<b>\$ 11,067,818</b>		

Estimated pricing on sale of Federal Tax Credits:

\$ 0.90

Remarks Concerning Project Funding Sources:

(1) Tax credit equity assumes an annual allocation of \$1,010,000 at \$0.90. Impact Seven will continue to evaluate the amount of the credit requests and the pricing to remain competitive in the December 2018 LIHTC application.

(2) The construction loan interest rate of 5.5% is used for modeling the construction period interest; we anticipate the interest rate will adjust monthly at LIBOR plus 2.35-2.5%.

(3) We assume a portion of the soft permanent financing will be available during the construction period - 100% AHP, 90% City AHF and 90% HOME.

APPLICANT:

Impact Seven, Inc. - 1802 Packers

## 2. PROJECT EXPENSES

Enter the proposed project expenses

**Acquisition Costs**

	<b>Amount</b>
Acquisition	550,000
Title Insurance and Recording	25,000
Appraisal	10,000
Predvlpmnt/feasibility/market study	81,500
Survey	7,500
Marketing	0
Relocation	2,500
Other (List)	

**Carrying Costs**

Carrying Costs	15,000
----------------	--------

**Construction:**

Construction Costs	10,201,432
Demolition	60,000
Soils/Site Preparation	744,569
Construction Mgmt	0
Construction Interest	381,563
Permits; Print Plans/Specs	14,000
Landscaping, Play Lots, Signage	90,000
Other (List)	

**Other (List)**

Loan Fees (\$144,500); Low Volt/Security (\$8,226,250)	226,250
--	---------

**Fees:**

Architect	213,500
Engineering	106,250
Accounting	20,000
Legal	105,000
Development Fee	625,000
Leasing Fee	0
Park Impact Fees	10,350
Other (List)	

**Constr Insurance, LIHTC, Zoning Fees**

Constr Insurance, LIHTC, Zoning Fees	146,355
--------------------------------------	---------

**Project Contingency:**

Project Contingency:	596,587
----------------------	---------

Furnishings:	30,500
--------------	--------

**Reserves Funded from Capital:**

Operating Reserve	226,002
Replacement Reserve	0
Maintenance Reserve	0
Vacancy Reserve	0
Lease Up Reserve	75,334

**Other: (List)**

Deferred Developer Fee	275,000
------------------------	---------

TOTAL COSTS:	14,839,191
--------------	------------

APPLICANT: Impact Seven, Inc. - 1802 Packers

### 3. PROJECT PROFORMA

Enter total Revenue and Expense information for the proposed project for a 30 year period.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
Gross Income	635,508	648,218	661,183	674,406	687,894	701,652	715,685	729,999	744,599	759,491	774,681	790,174	805,978	822,097	838,539	855,310
Less Vacancy/Bad Debt	44,486	45,375	46,283	47,208	48,153	49,116	50,098	51,100	52,122	53,164	54,228	55,312	56,418	57,547	58,698	59,872
<b>Income from Non-Residential Use*</b>	<b>84,090</b>	<b>85,772</b>	<b>87,487</b>	<b>89,237</b>	<b>91,022</b>	<b>92,842</b>	<b>94,699</b>	<b>96,593</b>	<b>98,525</b>	<b>100,495</b>	<b>102,505</b>	<b>104,555</b>	<b>106,646</b>	<b>108,779</b>	<b>110,955</b>	<b>113,174</b>
<b>Total Revenue</b>	<b>675,112</b>	<b>688,615</b>	<b>702,387</b>	<b>716,435</b>	<b>730,763</b>	<b>745,379</b>	<b>760,286</b>	<b>775,492</b>	<b>791,002</b>	<b>806,822</b>	<b>822,958</b>	<b>839,417</b>	<b>856,206</b>	<b>873,330</b>	<b>890,797</b>	<b>908,612</b>
<b>Expenses:</b>																
Office Expenses and Phone	6,206	6,392	6,584	6,781	6,985	7,194	7,410	7,633	7,862	8,097	8,340	8,591	8,848	9,114	9,387	9,669
Real Estate Taxes	90,000	92,700	95,481	98,345	101,296	104,335	107,465	110,689	114,009	117,430	120,952	124,581	128,318	132,168	136,133	140,217
Advertising, Accounting, Legal Fees	9,220	9,497	9,781	10,075	10,377	10,689	11,009	11,339	11,680	12,030	12,391	12,763	13,146	13,540	13,946	14,364
Payroll, Payroll Taxes and Benefits	153,046	157,638	162,367	167,238	172,255	177,423	182,745	188,228	193,875	199,691	205,682	211,852	218,208	224,754	231,496	238,441
Property Insurance	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878	27,685	28,515	29,371	30,252	31,159
Mtc, Repairs and Mtc Contracts	57,364	59,085	60,857	62,683	64,564	66,501	68,496	70,550	72,667	74,847	77,092	79,405	81,787	84,241	86,768	89,371
Utilities (gas/electric/fuel/water/sewer)	38,430	39,583	40,770	41,993	43,253	44,551	45,887	47,264	48,682	50,142	51,647	53,196	54,792	56,436	58,129	59,873
Property Mgmt	56,062	57,744	59,476	61,260	63,098	64,991	66,941	68,949	71,017	73,148	75,342	77,603	79,931	82,329	84,798	87,342
Operating Reserve Pmt	3,376	3,477	3,582	3,689	3,800	3,914	4,031	4,152	4,277	4,405	4,537	4,673	4,813	4,958	5,107	5,260
Replacement Reserve Pmt	18,300	18,849	19,414	19,997	20,597	21,215	21,851	22,507	23,182	23,877	24,594	25,331	26,091	26,874	27,680	28,511
Support Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)																
Bad Debt - 0.5% EGI, see OpResPmt)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>	<b>452,004</b>	<b>465,564</b>	<b>479,531</b>	<b>493,917</b>	<b>508,735</b>	<b>523,997</b>	<b>539,717</b>	<b>555,908</b>	<b>572,585</b>	<b>589,763</b>	<b>607,456</b>	<b>625,679</b>	<b>644,450</b>	<b>663,783</b>	<b>683,697</b>	<b>704,208</b>
<b>Net Operating Income</b>	<b>223,108</b>	<b>223,050</b>	<b>222,856</b>	<b>222,518</b>	<b>222,029</b>	<b>221,382</b>	<b>220,570</b>	<b>219,584</b>	<b>218,416</b>	<b>217,059</b>	<b>215,503</b>	<b>213,738</b>	<b>211,756</b>	<b>209,547</b>	<b>207,100</b>	<b>204,405</b>
<b>Debt Service:</b>																
First Mortgage	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880
Second Mortgage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)																
<b>Total Debt Service</b>	<b>0</b>															
<b>Total Annual Cash Expenses</b>	<b>0</b>															
<b>Total Net Operating Income</b>	<b>180,880</b>															
<b>Debt Service Reserve</b>	<b>632,884</b>	<b>646,444</b>	<b>660,411</b>	<b>674,797</b>	<b>689,615</b>	<b>704,877</b>	<b>720,597</b>	<b>736,788</b>	<b>753,465</b>	<b>770,643</b>	<b>788,336</b>	<b>806,559</b>	<b>825,330</b>	<b>844,663</b>	<b>864,577</b>	<b>885,088</b>
<b>Deferred Developer Fee</b>	<b>42,228</b>	<b>42,170</b>	<b>41,976</b>	<b>41,638</b>	<b>41,149</b>	<b>40,502</b>	<b>39,690</b>	<b>38,704</b>	<b>37,536</b>	<b>36,179</b>	<b>34,623</b>	<b>32,858</b>	<b>30,876</b>	<b>28,667</b>	<b>26,220</b>	<b>23,525</b>
<b>Cash Flow</b>	<b>42,228</b>	<b>42,170</b>	<b>41,976</b>	<b>41,638</b>	<b>41,149</b>	<b>40,502</b>	<b>25,337</b>		<b>0</b>							
AHF City Interest Loan	0	0	0	0	0	0	14,353	38,704	37,536	36,179	34,623	32,858	30,876	28,667	26,220	23,525
	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641

\*Including commercial tenants, laundry facilities, vending machines, parking spaces, storage spaces or application fees.

### DCR Hard Debt

1.23	1.23	1.23	1.23	1.22	1.22	1.21	1.21	1.20	1.19	1.18	1.17	1.16	1.14	1.13
1.00	1.00	1.00	1.00	1.00	0.99	0.99	0.99	0.98	0.98	0.97	0.96	0.95	0.94	0.93

### Assumptions

7.0%
2.0%
3.0%

Property Mgmt includes the property management fee (6% of EGI), third party compliance and software fees

APPLICANT:

Impact Seven, Inc. - 1802 Packers

## 3. PROJECT PROFORMA (cont.)

Enter total Revenue and Expense information for the proposed project for a 30 year period.

	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Gross Income	872,416	889,865	907,662	925,815	944,331	963,218	982,482	1,002,132	1,022,175	1,042,618	1,063,471	1,084,740	1,106,435	1,128,564
Less Vacancy/Bad Debt	61,069	62,291	63,536	64,807	66,103	67,425	68,774	70,149	71,552	72,983	74,443	75,932	77,450	78,999
<b>Income from Non-Residential Use*</b>	<b>115,438</b>	<b>117,746</b>	<b>120,101</b>	<b>122,503</b>	<b>124,953</b>	<b>127,452</b>	<b>130,001</b>	<b>132,601</b>	<b>135,253</b>	<b>137,959</b>	<b>140,718</b>	<b>143,532</b>	<b>146,403</b>	<b>149,331</b>
<b>Total Revenue</b>	<b>926,785</b>	<b>945,320</b>	<b>964,227</b>	<b>983,511</b>	<b>1,003,182</b>	<b>1,023,245</b>	<b>1,043,710</b>	<b>1,064,584</b>	<b>1,085,876</b>	<b>1,107,594</b>	<b>1,129,745</b>	<b>1,152,340</b>	<b>1,175,387</b>	<b>1,198,895</b>
<b>Expenses:</b>														
Office Expenses and Phone	9,959	10,258	10,565	10,882	11,209	11,545	11,891	12,248	12,616	12,994	13,384	13,785	14,199	14,625
Real Estate Taxes	144,424	148,756	153,219	157,816	162,550	167,427	172,449	177,623	182,951	188,440	194,093	199,916	205,913	212,091
Advertising, Accounting, Legal Fees	14,795	15,239	15,696	16,167	16,652	17,152	17,666	18,196	18,742	19,305	19,884	20,480	21,095	21,728
Payroll, Payroll Taxes and Benefits	245,595	252,962	260,551	268,368	276,419	284,711	293,253	302,050	311,112	320,445	330,059	339,960	350,159	360,664
Property Insurance	32,094	33,057	34,049	35,070	36,122	37,206	38,322	39,472	40,656	41,876	43,132	44,426	45,759	47,131
Mtc, Repairs and Mtc Contracts	92,052	94,814	97,658	100,588	103,606	106,714	109,915	113,213	116,609	120,107	123,711	127,422	131,245	135,182
Utilities (gas/electric/fuel/water/sewer)	61,669	63,519	65,425	67,387	69,409	71,491	73,636	75,845	78,120	80,464	82,878	85,364	87,925	90,563
Property Mgmt	89,963	92,662	95,441	98,305	101,254	104,291	107,420	110,643	113,962	117,381	120,902	124,529	128,265	132,113
Operating Reserve Pmt	5,417	5,580	5,747	5,920	6,097	6,280	6,469	6,663	6,863	7,069	7,281	7,499	7,724	7,956
Replacement Reserve Pmt	29,366	30,247	31,155	32,089	33,052	34,043	35,065	36,117	37,200	38,316	39,466	40,650	41,869	43,125
Support Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)														
Bad Debt - 0.5% EGI, see OpResPmt)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses</b>	<b>725,334</b>	<b>747,094</b>	<b>769,507</b>	<b>792,592</b>	<b>816,370</b>	<b>840,861</b>	<b>866,087</b>	<b>892,069</b>	<b>918,831</b>	<b>946,396</b>	<b>974,788</b>	<b>1,004,032</b>	<b>1,034,153</b>	<b>1,065,177</b>
<b>Net Operating Income</b>	<b>201,451</b>	<b>198,226</b>	<b>194,720</b>	<b>190,919</b>	<b>186,812</b>	<b>182,384</b>	<b>177,623</b>	<b>172,515</b>	<b>167,045</b>	<b>161,197</b>	<b>154,957</b>	<b>148,308</b>	<b>141,234</b>	<b>133,717</b>
<b>Debt Service:</b>														
First Mortgage	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880	180,880
Second Mortgage	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)														
<b>Total Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Annual Cash Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Operating Income</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>	<b>180,880</b>
Debt Service Reserve	20,571	17,346	13,840	10,039	5,932	1,504	-3,257	-8,365	-13,835	-19,683	-25,923	-32,572	-39,646	-47,163
Deferred Developer Fee	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Flow	20,571	17,346	13,840	10,039	5,932	1,504	-3,257	-8,365	-13,835	-19,683	-25,923	-32,572	-39,646	-47,163
AHF City Interest Loan	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641	41,641

\*Including laundry facilities, vending machines, parking spaces, storage spaces or application fees.

<b>DCR Hard Debt</b>	1.11	1.10	1.08	1.06	1.03	1.01	0.98	0.95	0.92	0.89	0.86	0.82	0.78	0.74
<b>DCR Total Debt</b>	0.91	0.89	0.88	0.86	0.84	0.82	0.80	0.78	0.75	0.72	0.70	0.67	0.63	0.60

## Assumptions

7.0%
2.0%
3.0%

Note that the project will be refinanced in year 16/17 given the 1st Mortgage &amp; City AHF loan terms.

June 27, 2018

Ms. Kristine Giornalista  
Impact Seven, Inc.  
Lake Almena Drive  
Almena, WI 54805

Re: 1802 Packers – Madison, Wisconsin

Dear Ms. Giornalista,

Thank you for the opportunity to submit our interest in your development. Cinnaire is a full-service CDFI with resources including equity for LIHTC, federal historic credits, NMTCs, permanent debt for affordable housing, predevelopment financing, access to AHP dollars from the Federal Home Loan Bank-Chicago, and title services. We offer top-tier service and can provide technical support.

Cinnaire (the “Fund”) staff has conducted a review of the development and operating budget for 1802 Packers (the “Project”), a 61 unit LIHTC project that will be developed in Madison, Wisconsin. The Project is sponsored by Impact Seven, Inc. an experienced tax credit professional (“Sponsor”). The Fund has reviewed the current development and operating budgets and supports the project as being financially viable with achievable rents, occupancy levels, and reasonable expense levels.

Based on such review, the Fund is pleased to submit this Letter of Interest to purchase federal Low Income Housing Tax Credits (“LIHTC”), which will be allocated to the Company that will own, develop, and manage the eligible rental property. Our review supports a LIHTC allocation of \$1,025,000, and a price of \$0.90 per LIHTC credit for net equity of \$9,179,082.

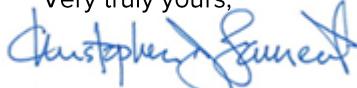
This Letter of Interest is contingent upon the Project finalizing its other sources of funds including LIHTCs, the Fund finalizing its capital funding, and Project review by the Fund through its due diligence review. During such review the Fund will verify factual representations made by the Sponsor, conduct a site visit, and evaluate the following:

1. Development Budget;
2. Operating Budget;
3. Development Team;
4. Managers Financial Capacity;
5. Timing assumptions for the Company; and
6. Other factors deemed necessary by the Fund.

At the end of its review the Fund will present this investment to its internal investment committee for final approval.

We congratulate you on your significant progress to date and look forward to working with you.

Very truly yours,



Christopher J. Laurent  
Senior Vice President, Business Development

**Lansing | Corporate Headquarters**  
1118 South Washington Avenue  
Lansing, Michigan 48910  
517 482 8555

**Detroit**  
2111 Woodward Avenue, Suite 600  
Detroit, Michigan 48201  
313 841 3751

**Grand Rapids**  
100 Grandville Avenue SW, Suite 202  
Grand Rapids, Michigan 49503  
616 272 7880

**Chicago**  
225 West Washington Street, Suite 1350  
Chicago, Illinois 60606  
312 957 7283

**Indianapolis**  
320 North Meridian, Suite 516  
Indianapolis, Indiana 46204  
317 423 8880

**Madison**  
2 East Mifflin Street, Suite 403  
Madison, Wisconsin 53703  
608 234 5291

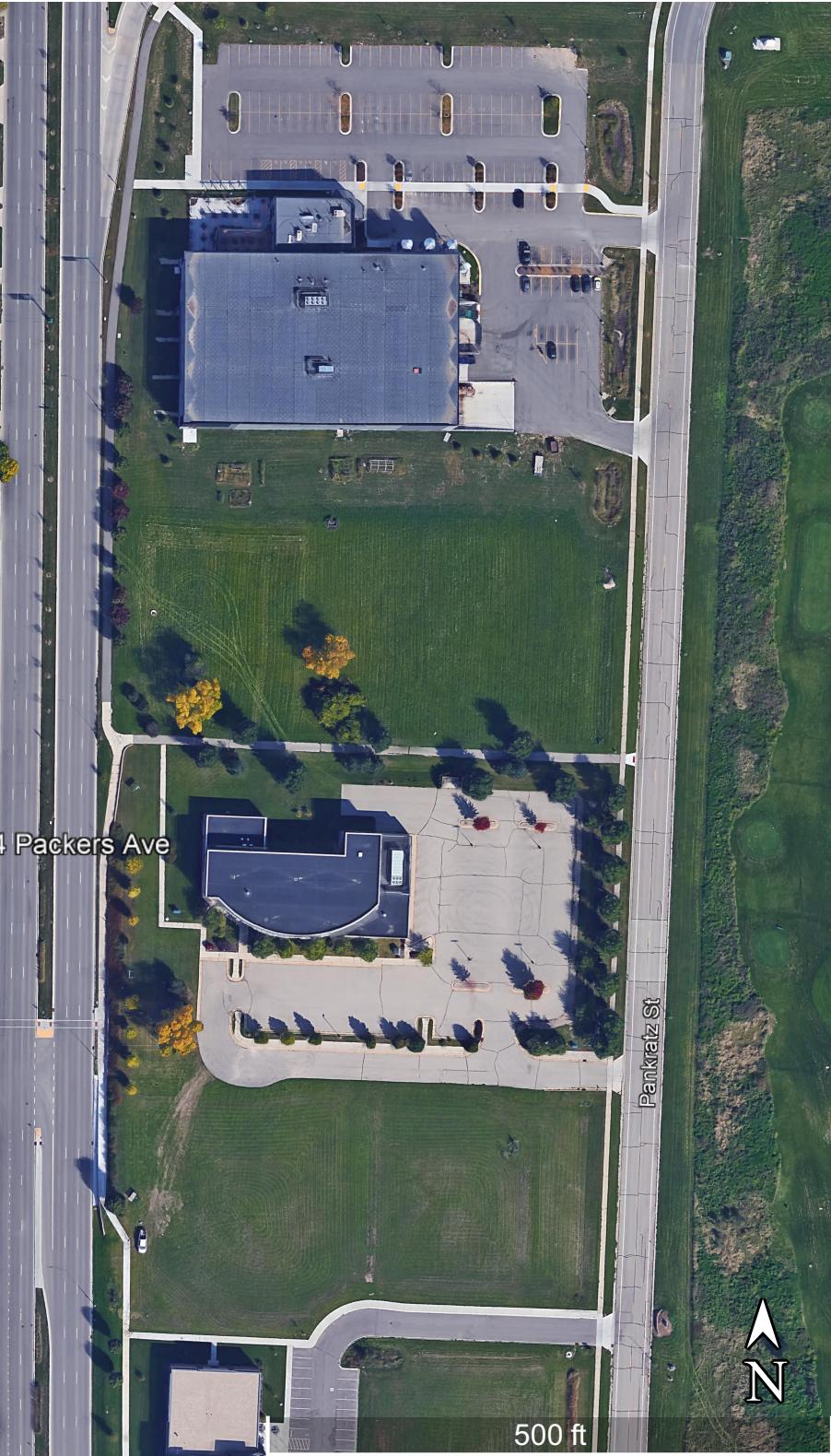
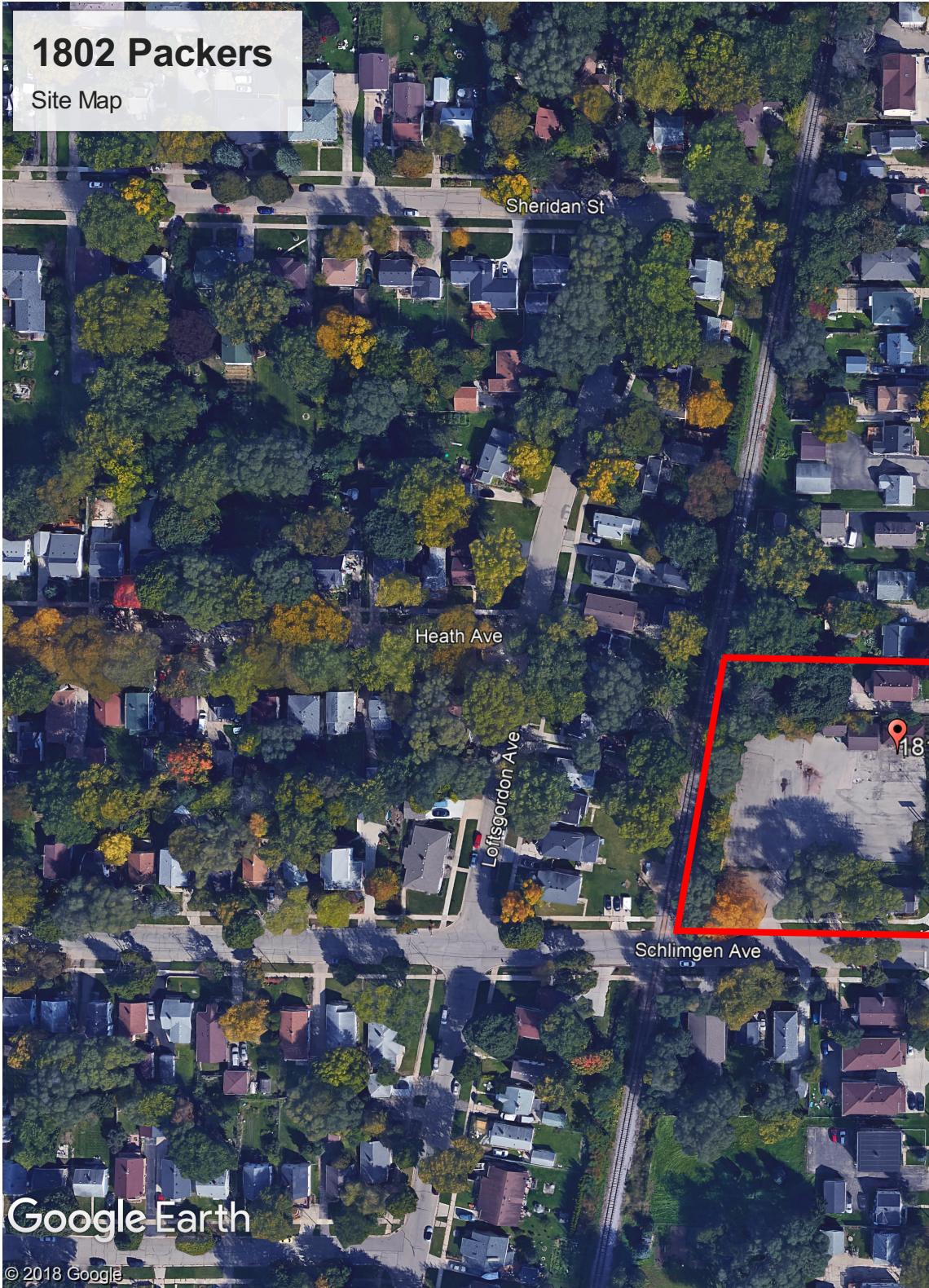
**Wilmington**  
100 West 10th Street, Suite 502  
Wilmington, Delaware 19801  
302 655 1420



