

**Community Development Authority  
of the City of Madison**

**Request for Qualifications:  
Homeless Supportive Housing  
RFQ No: 4406-0-2014-MRW**

**Statement of Qualification Submitted By:**



**And By:**



**October 31, 2014**



*Delivering Financial and Social Value*



# Firm Profile

***a) Describe your team structure, including individual roles and relevant experience, as well as a single point of contact including name, phone number, and address.***

**Cardinal Capital Management Inc.**, in partnership with Journey Mental Health, is pleased to submit this response to the Community Development Authority of the City of Madison's Request for Qualifications (RFQ No: 4406-0-2014-MRW).

Cardinal Capital Management, Inc. (CCM) is a real estate investment and management company that offers the full spectrum of services needed to develop, acquire, finance, lease and manage affordable, market rate, and supportive multifamily housing. CCM is committed to delivering superior financial and social value to investors, for-profit and non-profit partners, and the communities in which developments are located.

Founded in 2004, CCM has gained a national reputation as an industry leader in acquiring, developing, and financing multifamily housing. The company's principals, Erich Schwenker and Daniel O'Connell each have over 35 years of real estate investment and management experience. CCM and its affiliates have acquired, developed and rehabbed over 8,000 units of multi-family housing with a transaction value exceeding \$500 million in assets. The projects have received numerous local, state, and national awards.

CCM's affiliate, Astar Capital Management ("Astar"), was organized in 2002 and is the third party contract administrator for Wisconsin Housing Preservation Corp (WHPC). WHPC is one of the largest nonprofit affordable housing providers in the United States. WHPC's mission is the preservation of affordable housing. WHPC has no direct employees. Astar performs all services for WHPC. Astar's principals are also Erich Schwenker and Daniel O'Connell. Furthermore, Astar and CCM share key staff. Astar has developed or preserved and manages over 7,000 affordable housing units in 130 projects on behalf of WHPC. In addition to the 7,000 units developed or preserved by Astar, CCM has developed 18 projects totaling nearly 1,000 units. Of this total, 9 projects serve special needs populations.

**Key Cardinal Capital Management, Inc. staff involved in the development process:**

**Underwriting & Application:** The development team prepares all necessary applications including but not limited to the Low Income Housing Tax Credit applications, and applications to secure lending sources. Kendra Morgan, Acquisitions and Development Specialist, leads the team by outlining point scoring options to ensure successful applications and completing an operating proforma and ongoing sources and uses analysis.

**Equity:** The Director of Acquisitions, Dan Kroetz, oversees the consideration and selection of equity providers utilizing his many contacts and strong relationships within the industry. Dan can personally negotiate the letter of intent and operating agreements to structure the transaction. Key components of the equity financing beyond the pricing issue include negotiation of guarantees, issues relating to operating deficits, construction draw processing, equity release provisions, and on-going reserve funding.

**Due Diligence & Closing:** There are a number of professionals involved in the due diligence process for closing both the equity and debt transactions. CCM has long-established relationships with many of the required third party professionals. CCM coordinates the required third party reports such as appraisals, capital needs assessments, environmental reports, and survey and title requirements. Our Closing Manager, Becky Margenau, coordinates and disseminates the required due diligence items for both the lender and investor, if applicable. This process includes reviews of the legal documents by both the debt and equity providers, review of the survey and title requirements for both debt and equity providers, and obtaining insurance binders and policies to satisfy both debt and equity providers. CCM also prepares the closing statement, and sources and uses statement for review and execution.

**Legal:** CCM coordinates and facilitates the legal process with our in-house corporate counsel, Frank Pitsoulakis. We can prepare offers to purchase, negotiate equity agreements, review loan documents, and identify local zoning approval requirements. Our general approach to working with the local municipalities is to review all zoning, plan

approvals, and permitting items well in advance of processing deadlines.

**Construction:** CCM is dedicated to providing the highest quality construction management process. Since 2005, CCM has provided oversight on renovation contracts in excess of \$50 million and has been nominated for and received numerous awards. Mark Klann provides a comprehensive approach to construction management; as the project moves through the process, the construction team will select appropriate products that achieve operating goals such as reducing long-term maintenance costs and improving energy efficiency. CCM, as a certified Green Builder, can recommend products that incorporate the latest technology advances to achieve efficiencies for the project. We can develop a unique project specification manual, bid the project to ensure the best construction pricing, and prepare a construction schedule. During construction, the team conducts regular meetings with site staff to keep them apprised on the construction process. Upon completion of the construction, Mark Klann can also assist in the development of a maintenance program to ensure the longevity of the asset.