## MAPS & CONCEPTUAL PLANS

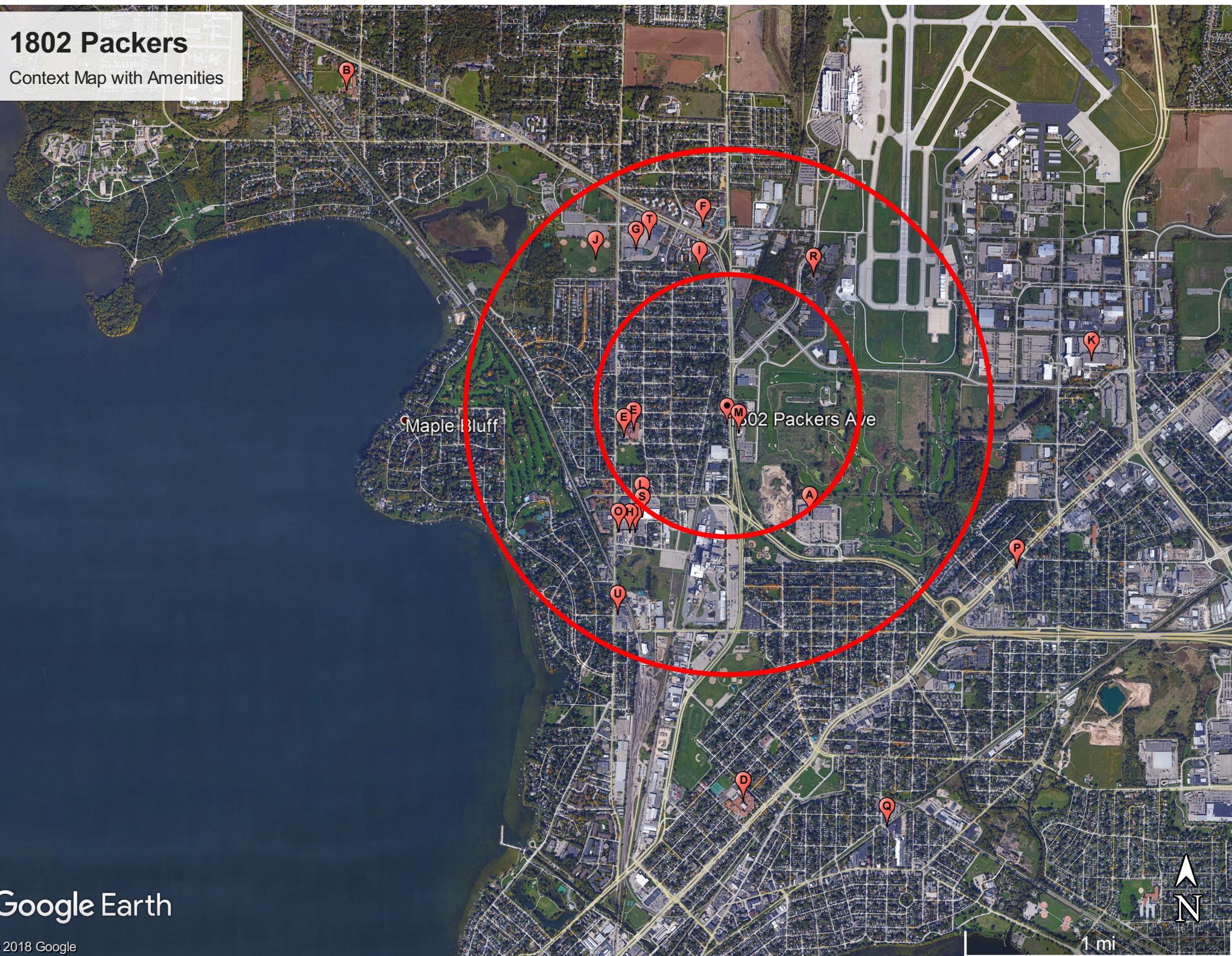
# 1802 Packers

## Site Map



# 1802 Packers

Context Map with Amenities



Google Earth

© 2018 Google

## MAP KEY

Nearby Services & Amenities	Amenity Name	Distance (Miles)	Map Label	Amenity Address
Full Service Grocery Store	Pick n Save	0.5	A	2502 Shopko Dr Madison, WI 53704
Public Elementary School	Mendota Elementary	1.5	B	4002 School Rd Madison, WI 53704
Public Middle School	Sherman Middle School	0.4	C	1610 Ruskin St, Madison WI 53704
Public High School	East High School	1.3	D	2222 E Washington Ave, Madison, WI 53704
	Shabazz High School	0.4	E	1610 N Sherman Ave, Madison, WI 53704
Full Service Medical Clinic or Hospital	UW Health Northeast Family Medical Center	0.8	F	3209 Dryden Dr Madison, WI 53704
Library	Madison Public Library - Lakeview	0.8	G	2845 N Sherman Ave, Madison, WI 53704
	Beyond the Page Library	0.5	H	1819 Aberg Ave Madison, WI 53704
Public Park	Windom Way Park	0.6	I	1920 Windom Way Madison, WI 53704
	Warner Park	0.8	J	2930 N Sherman Ave, Madison, WI 53704
Job Training Facility, Community College or Continuing Ed Programs	MATC Truax	2.5	K	1701 Wright St Madison, WI 53704
	Dane County Job Center	0.5	L	1819 Aberg Ave Madison, WI 53704
	Lakeland University - Madison Center	0.0	M	1650 Pankratz St Madison, WI 53704
Childcare	Child Development Inc.	0.5	N	1819 Aberg Ave Madison, WI 53704
	Precious Moments Daycare	0.6	O	1181 N Sherman Ave #9, Madison, WI 53704
	Sunny Ridge Kids Care	1.5	P	3245 E Washington Ave, Madison, WI 53704
Neighborhood Community Center	Goodman Community Center	2.0	Q	149 Waubesa St, Madison, WI 53704
	Outreach LGBT Community Center		R	2701 International Ln #101, Madison, WI 53704
Retail	Northgate Shopping Center	0.5	S	1819 Aberg Ave Madison, WI 53704
	Northside Town Center	0.8	T	1865 Northport Dr Madison, WI 53704
	Lakewood Plaza Shopping Center	0.8	U	609 N Sherman Ave Madison, WI 53704
	East Towne Mall	3.0	V	89 E Towne Mall Madison, WI 53704

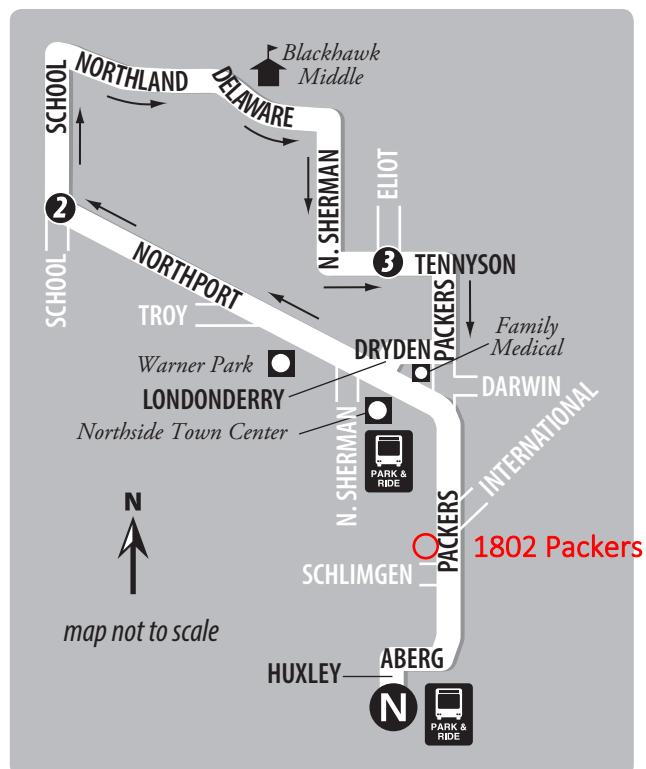
# ROUTE 21

Weekday

Lakeview Loop

	From Route	North Transfer Point	School & Northport	Tennyson & Eliot	North Transfer Point	To Route
	From Route	North Transfer Point	School & Northport	Tennyson & Eliot	North Transfer Point	To Route
	2	2	3	3	2	
—	—	5:41	5:46	5:57	20	
—	6:00	6:09	6:14	6:25	28	
—	6:30	6:39	6:44	6:55	17	
—	—	6:54	6:59	7:10	27	
—	7:00	7:09	7:14	7:25	21	
27	7:15	7:24	7:29	7:40	27	
21	7:30	7:39	7:44	7:55	21	
57	7:45	7:54	7:59	8:10	27	
21	8:00	8:09	8:14	8:25	21	
21	8:30	8:39	8:44	8:55	21	
21	9:00	9:09	9:14	9:25	21	
21	9:30	9:39	9:44	9:55	21	
21	10:00	10:09	10:14	10:25	21	
21	10:30	10:39	10:44	10:55	21	
21	11:00	11:09	11:14	11:25	21	
21	11:30	11:39	11:44	11:55	21	
21	12:00	12:09	12:14	12:25	21	
21	12:30	12:39	12:44	12:55	21	
21	1:00	1:09	1:14	1:25	21	
21	1:30	1:39	1:44	1:55	21	
21	2:00	2:09	2:14	2:25	21	
21	2:30	2:39	2:44	2:55	21	
21	3:00	3:09	3:14	3:25	21	
21	3:30	3:39	3:44	3:55	21	
21	4:00	4:09	4:14	4:25	21	
27	4:15	4:24	4:29	4:40	27	
21	4:30	4:39	4:44	4:55	21	
27	4:45	4:54	4:59	5:10	27	
21	5:00	5:09	5:14	5:25	21	
27	5:15	5:24	5:29	5:40	—	
21	5:30	5:39	5:44	5:55	21	
27	5:45	5:54	5:59	6:10	—	
21	6:00	6:09	6:14	6:25	22	
28	7:00	7:09	7:14	7:25	—	
2	8:00	8:09	8:14	8:25	17	
17	9:00	9:09	9:14	9:25	17	
17	10:00	10:09	10:14	10:25	22	
22	11:00	11:09	11:14	11:25	2	
4	11:48	11:57	12:02	12:13	—	

# ROUTE 21 MAP



# ROUTE 21

## ROUTE 21

Weekend / Holiday

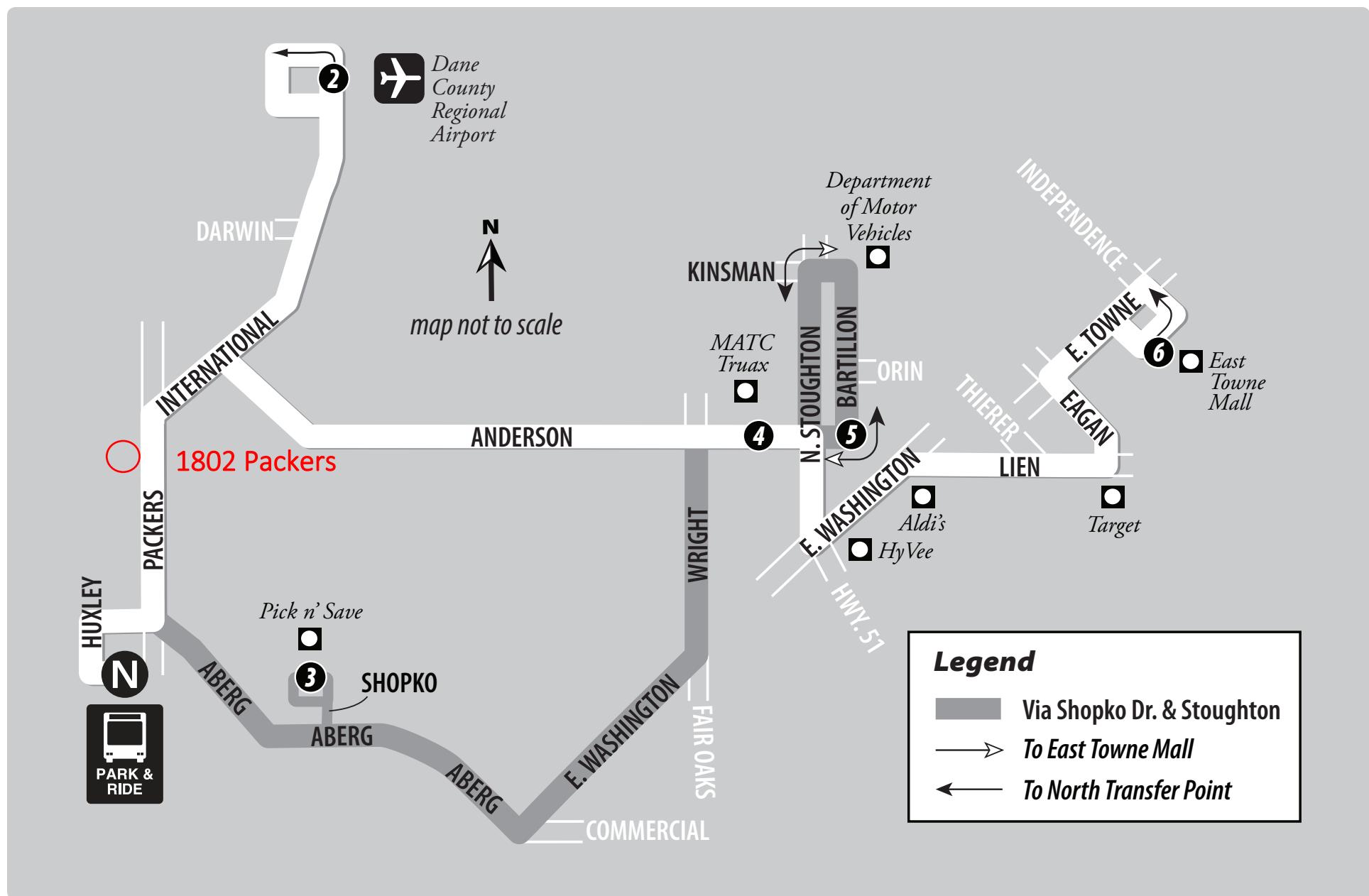
Lakeview Loop

	From Route	North Transfer Point	School & Northport	Tennyson & Eliot	North Transfer Point	To Route
	2	2	3	3	2	
17	7:00	7:09	7:14	7:25	17	
17	8:00	8:09	8:14	8:25	17	
17	9:00	9:09	9:14	9:25	17	
17	10:00	10:09	10:14	10:25	17	
17	11:00	11:09	11:14	11:25	17	
17	12:00	12:09	12:14	12:25	17	
17	1:00	1:09	1:14	1:25	17	
17	2:00	2:09	2:14	2:25	17	
17	3:00	3:09	3:14	3:25	17	
17	4:00	4:09	4:14	4:25	17	
17	5:00	5:09	5:14	5:25	17	
17	6:00	6:09	6:14	6:25	17	
17	7:00	7:09	7:14	7:25	17/-	
17	8:00	8:09	8:14	8:25	17	
17	9:00	9:09	9:14	9:25	17	
17	10:00	10:09	10:14	10:25	17	

Trip is NOT operated on Sundays or holidays.

Trips are NOT operated on holidays.

# ROUTE 20 MAP



# ROUTE 20

Weekday

North Transfer Point // East Towne Mall

From Route	North Transfer Point	Dane County Airport	Shopko Dr at Pick 'N Save	Anderson at MATC Truax	Frontage & Stoughton	East Towne Mall	To Route
	<b>N</b>	2	3	4	5	6	
21	6:00	6:07	—	6:13	—	6:20	30
2	6:30	6:37	—	6:44	—	6:52	36
17	7:00	7:07	—	7:14	—	7:22	6
22	7:30	7:37	—	7:44	—	7:52	20
2	8:00	8:07	—	8:14	—	8:22	20
2	8:30	8:37	—	8:44	—	8:52	20
22	9:00	9:07	—	9:14	—	9:22	20
2	9:30	9:37	—	9:44	—	9:52	20
2	10:00	10:07	—	10:14	—	10:22	20
2	10:30	10:37	—	10:44	—	10:52	20
2	11:00	11:07	—	11:14	—	11:22	20
2	11:30	11:37	—	11:44	—	11:52	20
2	12:00	12:07	—	12:14	—	12:22	20
2	12:30	12:37	—	12:44	—	12:52	20
2	1:00	1:07	—	1:14	—	1:22	20
22	1:30	1:37	—	1:44	—	1:52	20
22	2:00	2:07	—	2:14	—	2:22	20
22	2:30	2:37	—	2:44	—	2:52	36
22	3:00	3:07	—	3:14	—	3:22	20
2	3:30	3:37	—	3:44	—	3:52	20
2	4:00	4:07	—	4:14	—	4:22	20
2	4:30	4:37	—	4:44	—	4:52	—
2	5:00	5:07	—	5:14	—	5:22	36
2	5:30	5:37	—	5:44	—	5:52	36
2	6:00	6:07	—	6:14	—	6:21	30
4	6:30	6:37	—	6:44	—	6:51	36
2	7:00	7:07	—	7:14	—	7:21	30
2	7:30	7:37	—	7:44	—	7:51	30
22	8:00	—	8:04	8:11	8:14	8:23	30
2	8:30	8:37	—	8:44	—	8:51	30
2	9:00	—	9:04	9:11	9:14	9:23	6
2	9:30	9:37	—	9:44	—	9:51	20
2	10:00	—	10:04	10:11	10:14	10:23	26

# ROUTE 20

# ROUTE 20

## ROUTE 20

Weekday

East Towne Mall // North Transfer Point

From Route	East Towne Mall	Frontage & Stoughton	Anderson at MATC Truax	Shopko Dr at Pick 'N Save	Dane County Airport	North Transfer Point	To Route
6	6:59	—	7:07	—	7:13	7:23	28
6	7:31	—	7:39	—	7:45	7:55	2
20	8:01	—	8:09	—	8:15	8:25	2
20	8:31	—	8:39	—	8:45	8:55	2
20	9:01	—	9:09	—	9:15	9:25	2
20	9:31	—	9:39	—	9:45	9:55	2
20	10:01	—	10:09	—	10:15	10:25	2
20	10:31	—	10:39	—	10:45	10:55	2
20	11:01	—	11:09	—	11:15	11:25	2
20	11:31	—	11:39	—	11:45	11:55	22
20	<b>12:01</b>	—	<b>12:09</b>	—	<b>12:15</b>	<b>12:25</b>	2
20	<b>12:31</b>	—	<b>12:39</b>	—	<b>12:45</b>	<b>12:55</b>	22
20	<b>1:01</b>	—	<b>1:09</b>	—	<b>1:15</b>	<b>1:25</b>	2
20	<b>1:31</b>	—	<b>1:39</b>	—	<b>1:45</b>	<b>1:55</b>	17
20	<b>2:01</b>	—	<b>2:09</b>	—	<b>2:15</b>	<b>2:25</b>	2
20	2:31	—	2:39	—	2:45	2:55	2
30	3:01	—	3:09	—	3:15	3:25	2
20	3:31	—	3:39	—	3:45	3:55	2
20	4:01	—	4:09	—	4:15	4:25	2
20	4:31	—	4:39	—	4:45	4:55	2
36	5:01	—	5:09	—	5:15	5:25	2
6	5:31	—	5:39	—	5:45	5:55	2
30	6:03	—	6:10	—	6:16	6:25	—
30	6:33	—	6:40	—	6:46	6:55	2
30	7:03	—	7:10	—	7:16	7:25	2
30	7:33	—	7:40	—	7:46	7:55	2
6	8:02	<b>8:09</b>	8:13	<b>8:21</b>	—	8:25	2
30	8:33	—	8:40	—	<b>8:46</b>	<b>8:55</b>	2
30	9:02	<b>9:09</b>	9:13	<b>9:21</b>	—	9:25	2
6	9:33	—	9:40	—	<b>9:46</b>	<b>9:55</b>	2
20	<b>10:02</b>	<b>10:09</b>	10:13	10:21	—	10:25	2
30	10:33	—	10:40	—	<b>10:46</b>	<b>10:55</b>	2

# ROUTE 20

Weekend / Holiday

North Transfer Point // East Towne Mall

From Route	North Transfer Point	Dane County Airport	Shopko Dr at Pick 'N Save	Anderson at MATC Truax	Frontage & Stoughton	East Towne Mall	To Route
-	<b>N</b>	2	3	4	5	6	
-	7:30	7:37	-	7:44	-	7:52	30
-/2	8:00	-	8:04	8:10	8:13	8:22	30
2	8:30	8:37	-	8:44	-	8:52	30
2	9:00	-	9:04	9:10	9:13	9:22	30
2	9:30	9:37	-	9:44	-	9:52	30
2	10:00	-	10:04	10:10	10:13	10:22	30
2	10:30	10:37	-	10:44	-	10:52	30
2	11:00	-	11:04	11:10	11:13	11:22	30
2	11:30	11:37	-	11:44	-	11:52	30
2	<b>12:00</b>	-	<b>12:04</b>	<b>12:10</b>	<b>12:13</b>	<b>12:22</b>	30
2	<b>12:30</b>	<b>12:37</b>	-	<b>12:44</b>	-	<b>12:52</b>	30
2	<b>1:00</b>	-	<b>1:04</b>	<b>1:10</b>	<b>1:13</b>	<b>1:22</b>	30
2	<b>1:30</b>	<b>1:37</b>	-	<b>1:44</b>	-	<b>1:52</b>	30
2	<b>2:00</b>	-	<b>2:04</b>	<b>2:10</b>	<b>2:13</b>	<b>2:22</b>	30
2	<b>2:30</b>	<b>2:37</b>	-	<b>2:44</b>	-	<b>2:52</b>	30
2	<b>3:00</b>	-	<b>3:04</b>	<b>3:10</b>	<b>3:13</b>	<b>3:22</b>	30
2	<b>3:30</b>	<b>3:37</b>	-	<b>3:44</b>	-	<b>3:52</b>	30
2	<b>4:00</b>	-	<b>4:04</b>	<b>4:10</b>	<b>4:13</b>	<b>4:22</b>	30
2	<b>4:30</b>	<b>4:37</b>	-	<b>4:44</b>	-	<b>4:52</b>	30
2	<b>5:00</b>	-	<b>5:04</b>	<b>5:10</b>	<b>5:13</b>	<b>5:22</b>	30
2	<b>5:30</b>	<b>5:37</b>	-	<b>5:44</b>	-	<b>5:52</b>	30
2	<b>6:00</b>	-	<b>6:04</b>	<b>6:10</b>	<b>6:13</b>	<b>6:22</b>	30
2	<b>6:30</b>	<b>6:37</b>	-	<b>6:44</b>	-	<b>6:52</b>	30/-
2	<b>7:00</b>	-	<b>7:04</b>	<b>7:10</b>	<b>7:13</b>	<b>7:22</b>	30/-
2	<b>7:30</b>	<b>7:37</b>	-	<b>7:44</b>	-	<b>7:52</b>	30
2	<b>8:00</b>	-	<b>8:04</b>	<b>8:10</b>	<b>8:13</b>	<b>8:22</b>	30
2	<b>8:30</b>	<b>8:37</b>	-	<b>8:44</b>	-	<b>8:52</b>	30
2	<b>9:00</b>	-	<b>9:04</b>	<b>9:10</b>	<b>9:13</b>	<b>9:22</b>	30
2	<b>9:30</b>	<b>9:37</b>	-	<b>9:44</b>	-	<b>9:52</b>	30

Trip is NOT operated on Sundays or holidays.

Trips are NOT operated on holidays.

# ROUTE 20

# ROUTE 20

## ROUTE 20

Weekend / Holiday

East Towne Mall // North Transfer Point

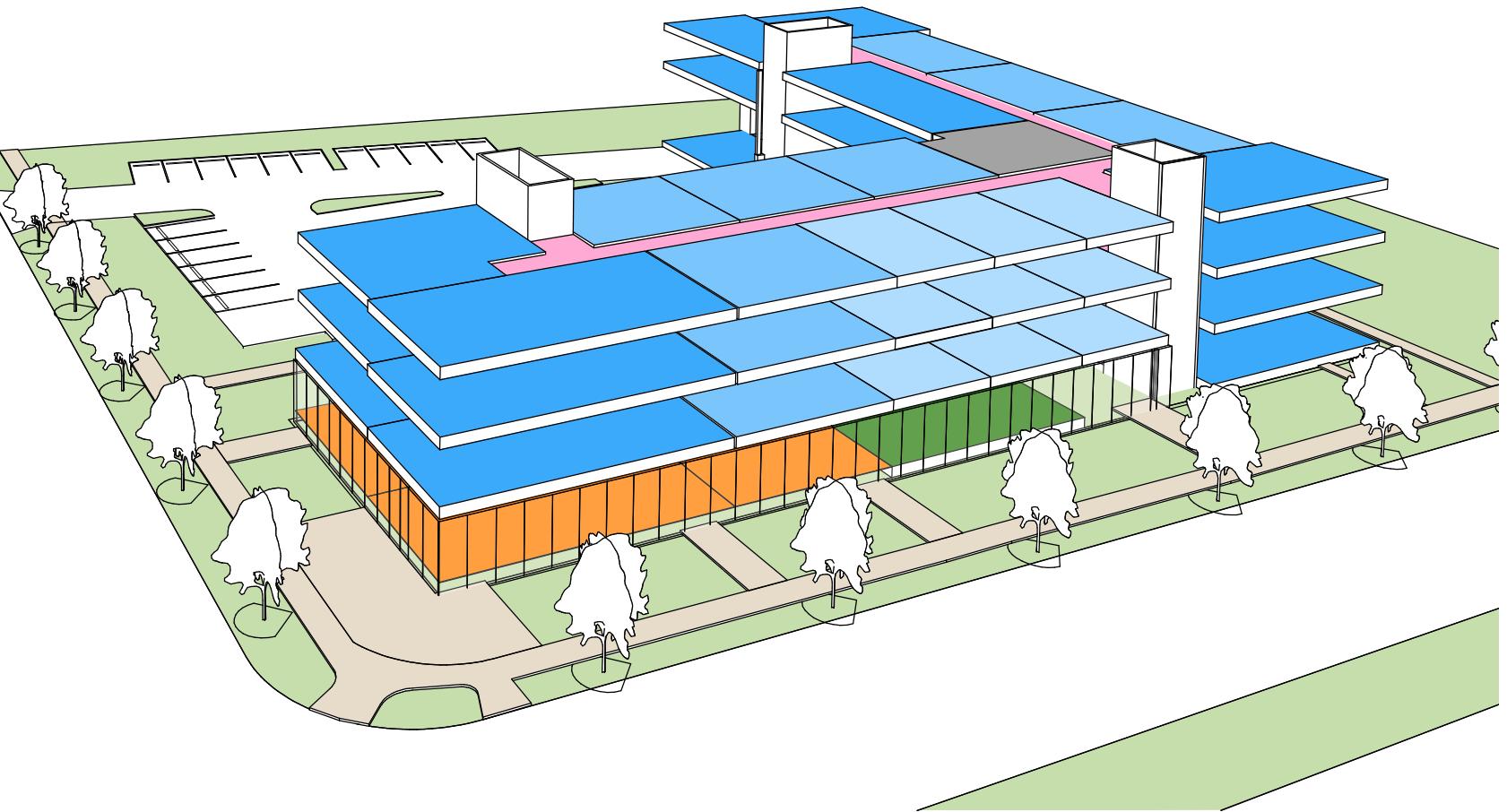
From Route	East Towne Mall	Frontage & Stoughton	Anderson at MATC Truax	Shopko Dr at Pick 'N Save	Dane County Airport	North Transfer Point	To Route
	6	5	4	3	2	N	
30	7:32	—	7:39	—	7:45	7:55	2
-/30	8:02	8:09	8:13	8:21	—	8:25	2
30	8:32	—	8:39	—	8:45	8:55	2
30	9:02	9:09	9:13	9:21	—	9:25	2
30	9:32	—	9:39	—	9:45	9:55	2
30	10:02	10:09	10:13	10:21	—	10:25	2
30	10:32	—	10:39	—	10:45	10:55	2
30	11:02	11:09	11:13	11:21	—	11:25	2
30	11:32	—	11:39	—	11:45	11:55	2
30	12:02	12:09	12:13	12:21	—	12:25	2
30	12:32	—	12:39	—	12:45	12:55	2
30	1:02	1:09	1:13	1:21	—	1:25	2
30	1:32	—	1:39	—	1:45	1:55	2
30	2:02	2:09	2:13	2:21	—	2:25	2
30	2:32	—	2:39	—	2:45	2:55	2
30	3:02	3:09	3:13	3:21	—	3:25	2
30	3:32	—	3:39	—	3:45	3:55	2
30	4:02	4:09	4:13	4:21	—	4:25	2
30	4:32	—	4:39	—	4:45	4:55	2
30	5:02	5:09	5:13	5:21	—	5:25	2
30	5:32	—	5:39	—	5:45	5:55	2
30	6:02	6:09	6:13	6:21	—	6:25	2
30	6:32	—	6:39	—	6:45	6:55	2/-
30	7:02	7:09	7:13	7:21	—	7:25	2
30	7:32	—	7:39	—	7:45	7:55	2
30	8:02	8:09	8:13	8:21	—	8:25	2
30	8:32	—	8:39	—	8:45	8:55	2
30	9:02	9:09	9:13	9:21	—	9:25	2
30	9:32	—	9:39	—	9:45	9:55	2
30	10:02	10:09	10:13	10:21	—	10:25	—

Trip is NOT operated on Sundays or holidays.

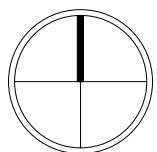
Trips are NOT operated on holidays.

## SITE ANALYSIS

SITE AREA	54,100 SF
BUILDING AREA	20,620 SF
SURFACE PARKING AREA	14,820 SF
ALT. SURFACE PARKING AREA	10,526 SF
OPEN SPACE % USABLE OPEN SPACE	34% (18,660 SF) 4,401 SF
ALT. OPEN SPACE % USABLE OPEN SPACE	42% (22,954 SF) 8,454 SF
<b>BASEMENT</b>	<b>20,620 SF</b>
PARKING	9,615 SF
MECH	1,070 SF
CIRCULATION	9,935 SF
<b>LEVEL 1</b>	<b>20,620 SF</b>
RETAIL	3,600 SF
RESIDENTIAL	11,979 SF
AMENITY / LOBBY	1,790 SF
MECHANICAL	705 SF
CIRCULATION	2,546 SF
<b>LEVEL 2</b>	<b>20,620 SF</b>
RESIDENTIAL	15,887 SF
OUTSIDE TERRACE	1,405 SF
RES. STORAGE	908 SF
CIRCULATION	2,420 SF
<b>LEVEL 3</b>	<b>19,215 SF</b>
RESIDENTIAL	15,887 SF
RES. STORAGE	908 SF
CIRCULATION	2,420 SF
<b>LEVEL 4</b>	<b>19,215 SF</b>
RESIDENTIAL	15,887 SF
RES. STORAGE	908 SF
CIRCULATION	2,420 SF



<b>SUMMARY</b>
<b>OPTION 1</b>
SITE ANALYSIS
SITE PLAN
PARKING LEVEL
2ND, 3RD, 4TH LEVEL
ELEVATIONS
ELEVATIONS
RENDER
<b>OPTION 2</b>
SITE ANALYSIS
SITE PLAN
PARKING LEVEL
2ND, 3RD, 4TH LEVEL



## Plan North

06/27/18

EA Project No.

## SITE PLAN - OPTION

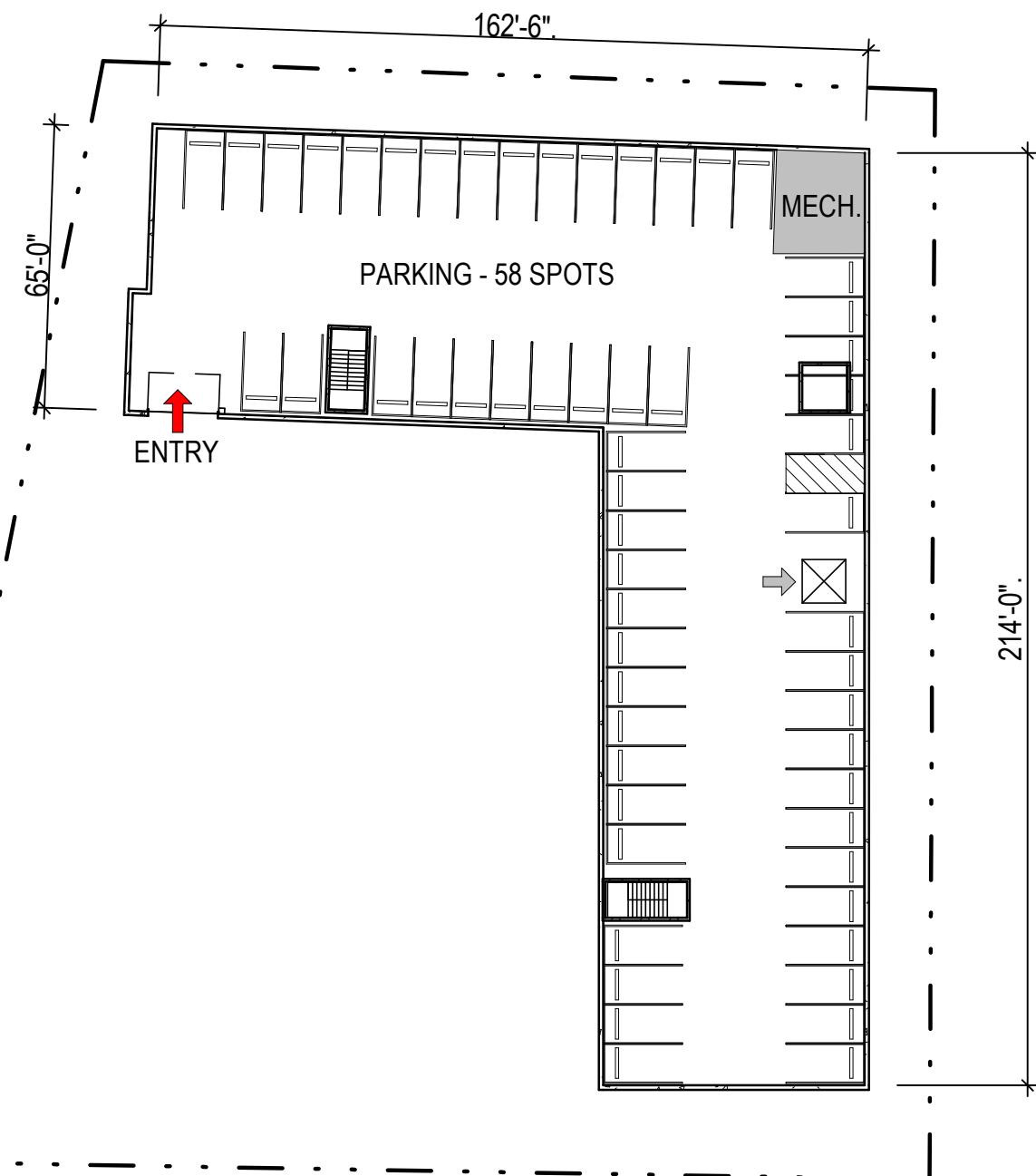
## 1 OPTION 1 - SITE PLAN

SCALE: 1" = 40'-0"

The logo for Engberg Anderson Architects. It features a stylized 'A' composed of a vertical line and a horizontal line that ends in a square, set against a solid orange square. To the right of the graphic, the company name 'Engberg' and 'Anderson' is written in a large, lowercase, sans-serif font. Below the name, the word 'ARCHITECTS' is written in a smaller, uppercase, sans-serif font.

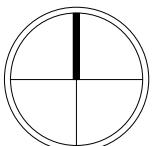
# 1802 PACKERS

PARKING	
RETAIL SURFACE PARKING (BASED ON 1 PER 400SF)	9 SPOTS
RES. SURFACE PARKING RES. UNDERGROUND PARKING	27 SPOTS 58 SPOTS
TOTAL RES. PARKING (PARKING RATIO = 1:1.40)	85 SPOTS



1 OPTION 1 - UNDERGROUND PARKING

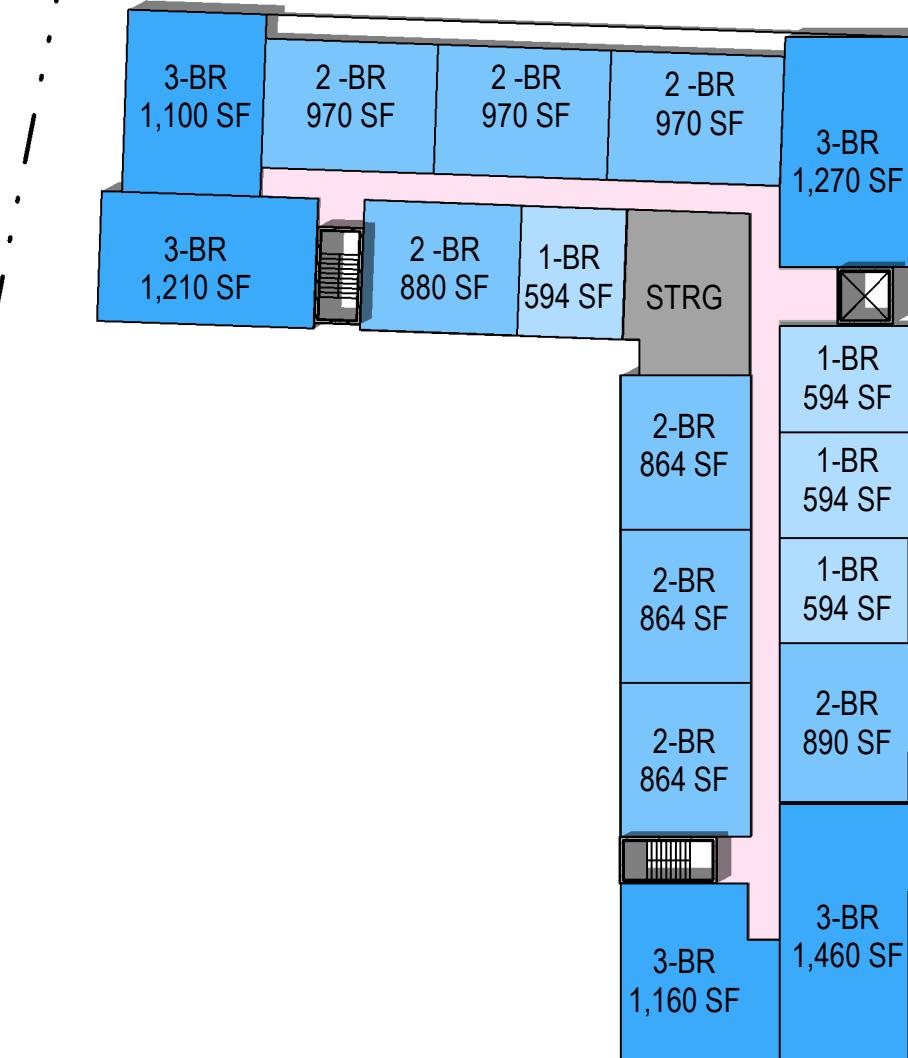
SCALE: 1" = 40'-0"



Plan North

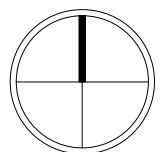
UNIT COUNT				
	1-BR	2-BR	3-BR	TOTAL
1st level	-	-	10 *	10 units
2nd level	4	8	5	17 units
3rd level	4	8	5	17 units
4th level	4	8	5	17 units
<b>TOTAL</b>	<b>12</b>	<b>24</b>	<b>25</b>	<b>61 units</b>

\* 3-BR WALKUP - 10 UNIT - 16%



1 **OPTION 1 - 2ND, 3RD & 4TH LEVEL**

SCALE: 1" = 40'-0"



Plan North



## 2 EAST ELEVATION - OPTION 1

SCALE: 1/16" = 1'-0"



## 1 SOUTH ELEVATION - OPTION 1

SCALE: 1/16" = 1'-0"



1 NORTH ELEVATION - OPTION 1

SCALE: 1/16" = 1'-0"

06/27/18

EA Project No.