**Asset Management:** CCM is committed to providing asset management services that ensure the owner's long-term goals are achieved. We are vigilant at observing and reviewing the market and maintaining relationships with industry partners in order to stay current with affordable housing trends. All four members of our asset management team are dedicated to building and maintaining strong community relations. They have the knowledge and experience to find cost effective ways to bring services to the project for the benefit of the residents. The asset management team assists the property management team in the development of a management plan to ensure a successful project.

**Property Management:** The performance of the property management has a significant impact on how the development is perceived by the residents, neighbors, the investor, the mortgage-holder, and other regulatory agencies. Bob McCormick, Director of Property Management, in coordination with the asset manager, prepares a property management plan for each development. Furthermore, Bob's team can work with the project partners to ensure that the plan clearly defines

the management tasks so that economic and social service goals are achieved. CCM also develops a compliance program to insure that all compliance work is done thoroughly, accurately, and on time.

**Journey Mental Health Center (JMHC)** is a private, 501(c) 3 non-profit corporation located in Madison serving residents of Southern Wisconsin. Founded in 1948, JMHC has become one of the largest mental health and substance abuse treatment centers in the state. It is nationally known as a leader in progressive, community-based, culturally competent, person-centered/recovery focused and trauma informed services. In 2013, 4,776 individuals received assessments and 8,896 individuals received treatment services through JMHC's 29 programs that serve individuals across the lifespan from children to seniors.

**Primary contact:**

Name: Dan Kroetz  
Title: Director of Acquisitions  
Phone: 608-443-2076  
Address: 2 E Mifflin Street, Suite 801  
Madison, WI 53703

***b) Provide the name and the background of the person that will have primary responsibility for project management on this project.***

Dan Kroetz, Director of Acquisitions, will be the contact for this project. Dan has been involved in real estate acquisitions, management and development since 2000. Prior to joining CCM, Dan oversaw real estate management and acquisition for a real estate investment portfolio held by the Nordic Group of Companies. As Director of Acquisitions for CCM, Dan is responsible for identifying potential acquisitions, analyzing project underwriting feasibility, and due diligence. He is also responsible for negotiations with sellers, investors, lenders and other third parties. Since joining CCM in 2008 he has been involved in numerous acquisitions and developments totaling over \$350 million. Dan holds a BBA in Finance and Real Estate and Urban Land Economics from the University of WI-Madison and is a licensed real estate broker.

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**CAPITAL MANAGEMENT, INC.**

***Delivering Financial and Social Value***

 Journey  
MENTAL HEALTH CENTER

**Experience**

**Describe your team's experience in:**

**1. Real Estate Development**

Cardinal Capital Management, Inc. (CCM) and its affiliates have acquired, developed and rehabbed over 8,000 units of multi-family housing with a transaction value exceeding \$500 million in assets. The projects have received numerous local, state, and national awards.

**a. Team experience in obtaining Section 42 tax credits**

Cardinal Capital Management, Inc. has been awarded tax credits for 14 projects (758 units) in four states.

Development Name	Development address	Year tax credits received	State credits received from	Number of units
Spring Village Apartments	3320 Spring Street, Davenport, IA 52807	2006	IA	120
Spruce Hills Village	2380 Tech Drive, Bettendorf, IA 52722	2006	IA	63
St Mary's	2955 Kaufmann Ave, Dubuque, IA 52001	2007	IA	79
United House	2500 West Center Street Milwaukee, WI 53206	2007	WI	24
Apache ASL Trails	2428 East Apache Blvd, Tempe AZ 85281	2009	AZ	75
Empowerment Village- Lincoln	525 W. Lincoln Ave., Milwaukee, WI 53207	2009	WI	30
Empowerment Village- National	1528 W. Walker Street, Milwaukee, WI 53204	2009	WI	35
Liberty Manor	1119 Kent Circle, Waterloo, WI 50701	2009	WI	57
Meadows Apartments of Nevada	402 5th Street, Nevada, IA 50201	2009	IA	49
Veterans Manor	3430 W. Wisconsin Ave., Milwaukee, WI 53208	2009	WI	52
Highland Commons	6300 W. Beloit Rd., Milwaukee, WI 53219	2010	WI	50
Farwell Studio Apartments	1531-35 N. Farwell, Milwaukee WI 53202	2012	WI	34
Green Bay Veterans Manor, LLC	2900 Saint Anthony Drive, Green Bay, WI 54311	2013/ 2014	WI	50
Pathways Village	564 29 Road, Grand Junction, CO 81504	2014	CO	40



***b. Team experience in developing low-income multifamily housing and permanent supportive housing***

CCM specializes in developing housing for persons with all types of needs, from individuals recovering from mental illness, homeless veterans, persons who are blind or low-vision and persons who are deaf or hard of hearing. In undertaking these unique housing products, it is important to work closely with an advocacy group representing the needs of the population served. In almost every case, CCM has partnered with a strong nonprofit committed to providing supportive services to the appropriate resident population.