ELEVATIONS - OPTION 1

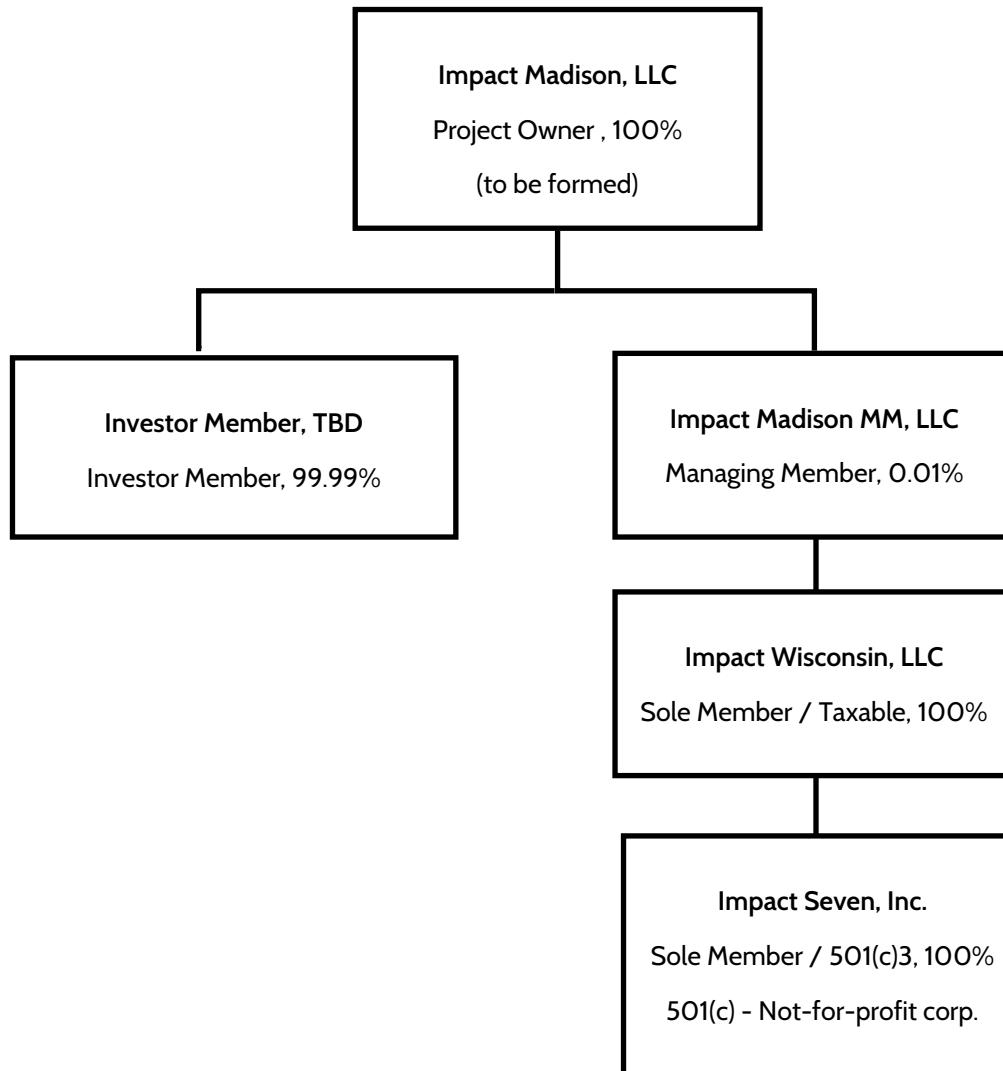




## PROJECT ORGANIZATIONAL CHART

# 1802 PACKERS

## PROPOSED ORGANIZATIONAL STRUCTURE





## DEVELOPMENT TEAM EXPERIENCE & CAPACITY



## DEVELOPMENT TEAM EXPERIENCE & CAPACITY

Impact Seven, Inc. is a 501c(3) nonprofit organization that builds capacity for communities by providing services in housing development, business development and property management. Impact Seven's mission is to make socially-motivated investments in real estate and businesses to help make positive change in people's lives and in Wisconsin communities.

Impact Seven was founded in 1970 by a group of local citizens to promote economic development in seven northern rural counties of Wisconsin. In this community development role, the organization initially served as a housing consultant to assist municipalities, counties and Native American communities with identifying needs, structuring ownership entities, applying for funding and managing the development and/or operational phases of projects. In 1985, we began developing projects of our own. Now a statewide organization, we have successfully developed over 2,000 units of housing and hundreds of thousands of square feet of commercial, retail and industrial real estate.

Today, Impact Seven owns a total portfolio of 1,240 units of affordable housing, some of which have mixed use components including retail and commercial spaces and five commercial real estate properties. Each year, Impact Seven develops or preserves an average of 100 units of affordable housing, places up to \$16 million in loans to small business, commercial real estate and affordable and market-rate housing projects, and provides property management services for a portfolio of approximately 1,400 rental homes.



### >>> Organizational Capacity

Impact Seven's healthy financial position demonstrates our successful history of real estate development and lending. For our housing development work, Impact Seven brings the following in-house capacities:

- **Full-scope affordable housing development**, which includes but is not limited to, site selection and feasibility analysis, financial modeling, securing and layer multiple financing sources, coordinating third party due diligence, coordinating the architectural and construction process, securing zoning and other municipal entitlements, and establishing relationships with long-term supportive service partners.

- **Property management and asset management**, with a specialty on properties financed with LIHTC, HUD and USDA Rural Development financing, experience collaborating with supportive service providers, and focus on long-term capital planning.
- **A strong balance sheet and financial oversight**, which allows us to cover predevelopment expenses internally and provide guaranties to lenders and investors.

Impact Seven has a competitive advantage through a number of affiliations and certifications that unlock knowledge, financial capital and relationship resources, delivering benefits that accrue to development projects:

- Impact Seven is certified by the U.S. 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. The designation provides access an array of low-cost, flexible capital sources for community and economic development projects such as grant funds, US Treasury bond proceeds, and New Markets Tax Credits (NMTC).
- Impact Seven is a **Certified Housing Development Organization (CHDO)** for the City of Milwaukee and the Wisconsin Balance of State, which is a HUD designation that provides access to HOME and other grant and low-cost capital funding for affordable housing.
- Impact Seven has **Exemplary status as a NeighborWorks America member organization**, which provides grants, programmatic support, training and technical assistance for a broad range of community development initiatives.
- As a **member of the Federal Home Loan Bank of Chicago (FHLBC)**, Impact Seven has access to a range of financial products at extremely advantageous rates and terms for qualified affordable housing and economic development projects.
- Impact Seven is a **member of the Opportunity Finance Network (OFN)**, which representing the CDFI industry and providing access to financial technical resources. Impact Seven currently has \$10 million in US Treasury Bond Guarantee Program proceeds pending as part of an issue by OFN.
- Impact Seven has an **investment-grade rating from Aeris**, which provides the only comprehensive, third party assessment of community development financial institution (CDFI) loan funds as well as analysis and advisory services for socially-motivated investors. Aeris rating helps Impact Seven guide capital to high quality community development projects.
- Finally, as a non-profit organization, Impact Seven also has the advantage of **eligibility for private philanthropic sources**.



## >>> Housing Development Values and Experience

Impact Seven's track record of developing and managing attractive, financially sustainable housing demonstrates our competence as a developer, property manager and community partner. Impact Seven views the development and management of affordable housing as integral to our mission.

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

- **Be flexible.** Understanding a community's needs and the flexibility to craft a project that is responsive to those needs are critical elements to a 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 such as new construction, historic and adaptive reuse, mixed use, urban infill and rural developments.
- **Be sustainable.** Impact Seven seeks to develop rental communities that are sustainable from both a design and financial perspective. As a long-term owner, Impact Seven has a vested interest in utilizing building methods and materials that create a building that is energy efficient and will withstand the test of time. In addition, Impact Seven employs underwriting to ensure its developments can remain affordable to tenants and will be financially viable over the long term.
- **Be resourceful.** 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. Perhaps more importantly, Impact Seven views real estate development as a collaborative process and considers strong relationships to be an important resource to successful developments.

Impact Seven has secured LIHTC allocations for 16 multifamily housing properties totaling 494 affordable and market-rate units in locations throughout Wisconsin. **In the past five years, Impact Seven has preserved, rehabbed or built 407 units in ten projects, with 110 units currently underway.** Major sources of financing for our affordable housing developments include:

Financing Type	# of Projects
Low Income Housing Tax Credits	16
HUD 202 and 811	45
HOME or CDBG Funds	13
Section 8 Project-Based Rental Assistance	14
USDA Rural Development 515 Loans	12
Historic Tax Credits	5
FHLB Affordable Housing Program Funds	41

Our skillset and relationships as a lending institution further contribute to our strengths as a developer, informing a firm understanding of underwriting and structuring financially sustainable deals, and leveraging diverse and non-traditional resources for projects.



## >> Property & Asset Management

Impact Seven's Property Management Department currently manages approximately 1,400 units. These units are located in more than 90 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. Lisa Barkelar recently assumed leadership over this division, increasing Impact Seven's administrative capacity to better position the Property Management team for continued growth and success into the future. Among the properties currently managed by Impact Seven, 840 units were funded through the HUD Section 202 and Section 811 programs; these apartments are set-aside for elderly persons or persons with disabilities. Impact Seven has three Service Coordinators who provide assistance to these 202 and 811 properties.

The Impact Seven property management team includes 31 full-time and 21 part-time staff who are 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, HUD and RD 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 affordable properties as a long-term owner. To ensure the ongoing physical and financial sustainability of our real estate investments, Impact Seven's management structure includes an Asset Management function tasked with financial monitoring and capital planning. Since 2014, our Asset Manager has been 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 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.

## **>>> Key Impact Seven Team Members**

Impact Seven's housing-focused and administrative teams are a strength of our organization. Key staff positions for affordable housing development and management are identified below. Please also refer to the attached Organizational Chart.

As a non-profit, Impact Seven is focused on creating rental communities that are sustainable financially sustainable and meet community needs. To that end, our development process involves an internal review committee that meets at least monthly to review the feasibility of projects, provide constructive feedback and problem-solve when issues arise. This interdisciplinary team includes the CEO, Vice President of Finance, Vice President of Property Management, Vice President of Business Development, Director Resource Development and the Director of Asset Management.

Kristine Giornalista and Michael Carlson would be the primary contacts with the Housing Division during the predevelopment and development stages of the project. Kristine's main role would be to manage relationships and guide the financial structuring of a project. Michael's role would be to coordinate the due diligence processes and work with the architect and contractor to produce an attractive and cost-effective rental community. Given the importance of anticipating ongoing operational concerns, Lisa Barkelar would be a part of key decision during the development phase, such as operating budgets, design affecting marketability and long-term quality, resident selection and management policies. During the long-term affordability period, Lisa Barkelar and her site-based staff would be the primary contacts the City of Madison and our service partner, The Salvation Army.



**Brett Gerber, CPA**  
**Chief Executive Officer & President**

As CEO, Brett is responsible for furthering the organization's mission and acting as the primary steward of its resources. Brett 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 over sixteen 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. Brett works with the real estate development team to ensure the projects are in alignment with our strategic plan and provides guidance on navigating complex financial structures.



**Kristine Giornalista, MPA**  
**Vice President of Real Estate Development**

Kristine 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, Kristine focuses on building and maintaining relationships with public and private development partners. With thirteen years of development experience, she brings an extensive background in tax credit- and HUD-funded affordable housing. The majority of Kristine's affordable housing experience is in creating permanent supportive housing and integrated housing for persons with disabilities. Kristine has a Masters from the La Follette School of Public Affairs at the University of Wisconsin – Madison.



**Lisa Barkelar**  
**Vice President of Property Management**

With over thirty years of experience in the management of multifamily rental housing, Lisa leads Impact Seven's leads the property management, affordable housing compliance and physical maintenance teams. With a degree in Sales, Marketing and Real Estate from Madison Area Technical College, Lisa has earned numerous industry certifications including Certified Property Manager, HCCP/NCP designated for LIHTC and Certified Occupancy Specialist. Prior to joining Impact Seven, Lisa worked for several national developers in the affordable housing industry, with portfolios of over 3,000 units.



**Paul Gunther, CPA  
Vice President of Finance**

With fifteen years of accounting and operations experience, Paul exercises fiscal oversight for all of Impact Seven's budgeting, accounting and audit compliance functions. Paul has fiscal responsibility for a diverse asset portfolio of more than \$120 million, more than 60 housing and loan pool subsidiaries, and an annual budget of more than \$9 million. Paul Gunther directly oversees the accounting for our LIHTC developments.



**Michael Carlson  
Director of Real Estate Development**

Michael joined Impact Seven's real estate development team in 2017, bringing 18 years of diverse experience in housing and community development, construction and asset management. He assists in all aspects of affordable housing development for Impact Seven, including grant administration, predevelopment, design, scheduling, project management, draws and financing. A long-time resident of Madison, Michael has worked for multiple local non-profit organizations such as Habitat for Humanity, Madison Community Cooperative and Operation Fresh Start. Mr. Carlson has a B.A. from the University of Wisconsin – Madison and is a licensed real estate broker.



**Caroline Loyas  
Director of Resource Development**

Since joining Impact Seven in 2014, Caroline has prepared successful applications for \$9 million in grant funds for community and economic development projects and programs, working cross-functionally within the organization to ensure that capital needs for all departments are satisfied. In addition to fund development, she manages funding award set-up, including preparation and submission of contract packages and development of reporting and compliance protocols. Caroline also conducts economic impact analyses of Impact Seven's activities, identifies and tracks program outcomes and impacts and provides recommendations on best practices for program development. Caroline supports the housing team's applications for soft financing sources such as HOME, CDBG and the FHLB Affordable Housing Program



**Jim Landreth, MArch  
Director of Asset Management**

Jim brings 30 years of varied experience in finance, construction and architecture to Impact Seven's development team. Since 2010, Mr. Landreth has conducted analysis for a wide array of Impact Seven's real estate development activities, especially in underwriting and financial structuring. As Director of Asset Management, Jim oversees the long-term health of our housing portfolio and manages refinancing and dispositions of older properties. Jim has a Masters in Architecture from the University of Minnesota.



## >>> Recent Developments

Impact Seven's principal development strengths are our capacity and flexibility in taking a variety of roles in new construction and historic projects. We have served as the sole developer, co-developer in partnerships with both for- and non-profit entities, equity investor, and lender bringing a variety of debt and equity capital resources to deals, including New Markets Tax Credit allocations. Our flexibility to serve in the role(s) best suited to a specific project is an advantage that attracts partners to Impact Seven.

Projects demonstrating this experience are highlighted below. Please also see attached for the Recent Project Portfolio and Project Profiles.

### **Seven04 Place Apartments | Milwaukee, WI**

**Role: Co-developer; Property Manager**

Impact Seven is currently constructing this 60-apartment new construction development in the Walkers Point neighborhood in partnership with ACRE-graduate Brandon Rule. In early 2017, Impact Seven stepped in as a development partner to help navigate a challenging LIHTC market and difficult site conditions which required environmental clean-up and deep foundations. This complex project required 11 different sources of financing. Impact Seven has a Memorandum of Understanding with the Milwaukee County Housing Division to provide referrals and ongoing supportive services for residents in the 14 one-bedroom apartments, which are affordable to households at 30% of the Area Median Income (AMI). Impact Seven will be the long-term owner and property manager.

### **Garden Terrace | La Crosse WI**

**Role: Developer; Property Manager**

The Garden Terrace Apartments (Garden Terrace) brings affordable, community-focused development to the near north side of La Crosse, Wisconsin. With construction slated to begin July 2018, this \$10.4 Million new construction development will consist of 50 apartments and a multi-purpose community center. This project aims to address multiple community needs: providing supportive housing for chronically homeless veterans with 15 VASH units, creating a community facility for the adjacent Kane Street Community Garden to expand its nutritional programming, and stimulating investment in a neighborhood challenged by being in a flood plain. Impact Seven has worked for two years with the City and multiple community partners to bring this project to fruition. Garden Terrace is a blended affordable community that provides 15 units targeted to chronically homeless veterans; units affordable to households at 50% and 60% of the area median income; and eight market-rate units without rent restrictions. Impact Seven has service and referral partnerships with the VA Medical Center in Tomah, Wisconsin Department of Veterans Affairs and Couleecap.

### **Artist Lofts | Manitowoc, WI**

**Role: Co-developer; Property Manager**

This adaptive reuse of a historic manufacturing building and 0.63-acre brownfield site resulted in the creation of 40 mixed-income apartments. The development includes a unique 2,200 square foot art studio and gallery space. Impact Seven is leasing the space to a local arts and design firm, Vagabond Visuals, for free in exchange for arts programming that will be made available to the building residents and broader Manitowoc community for free or at low-cost. Vagabond Visuals has agreed to host a minimum of six gallery exhibits and six art workshops, lectures or demonstrations each year. Further reflecting the development's support of the arts community, Impact Seven installed two exterior murals that were selected through a competitive request for proposals. The \$9.4 million development included LIHTC, state and federal historic tax credit equity, HOME, FHLB Affordable Housing Program funds, and City of Manitowoc TIF funds.

### **Franklin School Apartments | Rice Lake, WI**

**Role: Developer; Property Manager**

The redevelopment of the former Franklin School building involved its adaptive reuse into 12 affordable apartment units and 8 new construction townhomes, utilizing LIHTC, HOME, FHLB Affordable Housing Program, and federal and state historic tax credits for a \$4.6 million total project cost. Amenities include a multi-purpose community room, a playground, and storage space on the property. The project emerged from a recognized shortage of affordable rental housing, coupled with the need to redevelop the vacant school building, with full support and financial participation from the City of Rice Lake.

## >> Long-Term Supportive Service Partner

For over 125 years, The Salvation Army of Dane County has offered social services to thousands of Dane County residents, without discrimination. We currently serve the most vulnerable members of our community through a wide range of programs, from emergency shelter to permanent housing. We assist to help people move along the continuum from homelessness to permanent housing with extensive case management services.



The Salvation Army continues to be the only emergency shelter in Dane County for both single women and families. Due to this critical service offered, we are often the point of entry for both families and women experiencing homelessness. The Salvation Army offers everyone utilizing services case management.

**DAWNS Linked to 1802 Packers.** Through case management we assist guests in obtaining permanent housing and often enroll them in our rapid rehousing programs such as DAWNS (Dane County Assists with New Starts). This program provides first month's rent, security deposit, intensive case management and additional monthly rental assistance as needed. The DAWNS program has been in operation since September 2016 and has been very successful. Since inception we have been able to house 74 families with an 83% success rate as it relates to providing stable housing. This is an extremely high rate of success and it has us very excited about the impact this program will have on the communities of Dane County.

The difference with the DAWNS program is the close relationship with a landlord provider. The housing units are made available for The Salvation Army DAWNS program to be able to quickly house families and shorten their length of homelessness. The partnership between The Salvation Army and Impact Seven at 1802 Packers means that traditional barriers such as lack of income and lack of available units will be side stepped.

The Salvation Army is the point of entry for all families experiencing homelessness and offers the only emergency family shelter in Dane County. The Salvation Army houses the family Coordinated Entry intake coordinator who completes a VI-SPDAT and refers them to the Prioritization list. Having this correlation will make it an easier to connect and transition the families from shelter to housing. Active participation in the Homeless Services Consortium has allowed for open communication among agencies regarding available resources and intra-agency referral.

**Staffing.** A large component of service delivery is case management, which includes the Rapid Rehousing program. One full time case manager is tasked with the Single Women in the program. This case manager has at minimum a bachelor's degree in social service related field. All case management activities will be directly supervised by The Salvation Army's Services Coordinator; who has a master's degree in social work. Case management is offered, at minimum once a week.

The Salvation Army's Director of Social Services and Business Administrator will manage grant-related activities for this project. In addition to managing the application process each year, the Director provides Program Report to the Grant Administrator on a monthly and quarterly basis. Business Administrator compiles budget information and manages disbursements. Additionally, per grant guidelines, staff enters clients into WISP using the Dane County CoC Assessment.

**Case management.** Rapid Rehousing will be offered to families experiencing homelessness and will assist to find them housing that they choose. Case management will be offered at least weekly. Case management is tailored to meet specific need (i.e. frequency, duration, content). To encourage participation, case managers will meet the families in their housing units. The goal of Rapid Rehousing Case Management is to assist the family from moving from homelessness to permanent housing and to stabilize them. To make progress towards this goal, the case manager works to stabilize the client by way of applying for/obtaining mainstream benefits, increasing/deepening connection to supportive on-and off-site services, improving communication skills, strengthening money management abilities, addressing physical/mental health/substance use disorders, etc.

## RECENT PROJECT EXPERIENCE

Last Five Years



Development Name	Location	Type of Use	Construction Type	Residents / Tenants	Number Residential Units	Total Development Costs	Financing Sources	Impact Seven Role(s)	Current Ownership	Status
Garden Terrace Apartments	La Crosse, WI	Rental Multifamily Community Facility	New Construction	Residential: 42 units affordable, including 15 VASH; 8 market rate	50	\$10.4 Million	<ul style="list-style-type: none"> <li>&gt; LIHTC Equity</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; CDBG Loan</li> <li>&gt; TIF</li> <li>&gt; HOME Depot Foundation Grant</li> <li>&gt; Private philanthropic support</li> </ul>	Developer Property Manager	Owner	Projected June 2019
Seven04 Place Apartments	Milwaukee, WI	Rental Multifamily	New Construction	Residential: 49 units affordable; 11 market rate	60	\$12.2 Million	<ul style="list-style-type: none"> <li>&gt; LIHTC Equity</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; HOME Grant</li> <li>&gt; TIF</li> <li>&gt; WEDC Brownfield Grant</li> <li>&gt; Developer-financed TIF</li> <li>&gt; WHEDA perm loan</li> <li>&gt; WHEDA subordinate debt</li> </ul>	Co-Developer Property Manager	Owner	Projected December 2018
Pine Meadows Apartments	Sullivan, WI	Rental Multifamily	Acquisition / Rehab	Residential: 16 affordable; seniors	16	\$1.2 Million	<ul style="list-style-type: none"> <li>&gt; USDA RD 515 Refi</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; HOME Grant</li> <li>&gt; WHEDA Preservation Loan</li> </ul>	Developer Property Manager	Owner	Completed 2018
Artist Lofts	Manitowoc, WI	Rental Multifamily Retail	Historic, adaptive reuse	Residential: 4 market rate; 36 affordable  Commercial: Vagabond Studios	40	\$9.4 Million	<ul style="list-style-type: none"> <li>&gt; LIHTC Equity</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; HOME Grant</li> <li>&gt; Federal Historic Tax Credit Equity</li> <li>&gt; State Historic Tax Credit Equity</li> <li>&gt; <del>City Brownfields Revolving Loan</del></li> </ul>	Co-Developer Property Manager	Owner	Completed 2016
Franklin School Apartments	Rice Lake, WI	Rental Multifamily and Townhomes	Historic, adaptive reuse	Residential: 20 affordable units  New construction	20	\$4.6 Million	<ul style="list-style-type: none"> <li>&gt; LIHTC Equity</li> <li>&gt; HOME Grant</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; Federal Historic Tax Credit Equity</li> <li>&gt; State Historic Tax Credit Equity</li> <li>&gt; <del>Premier Bank First Mortgage</del></li> </ul>	Developer Property Manager	Owner	Completed 2016
Barron County Housing	Rice Lake, Chetek, Barron, WI	Rental Multifamily	Acquisition / Rehab	Residential: 40 affordable	40	\$2.9 Million	<ul style="list-style-type: none"> <li>&gt; USDA RD 515 Refi</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; HOME Grant</li> <li>&gt; WHEDA Preservation Loan</li> </ul>	Developer Property Manager	Owner	Completed 2016
MKE Lofts	Milwaukee, WI	Rental Multifamily Retail	Historic, adaptive reuse	Residential: 83 market-rate; 22 units affordable  Commercial: Mo's Irish Pub	105	\$26.6 Million	<ul style="list-style-type: none"> <li>&gt; WHEDA 7/10 Loan</li> <li>&gt; Federal Historic Tax Credit Equity</li> <li>&gt; State Historic Tax Credit Equity</li> <li>&gt; TIF</li> <li>&gt; Impact Seven Equity</li> </ul>	Investor Co-Owner	Co-Owner	Completed 2015
LBWN Rent-To-Own Homes	Milwaukee, WI	Rental Single Family (scattered site) Retail	Rehabilitation	Residential: 24 affordable units  Commercial: Our Daily Salt	24	\$6.3 Million	<ul style="list-style-type: none"> <li>&gt; LIHTC Equity</li> <li>&gt; FHLB AHP Grant</li> <li>&gt; HOME Grant</li> <li>&gt; NSP Loan</li> <li>&gt; Zilber Foundation Grant</li> <li>&gt; <del>Town Bank First Mortgage</del></li> </ul>	Co-Developer Property Manager	Co-Owner	Completed 2014

Development Name	Location	Type of Use	Construction Type	Residents / Tenants	Number Residential Units	Total Development Costs	Financing Sources	Impact Seven Role(s)	Current Ownership	Status
Impact Milwaukee Rent-To-Own Homes	Milwaukee, WI	Rental Single Family (scattered site)	Rehabilitation	Residential: 24 affordable units	24	\$5.8 Million	> LIHTC Equity > FHLB AHP Grant > HOME Grant > NSP Loan > Town Bank First Mortgage	Developer Property Manager	Owner	Completed 2015
King Drive Commons IV	Milwaukee, WI	Rental Single Family (scattered site) Retail	Historic rehab New construction	Residential: 41 affordable Commercial: 1,200 SF	41	\$10.0 Million	> LIHTC Equity > FHLB AHP Grant > HOME Grant > NSP Loan > CD Bank First Mortgage	Co-Developer Property Manager	Co-Owner	Completed 2014
National Avenue Lofts	Milwaukee, WI	Rental Multifamily	New Construction	Residential: 73 affordable units	73	\$15.9 Million	> LIHTC > 1602 Gap Funds > FHLB AHP Grant	Co-Developer Property Manager	Owner	Completed 2013
Mitchell Street Market Lofts	Milwaukee, WI	Rental Multifamily Retail	New construction	Residential: 24 affordable units; Commercial: 2 spaces	24	\$6.1 Million	> LIHTC Equity > FHLB AHP Grant > NSP Loan > MMSWD Green Roof Grant	Co-Developer Property Manager	Co-Owner	Completed 2013

# MULTIFAMILY HOUSING PORTFOLIO

Currently Owned, Developed, and/or Managed



Project Name	Location	County	Year Opened	# Units	Special Needs (PSH - LIHTC Integrated)		Owned?	Mgt Start Date	Mgt End Date	Programs
Garden Terrace Apartments	La Crosse	La Crosse	2019	50			PSH	yes	2019	LIHTC/CDBG/AHP/TIF/VASH
Seven04 Place Apartments	Milwaukee	Milwaukee	2019	60			PSH	yes	2019	LIHTC/HOME/AHP/TIF
Pine Meadow Apartments	Sullivan	Jefferson	1980	16	Elderly	Disabled		yes	2017	present
Pinewood Apartments	Ashland	Ashland		24				no	2017	present
Artist Lofts	Manitowoc	Manitowoc	2016	40			PSH	yes	2016	present
Franklin School Apartments	Rice Lake	Barron	2016	20			PSH	yes	2016	present
Barron County Housing	Three Scattered	Barron	2015	40				yes	2015	present
Impact Milwaukee I	Milwaukee	Milwaukee	2014	24				yes	2015	present
LBWN Rent-to-Own	Milwaukee	Milwaukee	2012	24				yes	2013	present
Mitchell Street Market Lofts	Milwaukee	Milwaukee	2011	24				yes	2012	present
King Drive Commons IV	Milwaukee	Milwaukee	2011	41				yes	2012	present
National Avenue Lofts	Milwaukee	Milwaukee	2010	73				yes	2014	present
Lorraine Glassing Villa	Spooner	Washburn	2009	8		Disabled		yes	2011	present
Richard Bruesehoff Villa	Black River Falls	Jackson	2009	8		Disabled		yes	2011	present
Avalon Commons	Columbus	Columbia	2009	24				yes	2010	present
Beaver Dam Lofts	Beaver Dam	Dodge	2009	34				yes		LIHTC/WHEDA/CDGG/HTC
Norbert Schmidt Villa	Park Falls	Price	2009	24				yes	2013	present
Nancy Nye Villa	Pittsville	Wood	2007	10	Elderly			yes	2009	present
Jerry Drahos Villa	Wisconsin Rapids	Wood	2006	9		Disabled		yes	2008	present
John H. Ringstad Villa	Marshfield	Wood	2006	9		Disabled		yes	2009	present
Richard Gurnoe Villa	Bayfield	Bayfield	2006	12	Elderly			yes	2008	present
John Slaby Villa	Stevens Point	Portage	2004	8		Disabled		yes	2007	present
Wanda Frog Villa	Burlington	Racine	2004	6		Disabled		yes	2008	present
Home Store Apartments	Almena	Barron	2004	3				yes	2004	present
Roland Kannenberg Villa	Abbottsford	Marathon	2004	10				yes	2007	present
Rod Becker Villa	Rib Lake	Taylor	2003	8	Elderly			yes	2007	present
Toni Woodman Villa	Richland Center	Richland	2003	19	Elderly			yes	2007	present
Charles Rasmussen Villa	Superior	Douglas	2002	10		Disabled		yes	2006	present
Donald Wick Villa	Wittenberg	Shawano	2002	10	Elderly			yes	2005	present
Albert Skinner Villa	Balsam Lake	Polk	2001	8		Disabled		yes	2006	present
Ann Crider Villa	Baldwin	St. Croix	2001	35	Elderly			yes	2005	present
Clarke Damon Villa	River Falls	Pierce	2000	4		Disabled		yes	2004	present
James Poehlman Villa	Eagle River	Vilas	2000	6	Elderly			yes	2004	present
Almena Duplex	Almena	Barron	2000	2				yes	2000	present
Harvey Dueholm Villa - Centuria	Centuria	Polk	2000	24				yes	2002	present
Clare Melin Villa	Rhineland	Oneida	1999	12		Disabled		yes	2004	present
Doris Kohler Villa	Phillips	Price	1999	10	Elderly			yes	2003	present
Jacqueline Lawrence Villa	Centuria	Polk	1999	8	Elderly			yes	2002	present
Thelma Woodland Villa	Rhineland	Oneida	1999	10	Elderly			yes	2003	present
William Bechtel Villa	Ladysmith	Rusk	1999	12	Elderly			yes	2002	present
Arbors at Hudson	Hudson	St. Croix	1999	45				yes	2015	present
Ruth Gullerud Villa	Eau Claire	Eau Claire	1998	12		Disabled		yes	2001	present

Project Name	Location	County	Year Opened	# Units	Special Needs (PSH - LIHTC Integrated)			Owned?	Mgt Start Date	Mgt End Date	Programs
Veda Stone Villa	Minocqua	Oneida	1998	7		Disabled		yes	2001	present	HUD/PRAC
Donald Sykes Villa	Stratford	Marathon	1998	20	Elderly			yes	2002	present	HUD/PRAC
Charles M. Hill Villa	Park Falls	Price	1997	10	Elderly			yes	2000	present	HUD/PRAC
Eastridge Estates	Altoona	Eau Claire	1997	64	Elderly			yes	1998	present	Housing Revenue Bond
Howard Wynne Villa	Reedsburg	Sauk	1997	20	Elderly			yes	2000	present	HUD/PRAC
Robert & Nyna Holmes Villa	Ashland	Ashland	1997	18				yes	1999	present	LIHTC/HOME/WHEDA Fdn
Daniel Kimball Villa	Ashland	Ashland	1996	24	Elderly			yes	1999	present	HUD/PRAC
Harry & Velma Hamilton Villa	Wausau	Marathon	1996	40	Elderly			yes	1999	present	HUD/PRAC
Alice Henke Villa	Tomahawk	Lincoln	1995	33	Elderly			yes	1998	present	HUD/PRAC
Joseph J. Vinopal Villa	Almena	Barron	1995	8	Elderly			yes	1997	present	HUD/PRAC
Mary & John Vanderloop Villa	Minocqua	Oneida	1994	20	Elderly			yes	1996	present	HUD/PRAC/AHP
Roger Finstad Manor	Gordon	Douglas	1992	8	Elderly			yes	1993	present	FmHA/RA/LIHTC
Ada Deer Manor	Medford	Taylor	1992	8				yes	1992	present	LIHTC/AHP
Ada Deer Manor	Medford	Taylor	1991	22				yes	1992	present	LIHTC/HOME/AHP
Al Baldus Manor	Onalaska	LaCrosse	1990	16		Disabled		yes	1993	present	HUD/PRAC
Duane Flogstad Villa	Wisconsin Rapids	Wood	1990	20		Disabled		yes	1996	present	HUD/PRAC
Elder Locke Manor	Reedsburg	Sauk	1990	12		Disabled		yes	1993	present	HUD/PRAC
Leo Fishman Manor	Onalaska	LaCrosse	1990	8		Disabled		yes	1993	present	HUD/PRAC
Pat Smith Manor	Portage	Columbia	1990	12		Disabled		yes	1993	present	HUD/PRAC
John Fischer Manor	Appleton	Outagamie	1990	60	Elderly			yes	1994	present	HUD/PRAC
Paul A. Boe Manor	Amery	Polk	1990	20				yes	1990	present	LIHTC/AHP
Alvin O'Konski Manor	Wausau	Marathon	1989	20		Disabled		yes	1989	present	Section 8
William "Al" Johnson Manor	Deer Park	St. Croix	1989	8	Elderly			yes	1993	present	PRAC/WHEDA Fdn
Neil Rasmussen - Glen Flora Manor	Glen Flora	Rusk	1988	8	Elderly	Disabled		yes	1989	present	Section 8/WHEDA Fdn
Warren Knowles Manor	Menomonie	Dunn	1988	20		Disabled		yes	1989	present	Section 8
Eldon Marple Manor	Park Falls	Price	1987	10		Disabled		yes	1988	present	Section 8
Gaylord Nelson Manor	Menomonie	Dunn	1985	20		Disabled		yes	1985	present	Section 8
Lee Dreyfus Manor	Ellsworth	Pierce	1985	30	Elderly			yes	1985	present	Section 8
Barron County Housing	Chetek, Rice Lake, Barron	Barron	1980	40				yes	2014	present	RD 515/HOME
Happy Hollow	Linden	Iowa		10	Elderly			yes	1996	present	FmHA 515/RA
Portage Meadows	Portage	Columbia		32	Elderly			yes	1993	present	FmHA 515/RA
Mapleworks	Granton	Clark		8				yes	2000	present	FmHA 515/RA
Park Hollandale	Hollandale	Iowa		8				yes	1999	present	FmHA 515/RA
Southdown/Somerset Apartments	Livingston	Grant		16				yes	1999	present	FmHA 515/RA
Valley View Apartments	La Crosse	LaCrosse		5				yes	1997	present	FmHA 515/RA
Amerivest Properties	Medford	Taylor	1991	12				yes			Conventional
Cedar Park Estates	Minocqua	Oneida	1982	8	Elderly				2001	present	FmHA 515/RA
Scott Terrace	Prairie Farm	Barron	1981	8	Elderly				2005	present	HUDSection 8
BARC Lane	Chetek	Barron	1979	6		Disabled			1996	present	HUD/Section 8
Pioneer Housing	Prairie Farm	Barron	1975	8	Elderly	Disabled			2005	present	FmHA 515/RA
Bashara Apartments	Solon Springs	Douglas		8	Elderly				2006	present	FmHA 515/RA
<b>Total</b>				<b>1,461</b>							



## SELECT PROJECT PROFILES



Impacting Communities. Impacting Lives.

\$10.4 MILLION  
total project cost

50 APARTMENTS  
mixed-income rental community

# GARDEN TERRACE APARTMENTS

LA CROSSE



## >>> 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

1-, 2- and 3-bedroom apartments  
Supportive housing for homeless veterans (15 apartments)

Multi-purpose Community Hub  
On-Site Leasing Office  
Adjacent to Kane Street Community Garden  
Web-based Security System  
Electronic Access Control  
In-Unit Laundry



"This institution is an equal opportunity provider and employer"



\$12.2 MILLION

total project cost

60 APARTMENTS

mixed-income rental community

# SEVEN04 PLACE APARTMENTS

MILWAUKEE



#### >>> PROJECT TYPE

New Construction. Brownfield, Urban Infill

#### >>> IMPACT SEVEN'S ROLE

Owner, Co-Developer, Property Manager

#### >>> PARTNERS / FUNDING SOURCES

WHEDA

City of Milwaukee

UnitedHealthcare, in Partnership With Cinnaire

Wisconsin Economic Development Corporation

IFF

Federal Home Loan Bank of Chicago

NeighborWorks America

Forward Community Investments

Local Initiatives Support Corporation

1-, 2- and 3-bedroom apartments

Supportive housing set-aside (14 apartments)

Multi-purpose community room

Fitness Room

Indoor Resident Storage

Indoor Bike Storage

On-Site Leasing Office

Web-based Security System

Electronic Access Control

Free Internet Service

Hot Water Included in Rent

In-Unit Laundry



"This institution is an equal opportunity provider and employer"



**\$26.6 MILLION**  
total project cost

**\$4.68 MILLION**  
Impact Seven investment

**105 APARTMENTS**  
with 21 designated affordable

# MKE LOFTS

MILWAUKEE



#### >>> PROJECT TYPE

Historic Rehabilitation

#### >>> IMPACT SEVEN'S ROLE

Investor

#### >>> PARTNERS / FUNDING SOURCES

HKS Holdings

WHEDA

WEDC

City of Milwaukee TIF funds

Federal and State Historic Tax Credits

MKE Lofts demonstrates Impact Seven's ability to adapt to the unique needs of a development team. Located in downtown Milwaukee, this mixed-used, mixed-income property consists of 105 apartments, 21,000 square feet of commercial space and 40 spaces of underground parking. MKE Lofts required numerous partners and financial sources to come to fruition. In 2014, developers HKS Holdings approached Impact Seven with an opportunity to invest in the historic rehabilitation a building that had seen high vacancy and deterioration for many years. Seeing the potential economic benefit to Milwaukee, Impact Seven invested \$885,000 in the project and provided a letter of credit to the senior construction lender. Additional financing came from a WHEDA loan, WEDC grant, City of Milwaukee TIF funds, and federal and state historic tax credit equity. The project began occupancy in the fall of 2015.

The result is a high-quality and much-desired property with 21 affordable units in the heart of downtown Milwaukee.

**AN IMPACT SEVEN BUSINESS DEVELOPMENT PROJECT**



# 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."



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



**\$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 income 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."



2961 Decker Drive, Rice Lake WI 54868 >>> 800-685-9353 >>> [impact@impactseven.org](mailto:impact@impactseven.org) >>> connect: [In](#) [Twitter](#) [Facebook](#) [Instagram](#)

\$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



## >>> 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](mailto:impact@impactseven.org) >>> connect: [In](https://www.facebook.com/ImpactSeven) [Tw](https://www.twitter.com/ImpactSeven) [Ig](https://www.instagram.com/ImpactSeven)

**\$6.3 MILLION**  
total project cost

**23 HOMES**  
rehabilitated for families

**1 LIVE/WORK SPACE**  
developed  
MILWAUKEE

# LBWN RENT-TO-OWN HOMES

3- and 4-Bedroom Homes

Rent-To-Own Program

Energy-Efficient Building Materials

Central Heating and Cooling



## >>> PROJECT TYPE

Rehabilitation

## >>> IMPACT SEVEN'S ROLE

Co-Owner, Co-Developer, Property Manager

## >>> PARTNERS / FUNDING SOURCES

Layton Boulevard West Neighbors, Inc.

City of Milwaukee Neighborhood  
Stabilization Program

FHLB Affordable Housing Program

Town Bank Construction and Permanent  
Loans

LISC Milwaukee

Zilber Family Foundation

One of the City of Milwaukee's ongoing challenges is dealing with the foreclosure crisis that resulted from the 2008 housing market collapse. In response to the scores of homes in Milwaukee that fell into foreclosure and eventual abandonment, Impact Seven and its local partner Layton Boulevard West Neighbors, Inc. advanced an acquisition-rehabilitation strategy in three hard-hit Milwaukee neighborhoods.

LBWN RTO identified 21 single-family homes, two duplex units and one live/work unit in Silver City, Burnham Park and Layton Park neighborhoods that were either owned by the City or banks and were currently vacant or abandoned. These homes were then renovated to like-new condition with a special focus on long-term sustainability and energy efficiency. All homes received new high-efficiency furnaces, new plumbing and electrical systems, and many other energy efficiency upgrades to make them affordable to both live in and maintain. By late Fall 2014, all units were occupied.

In 2014, the LBWN project was nominated for a recognition at the Milwaukee Awards for Neighborhood Development Innovation. The project was also the recipient of Federal Home Loan Bank of Chicago's Community First Award in recognition of the collaboration between Impact Seven and Layton Boulevard West Neighbors, Inc.



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](mailto:impact@impactseven.org) >> connect: [In](https://www.linkedin.com/company/impact-seven/) [Facebook](https://www.facebook.com/ImpactSeven/) [Instagram](https://www.instagram.com/ImpactSeven/)

**\$5.8 MILLION**  
total project cost

**24 HOMES**  
rehabilitated for families

**RENT-TO-OWN**  
program offered

# IMPACT MILWAUKEE

3- and 4-Bedroom Homes

Rent-To-Own Program

Energy-Efficient Building Materials

Central Heating and Cooling



><  
MILWAUKEE



## >>> PROJECT TYPE

Rehabilitation

## >>> IMPACT SEVEN'S ROLE

Owner, Developer, Property Manager

## >>> PARTNERS / FUNDING SOURCES

Low-Income Housing Tax Credits

City of Milwaukee HOME Funds

FHLB Affordable Housing Program Funds

Town Bank Construction and Permanent

Loans

Impact Seven initiated Impact Milwaukee, a scattered-site Low-Income Housing Tax Credit (LIHTC) project, to help alleviate one of the City of Milwaukee's greatest issues - foreclosed and abandoned homes - while simultaneously creating safe and affordable housing options for large families. In the aftermath of the 2008 housing market collapse, rising numbers of vacant homes became a significant problem for the City, further depressing property values and halted new lending in many of Milwaukee's neighborhoods.

Impact Seven acquired 24 abandoned homes on the northside of Milwaukee and completely renovated them with energy-efficient insulation, windows, roofing and siding. Families living in these upgraded homes benefit from affordable rents, as well as economical utility costs.

Renovations began in 2013, and all units were completed and leased by the fall of 2015. A rent-to-own program is part of the development's structure, which enables these lower-income families to work toward achieving homeownership.

## 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](mailto:impact@impactseven.org) >>> connect:

**\$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



# 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](mailto:impact@impactseven.org) >> connect: [in](#) [tw](#) [fb](#) [ig](#)

**\$15.9 MILLION**

total project cost

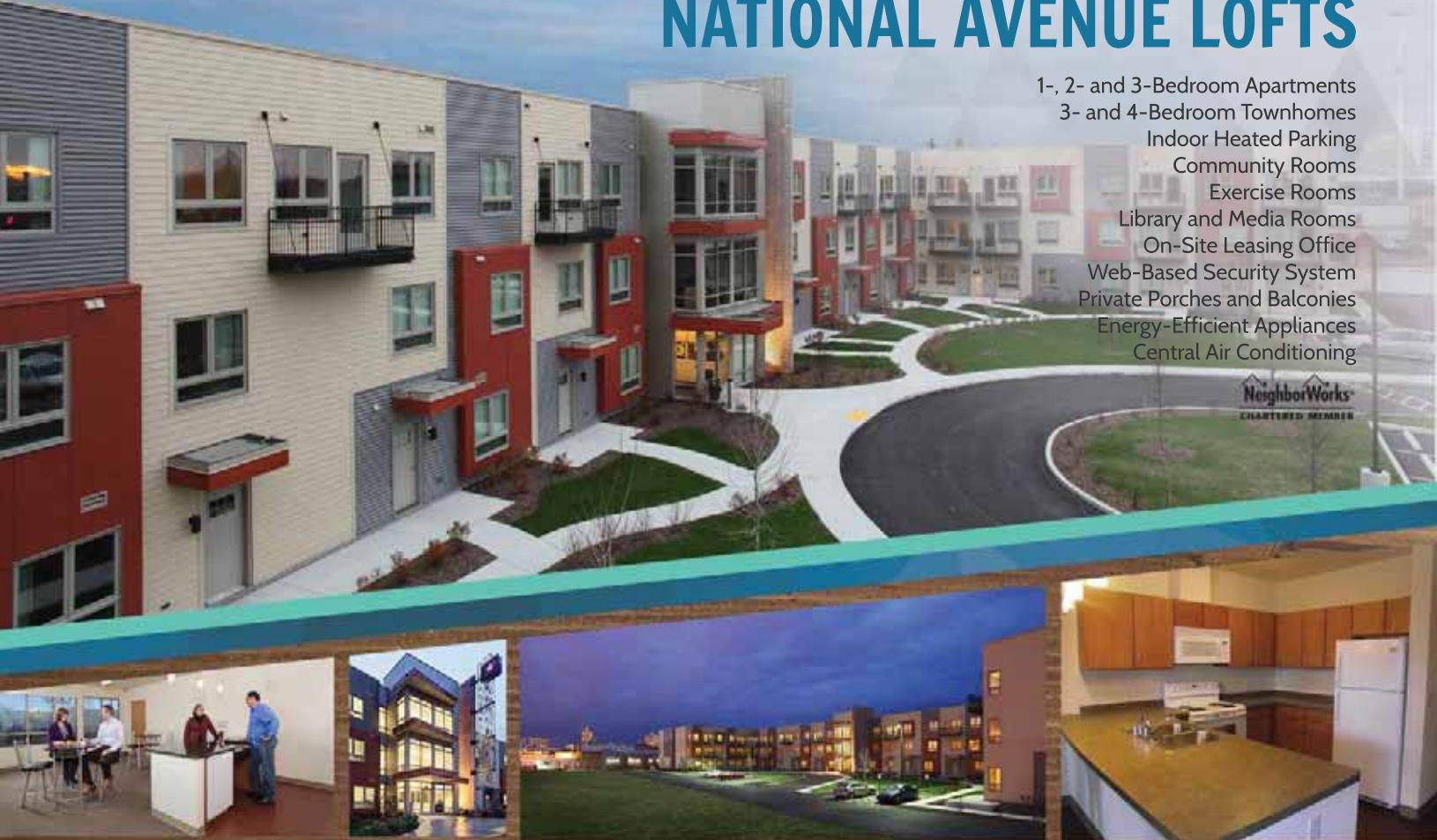
**74 UNITS**

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



## >>> 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](mailto:impact@impactseven.org) >>> connect: [In](https://www.facebook.com/ImpactSeven) [Tw](https://www.twitter.com/ImpactSeven) [Ig](https://www.instagram.com/ImpactSeven) [Li](https://www.linkedin.com/company/ImpactSeven)

\$4.4 MILLION  
total project cost

24 UNITS  
of affordable housing

# AVALON COMMONS



3-Bedroom, 2.5-Bathroom Townhome-Style Duplexes

Private Master Suites

Walk-In Closets

In-Unit Laundry

Attached Garages

Community Play Area

Rent-To-Own Option

Fully Integrated within Market-Rate Subdivision



## >>> PROJECT TYPE

New Construction

## >>> IMPACT SEVEN'S ROLE

Owner, Co-Developer, Property Manager

## >>> PARTNERS / FUNDING SOURCES

Brookstone Homes  
Low-Income Housing Tax Credits

Avalon Commons is part of an existing subdivision of single family homes developed by Brookstone Homes, Inc., which was a single-family home builder in the Metropolitan Milwaukee and Madison areas that ceased operations. Originally Brookstone had planned a portion of the subdivision to be condominiums but changed tactics in the wake of the 2008 financial crisis.

Brookstone approached the Wisconsin Housing and Economic Development Authority (WHEDA) about building affordable housing at the location. WHEDA referred Brookstone to Impact Seven for assistance which led to a partnership to co-develop 24 townhome-style duplexes. Each unit includes three bedrooms, two and one-half baths and an attached two-car garage. The development includes community play areas and on-site management. The project was fully leased within three months of construction completion. This development includes a rent-to-own option, which gives tenants financial credit towards a down payment on the eventual purchase of their unit.

In order to preserve the property's long term affordability, Impact Seven proposed and achieved buy-out of the majority, for-profit partner's interest in December 2014.



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](mailto:impact@impactseven.org) >>> connect:



## **SUPPORTIVE SERVICE LETTER**

Andre Cox  
General

Paul R. Seiler Territorial  
Commander

Major Greg Voeller,  
Dane County Coordinator

Steven J. Merritt  
Divisional Commander



Madison Temple Corps:  
Major Carla Voeller, Corps Officer  
Captain Jacob and Melinda Tripp,  
Associate Corps Officers

The Salvation Army - Dane County P O. Box  
8455 Madison, WI 53708-8455 608-256-2321

Madison Genesis Corps: Majors  
Bruce and Betty Keobounhom,  
Corps Officers

6/26/2018

To whom it may concern,

I am writing to inform you our proposed plan to partner with Impact Seven to provide support services to guests who would occupy the housing units through our DAWNS program. We would assist to move people from homelessness to housing and continue to help them maintain that housing. This would include but is not limited to rental assistance, resource referral, increasing income, and any mediation.

The DAWNS program has been in operation since 9/2016 and has been very successful. Since inception we have been able to house 74 families with an 83% success rate as it relates to providing stable housing. This is an extremely high rate of success and it has us very excited about the impact this program will have on the communities of Dane County.

Due to this success and our strong partnership with landlords we have been able to expand this program. This program continues to be supported by the local community, including funders and our local board.

The program has also expanded to not only serve families but also single women and have secured dedicated funding for housing single women. As we continue to expand partnerships with landlords we continue to serve those in need just like we have for the past 125 years.

I look forward to beginning a partnership with Impact Seven and am very committed to this program for the long term and look forward to its continued expansion for many years to come.

Sincerely,

Melissa Sorensen  
Executive Director of Social Services



## WHEDA SELF-SCORE



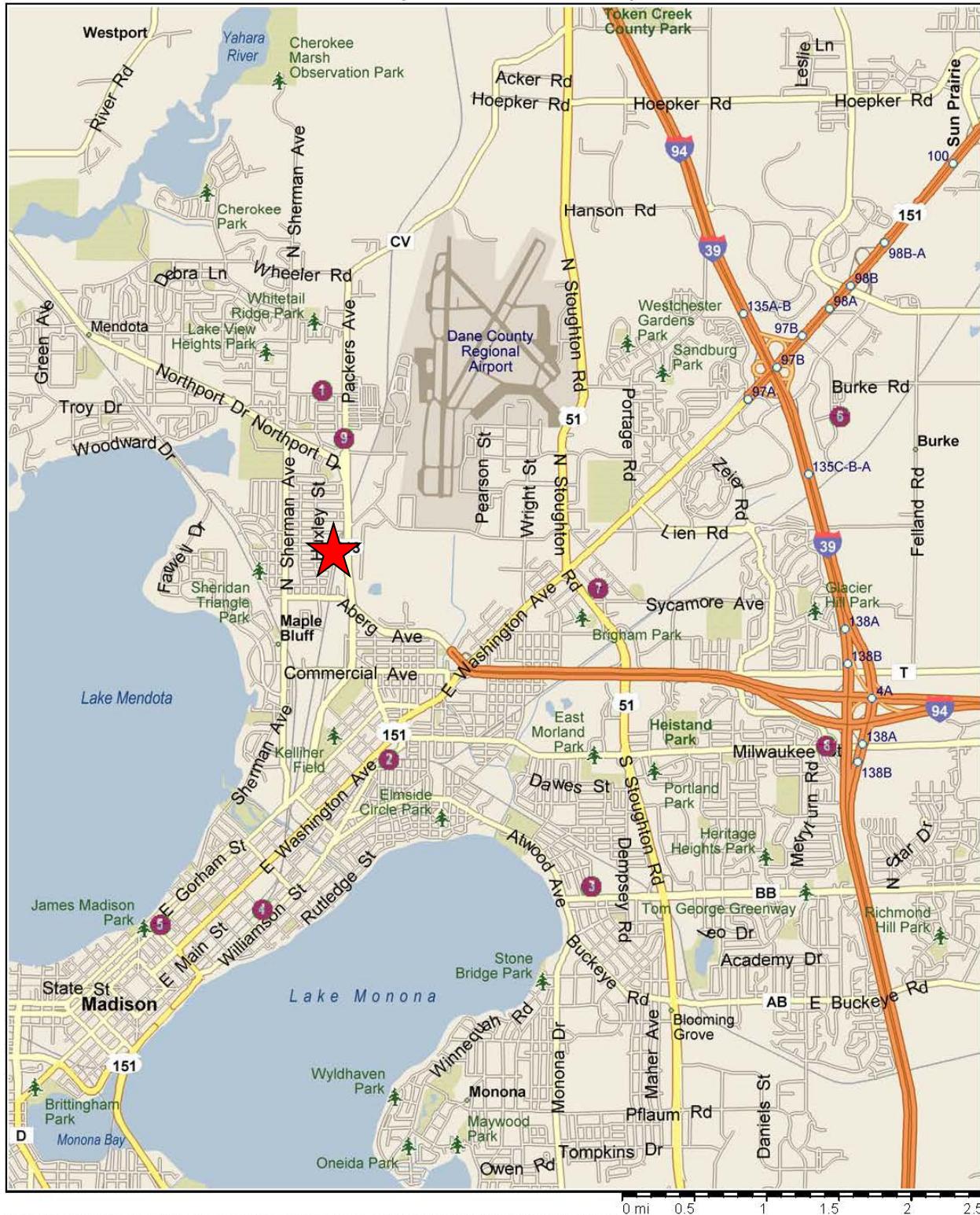
## SITE DUE DILIGENCE



## **MARKET COMPS**

Attached are summaries of comparable properties prepared by Baker Tilly.

Comparable Location Map



<b>Map #:</b>	1	
<b>Comparable:</b>	Tennyson Ridge	
<b>Address:</b>	3818 Whitman Lane	
<b>City, State:</b>	Madison, WI	
<b>Telephone:</b>	608-204-5960	
<b>Contact Person:</b>	Molly	
<b>Date of Survey:</b>	5/23/2018	
<b>Year Built:</b>	2016-2017	
<b>Property Type:</b>	LIHTC Section 42	
<b>Targeting:</b>	Multifamily	
<b>Occupancy:</b>	100%	
<b>Applications Pending:</b>	N/A	
<b>Waiting List:</b>	Yes	
<b>Security Deposit:</b>	\$500-1,000	
<b>Concessions:</b>	None	
<b>Utilities Included:</b>	W, S, TR, HW, H	
<b>Tenant Paid Utilities:</b>	E	

**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
X Playground	Community Patio	X	Range/Oven	X	Patio/Balcony
X Community Room	Basketball Court	X	Dishwasher		Fireplace
X Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (wall)
X Business Center	Dog Park/Walk	X	Microwave	X	Drapes/Blinds
Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Concierge			X	Garage/UG Parking
Chapel	Media Center				(included)
Grill Area	X Extra Storage (included)				
X Elevator					

# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
7	1 BR/1 BA	30%	\$461	710	0
2	1 BR/1 BA	50%	\$805	710	0
6	1 BR/1 BA	60%	\$914	710	0
4	1 BR/1 BA	MKT	\$950	710	0
5	2 BR/2 BA	30%	\$551	970 - 1,178	0
18	2 BR/2 BA	50%	\$925	970 - 1,178	0
4	2 BR/2 BA	60%	\$1,000	970 - 1,178	0
7	2 BR/2 BA	MKT	\$1,215 - 1,252	970	0
19	3 BR/2 BA TH	50%	\$1,110	1,252	0
<b>72</b>	<b>Totals</b>				<b>0</b>

**Notes:** \*Building 1 (25 units) opened June 30, 2017 fully preleased. Building II (47 units) opened November 30, 2017 and had 34 units preleased with 4 applications pending. The building reached 100% occupancy in late December of 2017. The development had an average rental rate increase of 4.3 percent (range of 0.0–7.3%) from 11/17/2017 to 5/23/2018. The property manager stated that in general lease renewals see a \$25 flat rent increase while open units are rented at the maximum county rents.

<b>Map #:</b>	2
<b>Comparable:</b>	Carbon at Union Corners
<b>Address:</b>	2418 Winnebago Street
<b>City, State:</b>	Madison, WI
<b>Telephone:</b>	844-873-1301
<b>Contact Person:</b>	Tiffany
<b>Date of Survey:</b>	5/10/2018
<b>Year Built:</b>	2017
<b>Property Type:</b>	LIHTC Section 42
<b>Targeting:</b>	Family
<b>Occupancy:</b>	100%
<b>Applications Pending:</b>	N/A
<b>Waiting List:</b>	N/A
<b>Security Deposit:</b>	One month's rent
<b>Concessions:</b>	None
<b>Utilities Included:</b>	W, S, TR
<b>Tenant Paid Utilities:</b>	HW, H, E



**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
Playground	X	X	Range/Oven	X	Patio/Balcony
X Community Room	Community Patio	X	Dishwasher		Fireplace
X Fitness Center	Basketball Court	X	Disposal	X	Air Conditioning (ca)
X Business Center	Volleyball Court	X	Microwave	X	Drapes/Blinds
Swimming Pool	Dog Park/Walk	X	Washer/Dryer	X	Controlled Entry
Library	Walking/Running Trail	X	Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Gazebo			X	Garage/UG Parking
Chapel	Concierge				(\$40/month)
Grill Area	Media Center				
X Elevator	X Extra Storage (included)				

# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
15	1 BR/1 BA	30%	\$421	750	0
2	1 BR/1 BA	50%	\$765	750	0
3	1 BR/1 BA	MKT	\$1,025	750	0
8	2 BR/2 BA	30%	\$507	1,100	0
23	2 BR/2 BA	50%	\$920	1,100	0
15	2 BR/2 BA	60%	\$1,127	1,100	0
8	2 BR/2 BA	MKT	\$1,335	1,100	0
4	3 BR/2 BA	50%	\$1,063	1,300	0
9	3 BR/2 BA	60%	\$1,302	1,300	0
3	3 BR/2 BA	MKT	\$1,565	1,300	0
<b>90</b>	<b>Totals</b>				<b>0</b>

**Notes:** Preleasing began May 2017. The development opened 9/28/2017 with 77 units (85.6%) preleased. This indicates a 15.4 unit per month absorption rate. Development was 100% occupied by the end of 2017.

<b>Map #:</b>	3
<b>Comparable:</b>	Pinney Lane
<b>Address:</b>	902-914 Royster Oaks Drive
<b>City, State:</b>	Madison, WI
<b>Telephone:</b>	608-251-6000/608-719-0390
<b>Contact Person:</b>	Jackie/Kasie
<b>Date of Survey:</b>	5/22/2018
<b>Year Built:</b>	2016*
<b>Property Type:</b>	LIHTC Section 42
<b>Targeting:</b>	Family
<b>Occupancy:</b>	100%
<b>Applications Pending:</b>	N/A
<b>Waiting List:</b>	Yes, 87 households
<b>Security Deposit:</b>	½ month's rent
<b>Concessions:</b>	None
<b>Utilities Included:</b>	W, S, TR, HW
<b>Tenant Paid Utilities:</b>	H, E



**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features		
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet	
Playground	Community Patio	X	Range/Oven	X	Patio/Balcony	
X Community Room	Basketball Court	X	Dishwasher		Fireplace	
X Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (ca)	
Business Center	Dog Park/Walk	X	Microwave	X	Drapes/Blinds	
Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry	
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking	
Beauty Salon	Concierge			X	Garage/UG Parking (Included)	
Chapel	Media Center					
Grill Area	Extra Storage					
X Elevator						
# Units	Unit Type	% of AMI	Net Rent		Square Footage	# Vacant Units
4	1 BR/1 BA	30%	\$395		676 - 689	0
5	1 BR/1 BA	50% HOME PBV	\$680		676 - 676	0
9	1 BR/1 BA	60%	\$855	- 875	676 - 701	0
7	1 BR/1 BA	80%	\$965	- 990	676 - 676	0
6	2 BR/2 BA	30%	\$470	- 480	1,028 - 1,147	0
6	2 BR/2 BA	50% HOME	\$830		1,061 - 1,099	0
8	2 BR/2 BA	50%	\$850	- 860	1,061 - 1,147	0
7	2 BR/2 BA	60%	\$995	- 1,030	1,061 - 1,099	0
2	2 BR/2 BA	80%	\$1,195		1,061 - 1,099	0
5	3 BR/2 BA TH	50%	\$980	- 1,000	1,350 - 1,350	0
8	3 BR/2.5 BA TH	50%	\$980	- 1,000	1,352 - 1,352	0
3	3 BR/2 BA TH	50% PBV	\$980		1,390 - 1,390	0
<b>70</b>	<b>Totals</b>					<b>0</b>
<b>Notes:</b>	*Development opened on February 15, 2016 with 43 units preleased. Development was fully stabilized on August 1, 2016 indicating a 12 to 13 unit per month absorption.					

Map #:	4
Comparable:	Park Central Apartments
Address:	301 S. Ingersoll
City, State:	Madison, WI
Telephone:	608-251-6000
Contact Person:	Jackie/Kasie
Date of Survey:	5/17/2018
Year Built:	2008
Property Type:	LIHTC Section 42
Targeting:	Family
Occupancy:	100%
Applications Pending:	N/A
Waiting List:	Yes
Security Deposit:	½ month's rent
Concessions:	None
Utilities Included:	W, S, TR, HW
Tenant Paid Utilities:	H, E



KEY: W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
Playground	Community Patio	X	Range/Oven	X	Patio/Balcony
X Community Room	Basketball Court	X	Dishwasher		Fireplace
X Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (ca)
X Business Center	Dog Park/Walk	X	Microwave	X	Drapes/Blinds
Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Concierge			X	Garage/UG Parking
Chapel	Media Center				(\$75/month)
Grill Area	X Extra Storage (\$25/month)				
X Elevator					

# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
7	Efficiency	60%	\$850	427 - 475	0
5	1 BR/1 BA	50% HOME	\$680	684 - 818	0
18	1 BR/1 BA	60%	\$940	684 - 818	0
3	2 BR/2 BA	50% HOME	\$830	828 - 1,061	0
33	2 BR/2 BA	60%	\$1,140 - 1,000	833 - 1,084	0
4	3 BR/2 BA	50% HOME	\$985 - 1,000	1,333 - 1,455	0
2	3 BR/2.5 BA	50% HOME	\$985	1,400 - 1,596	0
1	3 BR/2 BA	60%	\$1,300	1,450	0
3	3 BR/2.5 BA	60%	\$1,300	1,445 - 1,533	0
<b>76</b>	<b>Totals</b>				<b>0</b>

Notes:

<b>Map #:</b>	5
<b>Comparable:</b>	City Row Apartments
<b>Address:</b>	602-626 E. Johnson
<b>City, State:</b>	Madison, WI
<b>Telephone:</b>	608-251-6000
<b>Contact Person:</b>	Jackie/Kasie
<b>Date of Survey:</b>	5/17/2018
<b>Year Built:</b>	Oct. 2010
<b>Property Type:</b>	LIHTC Section 42
<b>Targeting:</b>	Family
<b>Occupancy:</b>	100%
<b>Applications Pending:</b>	N/A
<b>Waiting List:</b>	Yes
<b>Security Deposit:</b>	½ month's rent
<b>Concessions:</b>	None
<b>Utilities Included:</b>	W, S, TR, HW
<b>Tenant Paid Utilities:</b>	H, E



**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
Playground	Community Patio	X	Range/Oven	X	Patio/Balcony
X Community Room	Basketball Court	X	Dishwasher		Fireplace
X Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (ca)
X Business Center	Dog Park/Walk	X	Microwave	X	Drapes/Blinds
Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Concierge			X	Garage/UG Parking
Chapel	Media Center				(\$95/month)
Grill Area	X Extra Storage (\$25/month)				
X Elevator					
# Units		Unit Type		% of AMI	
8		Efficiency		50%	
14		1 BR/1 BA		50%	
1		1 BR/1.5 BA		50%	
9		1 BR/1 BA		60%	
10		1 BR/1.5 BA		60%	
8		2 BR/1 BA		50%	
2		2 BR/1 BA		60%	
5		2 BR/2 BA		50%	
16		2 BR/2 BA		60%	
3		3 BR/2 BA		50%	
6		3 BR/2.5 BA		50%	
1		2 BR/2 BA		MGR	
<b>83</b>	<b>Totals</b>				
<b>Notes:</b>					

<b>Map #:</b>	6	
<b>Comparable:</b>	Hanover Square	
<b>Address:</b>	2461 Old Camden Square	
<b>City, State:</b>	Madison, WI	
<b>Telephone:</b>	608-241-0055	
<b>Contact Person:</b>	Janey	
<b>Date of Survey:</b>	<b>Data as of 11/20/2017</b>	
<b>Year Built:</b>	2002	
<b>Property Type:</b>	LIHTC Section 42 and Market Rate	
<b>Targeting:</b>	Family	
<b>Occupancy:</b>	100%	
<b>Applications Pending:</b>	N/A	
<b>Waiting List:</b>	Yes, 20 households	
<b>Security Deposit:</b>	½ month's rent	
<b>Concessions:</b>	None	
<b>Utilities Included:</b>	W, S, TR, HW	
<b>Tenant Paid Utilities:</b>	H, E	

**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
Playground	Community Patio	X	Range/Oven	X	Patio/Balcony
X Community Room	Basketball Court	X	Dishwasher	X	Fireplace
X Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (ca)
Business Center	Dog Park/Walk	X	Microwave	X	Drapes/Blinds
X Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Concierge			X	Garage/UG Parking
Chapel	Media Center				(Included)
Grill Area	X Extra Storage				
X Elevator	(Included)				
# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
1	1 BR/1 BA	30%	\$397	716	0
3	1 BR/1 BA	40%	\$557	716 - 748	0
10	1 BR/1 BA	60%	\$877	716 - 748	0
1	1 BR/1 BA	MKT	\$935	744	0
1	1 BR/1 BA TH	40%	\$536	732	0
6	1 BR/1 BA TH	60%	\$856	732 - 904	0
1	1 BR/1 BA TH	MKT	\$960	732	0
8	2 BR/2 BA	60%	\$1,055	1,058 - 1,224	0
2	2 BR/2 BA	MKT	\$1,150	949	0
1	2 BR/2 BA TH	50%	\$836	949	0
3	2 BR/1 BA TH	60%	\$1,028	940 - 1,159	0
10	2 BR/2 BA TH	60%	\$1,028	949	0
2	2 BR/2 BA TH	MKT	\$1,195	1,289	0
7	3 BR/2 BA	60%	\$1,224	1,289	0
1	3 BR/2 BA	MKT	\$1,315	1,390	0
7	3 BR/2 BA TH	60%	\$1,190	1,390	0
<b>64*</b>	<b>Totals</b>				<b>0</b>
<b>Notes:</b>	*Does not include one manager's unit				

<b>Map #:</b>	7
<b>Comparable:</b>	Eagle Harbor Apartments
<b>Address:</b>	1360 MacArthur Road
<b>City, State:</b>	Madison, WI
<b>Telephone:</b>	608-850-5141
<b>Contact Person:</b>	Kathy
<b>Date of Survey:</b>	<b>Data as of 12/28/2016</b>
<b>Year Built:</b>	2014*
<b>Property Type:</b>	LIHTC Section 42
<b>Targeting:</b>	Family
<b>Occupancy:</b>	100%
<b>Applications Pending:</b>	N/A
<b>Waiting List:</b>	None
<b>Security Deposit:</b>	One month's rent
<b>Concessions:</b>	None
<b>Utilities Included:</b>	W, S, TR, HW
<b>Tenant Paid Utilities:</b>	H, E



**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
Playground	Community Patio	X	Range/Oven	X	Patio/Balcony
Community Room	Basketball Court	X	Dishwasher		Fireplace
Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (ca)
Business Center	Dog Park/Walk		Microwave	X	Drapes/Blinds
Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Concierge			X	Garage/UG Parking
Chapel	Media Center				(Included)
Grill Area	X	Extra Storage			
X	Elevator	(Included)			

# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
3	1 BR/1 BA	30%	\$397	662	0
4	1 BR/1 BA	50%	\$689	662	0
5	1 BR/1 BA	60%	\$778	662	0
3	1 BR/1 BA	80%	\$898	662	0
3	2 BR/2 BA	30%	\$475	980	0
5	2 BR/2 BA	50%	\$833	980	0
2	2 BR/2 BA	60%	\$878	980	0
3	2 BR/2 BA	80%	\$998	980	0
8	3 BR/2 BA	50%	\$958	1,228	0
<b>36</b>	<b>Totals</b>				<b>0</b>

**Notes:** \*Opened for occupancy in September 2014 and was 100 percent leased by December 2014 indicating a nine unit per month absorption.

Map #:	8	
Comparable:	Prentice Park I	
Address:	803 North Thompson	
City, State:	Madison, WI	
Telephone:	608-242-0050	
Contact Person:	Jenny	
Date of Survey:	5/23/2018	
Year Built:	1994	
Property Type:	LIHTC Section 42	
Targeting:	Family	
Occupancy:	100%	
Applications Pending:	N/A	
Waiting List:	Yes	
Security Deposit:	\$300-400	
Concessions:	None	
Utilities Included:	W, S, TR, HW	
Tenant Paid Utilities:	H, E	

KEY: W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
	Laundry Room	Courtyard	X Refrigerator	X W/W Carpet	
	Playground	Community Patio	X Range/Oven	X Patio/Balcony	
X	Community Room	Basketball Court	X Dishwasher	Fireplace	
	Fitness Center	Volleyball Court	X Disposal	Air Conditioning (ca)	
	Business Center	Dog Park/Walk	Microwave	X Drapes/Blinds	
X	Swimming Pool	Walking/Running Trail	X Washer/Dryer (\$39/month)	Controlled Entry	
	Library	Gazebo	Washer/Dryer Hook-ups	X Surface Parking	
	Beauty Salon	Concierge		X Garage/UG Parking	
	Chapel	Media Center		(Included)	
	Grill Area	Extra Storage			
	Elevator				

# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
8	1 BR/1 BA	60%	\$872	900 - 950	0
	2 BR/1 BA	60%	\$1,025	1,097 - 1,281	0
	2 BR/2 BA	60%	\$1,025	1,097 - 1,281	0
24	2 BR/2 BA +loft	60%	\$1,025	1,097 - 1,281	0
	3 BR/2 BA	60%	\$1,192	1,384 - 1,451	0
8	3 BR/2 BA+loft	60%	\$1,192	1,384 - 1,451	0
<b>40</b>	<b>Totals</b>				<b>0</b>

**Notes:** Previous rents were \$835 1 BR, \$945 2 BR and \$1,165 3 BR, indicating a 5.1 percent average increase from 11/13/2017 to 5/23/2018. The property manager has not yet decided on adjustments for the 2018 max rents but stated that due to the large increase, they will not be increasing rents to the new max and expect a 5% increase.

<b>Map #:</b>	9
<b>Comparable:</b>	Granite Ridge
<b>Address:</b>	3310 Packers Avenue
<b>City, State:</b>	Madison, WI
<b>Telephone:</b>	608-661-9900
<b>Contact Person:</b>	Jaren
<b>Date of Survey:</b>	5/23/2018
<b>Year Built:</b>	2014
<b>Property Type:</b>	Market rate
<b>Targeting:</b>	Multifamily
<b>Occupancy:</b>	100%
<b>Applications Pending:</b>	N/A
<b>Waiting List:</b>	Yes
<b>Security Deposit:</b>	One month's rent
<b>Concessions:</b>	None
<b>Utilities Included:</b>	W, S, TR, H*
<b>Tenant Paid Utilities:</b>	HW, E



**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
X Laundry Room	Courtyard	X Refrigerator		X W/W Carpet	
Playground	Community Patio	X Range/Oven		X Patio/Balcony	
Community Room	Basketball Court	X Dishwasher		Fireplace	
Fitness Center	Volleyball Court	X Disposal		X Air Conditioning (wall)	
Business Center	Dog Park/Walk	X Microwave		X Drapes/Blinds	
Swimming Pool	Walking/Running Trail	Washer/Dryer		X Controlled Entry	
Library	Gazebo	Washer/Dryer Hook-ups		X Surface Parking	
Beauty Salon	Concierge			X Garage/UG Parking	
Chapel	Media Center			(Included)	
Grill Area	X Extra Storage				
X Elevator	(Included)				

# Units	Unit Type	% of AMI	Net Rent	Square Footage	# Vacant Units
31	1 BR/1 BA	MKT	\$900 - 1,085	560 - 855	0
30	2 BR/1 BA	MKT	\$1,250 - 1,350	856 - 1,016	0
<b>61</b>	<b>Totals</b>				<b>0</b>

**Notes:** Construction started in November 2013 and completed in September 2014. Manager indicated that 15 units were preleased and all units were leased within three months. Finishes include cherrywood vinyl planking in living room, black appliances, breakfast bar in unit kitchens, marble window sills, and mounted microwaves.  
\*2 BR units do not include heat in utilities.

Map #:	8	
Comparable:	Prentice Park II & III	
Address:	803 North Thompson	
City, State:	Madison, WI	
Telephone:	608-242-0050	
Contact Person:	Jenny	
Date of Survey:	5/23/2018	
Year Built:	1999	
Property Type:	Market rate	
Targeting:	Multifamily	
Occupancy:	99.2%	
Applications Pending:	1	
Waiting List:	Yes	
Security Deposit:	One month's rent	
Concessions:	None	
Utilities Included:	W, S, TR, HW	
Tenant Paid Utilities:	H, E	

**KEY:** W-Water, S-Sewer, TR-Trash, HW-Hot Water, H-Heat, E-Electric, C-Cable, I-Internet

Development Amenities		Appliances		Unit Features	
Laundry Room	Courtyard	X	Refrigerator	X	W/W Carpet
Playground	Community Patio	X	Range/Oven	X	Patio/Balcony
X Community Room	Basketball Court	X	Dishwasher	X	Fireplace (some)
X Fitness Center	Volleyball Court	X	Disposal	X	Air Conditioning (wall)
Business Center	Dog Park/Walk		Microwave	X	Drapes/Blinds
X Swimming Pool	Walking/Running Trail	X	Washer/Dryer	X	Controlled Entry
Library	Gazebo		Washer/Dryer Hook-ups	X	Surface Parking
Beauty Salon	Concierge			X	Garage/UG Parking
Chapel	Media Center				(\$30/month)
Grill Area	Extra Storage				
Elevator					

# Units	Unit Type	% of AMI	Net Rent		Square Footage		# Vacant Units
27	1 BR/1 BA	MKT	\$965	- 1,025	950	- 1,000	0
20	2 BR/1 BA	MKT	\$1,125		1,100	- 1,200	0
32	2 BR/2 BA	MKT	\$1,195	- 1,375	1,200		0
43	3 BR/2 BA	MKT	\$1,395	- 1,525	1,400	- 1,450	1
<b>122</b>	<b>Totals</b>						<b>1</b>

**Notes:**



## ENVIRONMENTAL DUE DILIGENCE

Impact Seven is in the process of securing a Phase I Environmental Site Assessment (ESA) for 1802-1818 Packers Avenue. We have conducted preliminary research that indicates some potential for petroleum-related soil or groundwater contamination at 1814 Packers based on prior uses, which we understand to include a used car dealership and rental car lot. A search on the Wisconsin Department of Natural Resources (WNDR) Bureau for Remediation and Redevelopment Tracking System shows there was a tank spill in 1995, which has been closed and requires no further action. Searches of other WNDR and Wisconsin Department of Agriculture, Trade and Consumer Protection (WDATCP) databases resulted in no findings. The closest site appearing on the WDNR database is "City View Venture Property" at 1422 Packers, which is approximately 0.25 mile from the subject site and has received closure.

If the Phase I ESA warrants further investigation, we will follow-up with additional testing prior to the LIHTC application to understand the potential cost implications. Impact Seven has experience managing the remediation and closure of contaminated sites. Most recently, we secured a \$500,000 Brownfield Remediation Grant from the Wisconsin Economic Development Corporation for Seven04 Place in Milwaukee to address contamination from a dry-cleaning facility and a food additive manufacturing business.

Impact Seven also has experience working with 24 CFR Part 58 Environmental Assessments triggered by federal financing. We anticipate needing to achieve noise attenuation through design features given the location on Packers Avenue, proximity to the Dane County Airport and to the railroad. After a preliminary review, we do not anticipate having any concerns regarding coastal barrier resources or coastal zone management, flood insurance or floodplain management, air quality, endangered species, explosive or flammable facilities, farmlands protection, historic preservation or sole source aquifers.

### FEMA Flood Plain Map

The 1802-1818 Packers site is in an Area of Minimal Flood Hazard. See attached FIRMette map.

### WDNR Wisconsin Remediation and Redevelopment Database (WRRD) Sites Map

The Wisconsin Remediation and Redevelopment Database (WRRD) (formerly called the Contaminated Lands Environmental Action Network, or CLEAN) is an inter-linked system providing information on different contaminated land activities in Wisconsin, to assist with the investigation, cleanup and eventual re-use of those lands. Sites where DNR has determined no cleanup action is required will not appear here. <https://dnr.wi.gov/topic/Brownfields/rrsm.html>

See attached map.

### WDNR Bureau for Remediation and Redevelopment Tracking System (BRRTS) on the Web (BOTW)

The Bureau for Remediation and Redevelopment Tracking System (BRRTS) on the Web (BOTW) is the DNR's on-line database that provides information about contaminated properties and other activities related to the investigation and cleanup of contaminated soil or groundwater in Wisconsin. The database

is part of the DNR's Wisconsin Remediation and Redevelopment Database (WRRD), an inter-linked system tracking information on different contaminated land activities.

<https://dnr.wi.gov/botw/SetUpBasicSearchForm.do?rtn=rb>

- 1802 Packers – No search results
- 1814 Packers – Closed spill (1995) – See attached.
- 1818 Packers – No search results
- 2102 Schlimgen – No search results

WDNR Solid and Hazardous Waste Information System (SHWIMS) on the Web (SOTW)

<https://dnr.wi.gov/sotw/Welcome.do>

No results found

WDATCP Hazardous Liquids Storage Tank Search

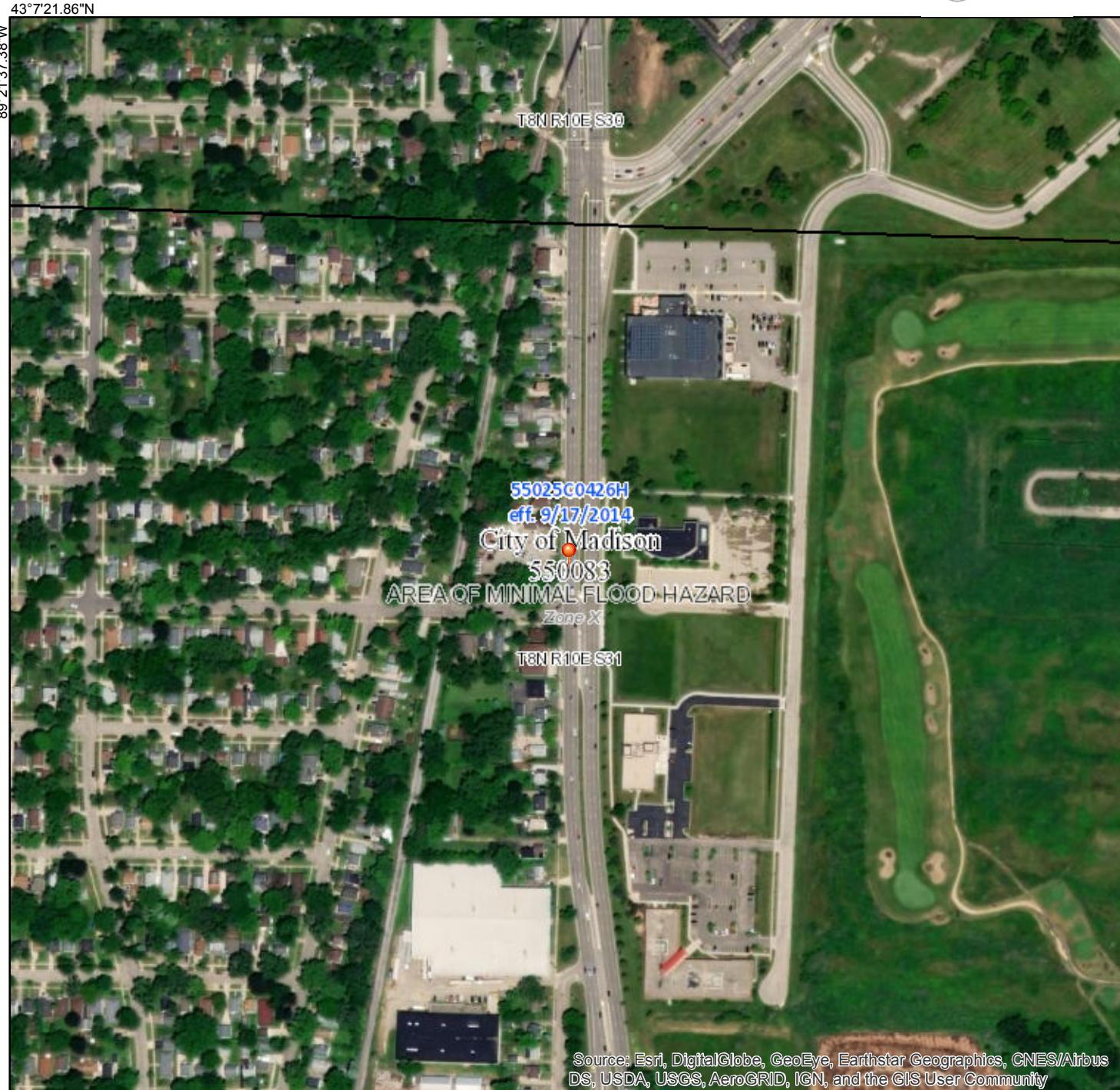
[https://mydatcp.wi.gov/Home/ServiceDetails/4a171523-04c7-e611-80f6-0050568c4f26?Key=Services\\_Group](https://mydatcp.wi.gov/Home/ServiceDetails/4a171523-04c7-e611-80f6-0050568c4f26?Key=Services_Group)

No results found

# National Flood Hazard Layer FIRMette



FEMA



## Legend

SEE FIS REPORT FOR DETAILED LEGEND AND INDEX MAP FOR FIRM PANEL LAYOUT

**SPECIAL FLOOD HAZARD AREAS**

- Without Base Flood Elevation (BFE) Zone A, V, A99
- With BFE or Depth
- Regulatory Floodway Zone AE, AO, AH, VE, AR

**OTHER AREAS OF FLOOD HAZARD**

- 0.2% Annual Chance Flood Hazard, Areas of 1% annual chance flood with average depth less than one foot or with drainage areas of less than one square mile Zone X
- Future Conditions 1% Annual Chance Flood Hazard Zone X
- Area with Reduced Flood Risk due to Levee. See Notes. Zone X
- Area with Flood Risk due to Levee Zone D

**OTHER AREAS**

- NO SCREEN Area of Minimal Flood Hazard Zone X
- Effective LOMRs
- Area of Undetermined Flood Hazard Zone D

**GENERAL STRUCTURES**

- Channel, Culvert, or Storm Sewer
- Levee, Dike, or Floodwall

**OTHER FEATURES**

- 20.2 Cross Sections with 1% Annual Chance
- 17.5 Water Surface Elevation
- Coastal Transect
- 513 Base Flood Elevation Line (BFE)
- Limit of Study
- Jurisdiction Boundary
- Coastal Transect Baseline
- Profile Baseline
- Hydrographic Feature

**MAP PANELS**

- Digital Data Available
- No Digital Data Available
- Unmapped

This map complies with FEMA's standards for the use of digital flood maps if it is not void as described below. The base map shown complies with FEMA's base map accuracy standards

The flood hazard information is derived directly from the authoritative NFHL web services provided by FEMA. This map was exported on 6/18/2018 at 3:56:01 PM and does not reflect changes or amendments subsequent to this date and time. The NFHL and effective information may change or become superseded by new data over time.

This map image is void if the one or more of the following map elements do not appear: base map imagery, flood zone labels, legend, scale bar, map creation date, community identifiers, FIRM panel number, and FIRM effective date. Map images for unmapped and unmodernized areas cannot be used for regulatory purposes.



# 1802-1818 Packers - Remediation & Redevelopment Site Map



## Legend

- Open Site (ongoing cleanup)
- Closed Site (completed cleanup)
- ☒ Closed Site Boundary
- Groundwater Contamination
- Soil Contamination
- ☒ Groundwater and Soil Contamination
- 📍 Dryclean Environmental Response F (DERF)
- 📍 Green Space Grant (2004-2009)
- 📍 Ready for Reuse
- 📍 Site Assessment Grant (2001-2009)
- 📍 State Funded Response
- 📍 Sustainable Urban Development Zone
- ▼ General Liability Clarification Letters
- ▼ Superfund NPL
- ▼ Voluntary Party Liability Exemption
- Municipality
- State Boundaries
- County Boundaries
- Major Roads
  - Interstate Highway
  - State Highway
  - US Highway
- County and Local Roads
  - County HWY
  - Local Road
- Railroads
- Tribal Lands

0.1      0      Distance / 2      0.1 Miles

1: 3,960



NAD\_1983\_HARN\_Wisconsin\_TM

DISCLAIMER: The information shown on these maps has been obtained from various sources, and are of varying age, reliability and resolution. These maps are not intended to be used for navigation, nor are these maps an authoritative source of information about legal land ownership or public access. No warranty, expressed or implied, is made regarding accuracy, applicability for a particular use, completeness, or legality of the information depicted on this map. For more information, see the DNR Legal Notices web page: <http://dnr.wi.gov/org/legal/>

Note: Not all sites are mapped.

## Notes

  Subject Site

# Impact Seven, Inc.

## Packers Flats

---

Response Submission Due Date: August 8, 2018 NOON

### **Instructions to Applicants:**

Please respond ***briefly and succinctly*** to the questions below in-line, unless otherwise specified (e.g. additional documentation requested). Maximum 1/3 a page per question. Please use this Word document to record your answers and return this completed document to [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com). Please cc: [jspears@cityofmadison.com](mailto:jspears@cityofmadison.com) and [etabakin@cityofmadison.com](mailto:etabakin@cityofmadison.com). We ask that you refrain from submitting additional documentation not specifically requested at this time or using alternative formats.

### **Questions:**

#### **1. Why are no funds budgeted for replacement reserves in the Capital Budget?**

For new construction projects, Impact Seven does not typically capitalize replacement reserves. Replacement reserve contributions will be made during operations at \$300 per unit per year, increasing by 3% year over year. We consulted with Cinaire, a tax credit investor, and they indicated that replacement reserves are usually only capitalized when the replacement reserve contributions are not increased by 3% annually like other expenses.

#### **2. Why are no funds budgeted for a debt service reserve?**

Impact Seven has sized the Operating Reserve as six months of the project expenses, replacement reserves and debt service. We typically combine these into one reserve unless a lender requires it to be separate.

#### **3. Why do you list the \$275,000 deferred developer fee as both an expense and a project source?**

Impact Seven shows deferred developer fee as a use for two main reasons: (1) it generates basis for Low Income Housing Tax Credits, and (2) it allows us to present the upfront fee that we could have earned under the WHEDA developer fee policy but cannot earn upfront given available project resources. Since deferred developer fee is paid through the cash flow waterfall during operations, we show it as a source and use so the net impact to the capital budget is zero.

#### **4. Please break out your GC fees in your development budget.**

The cost estimate breaks out as follows:

Demolition	60,000	
Soils/Site Preparation	744,569	includes utilities
Landscaping	80,000	
Construction Costs	9,378,568	
Net Construction Costs	10,263,137	
P&P Bond & Insurance	187,467	1.8%
Overhead	209,012	2.0%
Construction Management Fee	426,385	4.2%
<b>Total</b>	<b>11,086,001</b>	

5. **Please resubmit your 30 year pro forma to reflect the 16 year term of cash flow note and payment of cash flow note only with sufficient available cash flow (i.e. do not show full payment of AHF note if no or insufficient available funds to pay debt service).**

The workbook provided had locked cells for years 2-16, so the maximum due was automatically filled. The attached workbook overwrites the locked cells to show the cash-flow contingent payments after must pay debt, investor asset management fees and deferred developer fee payments.

6. **Your 30-year pro forma shows negative cash flow beginning in year 23. What is your plan for addressing the negative cash flow issue?**

The proposed first mortgage is WHEDA's LIHTC loan product, which has a 18-year term. The project is structured with the assumption that it will be refinanced between year 15-18. Federally insured loans are typically used for refinancing; the project's expenses and debt load can be reset at that time.

7. **Will you be pursuing an application for Affordable Housing Development Funds from Dane County in 2019?**

Impact Seven intends to apply for Dane County Affordable Housing Development Funds (AHDF) in 2019. With the release of the LIHTC scoring appendices, we adjusted our sources to achieve a 15 points for Financial Leveraging. We decreased our projected LIHTC request and inserted the AHDF as a source at \$300,000 so that 60.0% of project financing is from LIHTC equity. For simplicity we distributed these extra sources by increasing the soft cost contingency by \$11,009, construction period interest by \$100,000, paid developer fee by \$100,000. Please note that we anticipate the increase in the paid developer fee will likely be offset by construction pricing increases and/or lower LIHTC pricing. For every \$0.01 decrease in LIHTC pricing, the LIHTC equity decreases by \$99,990.

For the project to score 20 points in the Financial Leveraging category, LIHTC equity's share of the total project costs would need to be 57%. The project would require another \$445,000 in non-LIHTC sources to achieve this.

8. **Regarding your partnership with the Salvation Army, how is what they are describing in their letter different from the services they already provide to the community? Does your partnership with them build on, grow, or enhance the DAWNS program?**

The Impact Seven-Salvation Army partnership on 1802 Packers will enhance the DAWNS program by providing a reliable source of 13 new apartments for DAWNS participants. The Salvation Army is constantly challenged to find affordable, well located and decent apartments for its participants. In addition to the generally tight rental market in Dane County, many DAWNS participants struggle to find landlords that will accept their criminal, credit and rental histories. The Salvation Army currently has a relationship with one landlord with 40 units for the DAWNS program; the remainder of the housing is found on an ad hoc basis. The partnership will ensure DAWNS case managers and Impact Seven property management have open lines of communication regarding the leasing process, establishing reasonable screening critiera, anticipated unit vacancies and ongoing resident concerns, all of which ultimately will increase the likelihood that DAWNS participants are able to secure and maintain their apartment.

**9. What financial contribution to the Salvation Army, if any, is Impact Seven contemplating? If that contribution comes from cash flow and cash flow is negative, how would the Salvation Army receive financial support from the project?**

At this time, Impact Seven does not anticipate on making a financial contribution to The Salvation Army for the provision of services, nor is the Army requesting contributions from the partnership. We are intentionally partnering with The Salvation Army given its strong donor base and track record of securing funding for its programs. Melissa Sorensen, Executive Director of Social Services for the The Salvation Army, has shared that while she has available housing subsidies, she struggles to find landlords who will reliably provide housing for her clients who are transitioning out of homelessness. She mentioned that affordable units are particularly hard to find in Madison's tight rental market. The Salvation Army's proposes to use DAWN's community-based case managers, rather than a site-based case manager that has hours tied to a particular property. As a result, The Salvation Army does not think it is necessary for the development to provide service funding.

Additional rental subsidy may be available from the United Way's Housing First program. Impact Seven staff have met with Sarah Ceponis from the United Way, to share updates about our efforts to develop new affordable housing stock in Madison. Like the Salvation Army, Sarah suggested that their barrier to program delivery is not one of funding, but finding landlords willing to work with their clients. Contributions from the project's operations to fund services would require a reduction in the must-pay debt service or addition of project-based rental assistance to boost revenues on the 30% AMI units. As noted above, we have conservatively assumed a first mortgage with a fixed 5.9% interest rate. If we are able to secure a first mortgage with a lower rate, the project may be able to utilize some of the cash flow to provide supplemental funding for services.

**10. Please elaborate on your discussions with Briarpatch.**

Impact Seven has had several discussions with Briarpatch about working with their programs for youth aging out of foster care or who are homeless. We have agreed to continue exploring ways we could be a receptive landlord for youth in their programs. Given we will have partnerships with The Salvation Army and the VA, we do not anticipate creating a special set-aside of units for Briarpatch referrals at this time.

**11. Please discuss the screening criteria for supportive housing units alluded to on page six of your application. Could you provide the Type B Criteria TSP?**

Impact Seven maintains resident screening criteria for LIHTC properties, which is different from a tenant selection plan required for HUD regulated developments. As noted in our application, we are working on finalizing the resident selection criteria for the LIHTC integrated units, using our Seven04 Place project in Milwaukee as a pilot.

Impact Seven will have a separate applicant list and screening criteria for the 13 supportive units at 1802 Packers. As currently structured, the screening criteria for integrated units will differ from other affordable and the market rate units as follows:

- Use three years for a balanced score of collections, charge-offs, judgments and open bankruptcy (versus two years for LIHTC and market rate units).

- Use two years for a balanced score of late payments (versus one year for LIHTC and market rate).
- Not having a prior residency or employment history will not factor against the applicant.
- Outstanding debts (past due account balances) can be up to \$500 (versus \$350 for LIHTC and market rate).

Criminal background checks are the same for all units. Any household that has a declined application based on intial data-driven screening criteria will have the right to go through an appeal process that allows Impact Seven and The Salvation Army to consider positive mitigating factors.

**12. For how long will you hold accessible units vacant during lease-up and turnover?**

During initial lease-up, Impact Seven begins accepting application 120 days before the the anticipated availability of the first unit. Impact Seven will keep accessible units available for applicants requesting an accessible unit for 90 days after the start of the initial lease-up. If the accessible units are not leased to a person requesting the accessible features by that point, they will be rented to the next person on the applicant list. During ongoing operations, Impact Seven begins the recertification process 120 days before the end of a lease term; residents must notify the property manager with 60 days of their lease expiration of their intent to sign a new lease. If the resident is electing to move or does not respond, Impact Seven begins the process to identify a new resident. In that case, Impact Seven will hold an accessible unit for 60 days (1) after the current resident notifies us they will not re-lease or (2) before the end of the current lease.

Impact Seven will make best efforts to make reasonable accommodations and modifications, including moving residents within the property. If the accessible unit is also an integrated supportive housing unit, Impact Seven will also follow WHEDA's policies.

**13. Do you plan to complete the WHEDA Appendix S and claim bonus points for serving veterans and individuals with a disability? If so, who will provide those services?**

Impact Seven intends to complete Appendix S and claim the bonus points for serving veterans (this was reflected on our initial pre-score and updated pre-score below). The Salvation Army will be our primary long-term service partner for these supportive housing units. WHEDA broadly defines who is eligible for these units as "households requiring long term care services." The Salvation Army's DAWNS program works with individuals who meet this definition. Melissa Sorensen from the The Salvation Army indicated that clients who require additional support or more intensive services are referred to the Dane County Comprehensive Community Services (CCS) program, which is covered by Medicaid.

Impact Seven will also form a partnership with the Dane County Veterans Service Office and the Department of Veterans Affairs to affirmatively market to veteran households. Impact Seven staff have connected with Elizabeth Gokey, the HUD-VASH Housing Specialist from the Department of Veterans Affairs, to discuss the project and to learn more about the case management and supportive services the Department offers to local vets. Ms. Gokey shared that at any time she serves 15-20 vets actively looking for housing, and that she would welcome the addition of new affordable units to the Northside. Ms. Gokey indicated that the VA would be open to entering into a project-based MOU to provide housing referrals.

**14. What has the reaction been of neighborhood association leadership to your proposal?**

Impact Seven staff have connected with Renee Walk and Lesleigh Luttrell from the Sherman Neighborhood Association. Renee and Lesleigh shared some history of prior development attempts at the Packers site. They expressed support for more affordable housing in the neighborhood, and kindly referred us to potential business partners who might occupy the commercial or retail spaces in the development. Impact Seven staff have a follow-up meeting scheduled with Renee, Lesleigh, and Amy Fosdick and Lauri Lee from the Madison Northside Business Association on August 10 to provide updates and to talk further about how the new development can best support the neighborhood. Impact Seven intends on presenting at the Sherman Avenue Neighborhood Association meeting on September 10.

**15. Will elementary school-aged children take Metro Route 21 to Mendota Elementary?**

Subsequent to our original application, we have learned that the Mendota Elementary students will take the yellow-bus Mendota Blue route to school. The stop is one block to the east, at the corner of Loftsgordon Avenue and Schlimgen Avenue.

**16. With Mendota Elementary School projected to be at 100% capacity in 2020, do you expect this to be an issue with the influx of children added from Packers Flats?**

Impact Seven staff posed this question to Kristian Chavira, the enrollment specialist within the MMSD Research and Program Evaluation Office. Mr. Chavira referenced the “School Capacities Fall 2017” report he compiled, which provides revised projections from the data found in our original application. The report indicates current effective enrollment at 87%, and projects 95% effective enrollment over the next five years. Mr. Chavira suggested that our original assumptions, in which all new 1802 Packers households have school-age children who are enrolled in Madison’s public school, is a scenario with a high density of children. Given the 95% projected enrollment found in his report, he suggested that even with our “high density” assumptions, that the school district is always looking to expand enrollment, and that Mendota will be able to absorb any new influx of elementary students from 1802 Packers.

**17. With 72 parking spaces proposed, the parking ratio exceeds 1:1. How would reducing parking and/or increasing green space impact the site plan or feasibility of the proposal?**

With 72 parking spaces, the plan provides 1.18 parking spaces per dwelling unit, which we do not consider over-parking the development. While some of the residents in the 13 supportive units will not own cars, Impact Seven anticipates that the two-bedroom and three-bedroom units may be rented by adult couples or roommates that each have cars. Typically, we hear concern from neighbors about congested street parking when we propose a 1:1 parking ratio. Secure, off-street parking is also a desirable amenity for most renters.

That being said, we are open to scaling back the parking ratio in order to achieve more usable green space in the courtyard area, if it is consistent with public feedback. For example, we have an second scheme for the building layout that provides 64 total residential parking spaces, (a 1.05 parking ratio) and 8,251 square feet of usable open space (including 4,180 square feet in the courtyard). Additionally, we anticipate being able to tighten up the building footprint in the next design iteration, which may free up some additional usable green space.

**18. Have any commercial/office tenants been identified or are there target tenants that are being sought?**

Ideal commercial tenants would have operations and guests whose use of the building is compatible with the safe, secure and quiet enjoyment of the property by the residents. Most ideally, the commercial tenant serves as an amenity to the residents. Proposed uses include a coffee shop, a small restaurant or an office user. We have connected with the Madison Northside Business Association and the Northside Planning Council to identify compatible commercial candidates.

**19. Please clarify the extent of the development site and whether/how the 1818 Packers Avenue site is being incorporated into this development.**

The development site encompasses four legal parcels, including 1818 Packers.

- 1802 Packers – single family home
- 1814 Packers – parking lot with small single story building
- 2102 Schlimgen – vacant land; sold with 1814 Packers
- 1818 Packers – rental duplex

---

**From:** Kristine Giornalista [mailto:kristine.giornalista@impactseven.org]

**Sent:** Tuesday, September 18, 2018 6:18 PM

**To:** Spears, Julie <JSpears@cityofmadison.com>

**Cc:** Tabakin, Ethan <ETabakin@cityofmadison.com>; Michael Carlson <michael.carlson@impactseven.org>

**Subject:** 1802 Packers - Application Withdrawal

Dear Julie,

With regret, I am writing to withdraw Impact Seven's application to City of Madison's Affordable Housing Fund for 1802 Packer (aka Packers Flats). After evaluating multiple scenarios, Impact Seven determined the project would not be competitive in the general set-aside or financially viable in the non-profit set-aside. We sincerely appreciate your consideration and look forward to working with you on future projects.

Sincerely,

**Kristine Giornalista**

Vice President, Real Estate Development

**Impact Seven**

608-514-2108 Mobile

[Website](#) >> [LinkedIn](#) >> [Twitter](#) >> [Facebook](#)



The contents of this e-mail message and any attachments are confidential and are intended solely for addressee. If you have received this transmission in error, any use, reproduction or dissemination of this transmission is strictly prohibited. If you are not the intended recipient, please immediately **notify** the sender by reply e-mail or phone and **delete** this message and its attachments, if any.