For example, we have partnered with the Center for Veterans Issues (“CVI”) to provide services to our residents at our Veterans Manor project. CVI operates 7 transitional and permanent housing facilities and provides more than 250 units of housing to US veterans throughout Wisconsin on any given night. In addition, CVI operates two Veterans Resource Centers serving an additional 1,200 plus veterans annually through housing counseling and placement services, employment services, benefits counseling, mental health counseling, peer services and so much more.

The principals and senior staff of CCM have been involved with non-profit housing providers and advocacy groups for persons with a variety of supportive needs. This depth of experience enables the CCM development team to identify the designers, engineers, and builders best able to produce the living environment that exceeds all others in creating a secure and safe building that enhances health and well-being for each resident. This coupled with CCM’s extensive knowledge of real estate and ability to bring together a strong development team, provides our supportive housing project an excellent foundation for success.

CCM’s strategic advantage is a result of bringing together market knowledge, industry relationships, timely execution as well as our creative, innovative and strategic thinking. We are in business for the

long term and place great importance on maintaining long standing relationships with all of our client and partnerships.

*c. Team experience in public/private partnerships*

Every project Cardinal Capital Management, Inc. embarks on involves public-private partnerships. In addition to the tax credit process, CCM has worked closely with city, county and state government regarding financing and Project Based Vouchers. Further, CCM makes it priority to work with local officials and appropriate government offices early on in the development process to ensure everyone is working together toward the same goal.

For example, CCM has worked very closely with Milwaukee County Divisions of Housing and Behavioral Health on a number of initiatives including several of the tax credit awarded projects above. These projects were among the first permanent supportive housing projects undertaken by Milwaukee County. CCM continues its' partnership with Milwaukee County and is currently working on a permanent supportive housing development of homeless individuals who are chronic alcoholics.

**2. Property Management**

Cardinal Capital Management, Inc.'s (CCM) property management portfolio consists of over 3,000 units across 60 properties. This portfolio includes a complex variety of housing developments that are across multiple housing types, including:

- 8 Supportive Housing Projects with 367 units
- 30 Properties that have Low Income Housing Tax Credits representing 1,478 units
- 45 Properties with Section 8 (7 of which have Project-Based Vouchers)

CCM's property management group was formed with the goal of providing the best property management service and the safest, highest

quality living space possible for our residents. In fact, the U.S. Department of Housing and Urban Development named Veterans Manor, Milwaukee, WI as a Best Practice project for providing permanent supportive housing.

To achieve that goal, CCM places a strong emphasis on maintaining program compliance as supported by results of physical inspections and tenant file reviews. The Wisconsin Housing and Economic Development Authority (WHEDA) reviews each tax credit property annually, and below is a sample of scores from WHEDA's 2013 review of CCM properties:

United House:

Regulatory Rating:	Superior
Management Rating:	Superior
Overall Rating:	Above Average

Empowerment Village Lincoln:

Regulatory Rating:	Above Average
Management Rating:	Above Average
Overall Rating:	Above Average

Hawley Ridge:

Regulatory Rating:	Above Average
Management Rating:	Above Average
Overall Rating:	Above Average

CCM's commitment to property management excellence is evidenced in the following areas:

- **Tenant file completeness and organization:** All of our managed properties follow a consistent file organization outline to ensure accuracy and completeness. Our Compliance Supervisor conducts periodic reviews of tenant files and senior staff attends each management and occupancy review conducted at our managed properties. On an annual basis, we review and summarize management scores to continue to improve our management scores and overall file organization and compliance. In recent Management and Occupancy reviews, WHEDA has praised CCM

for having files in good order and well documented.

- **Responsiveness to federal and state compliance issues:** We pride ourselves on quick and complete responses to requests from HUD, State Housing Finance Agencies and other governmental officials. We comply with all response timeframes provided by the regulatory agencies. Our Compliance Supervisor and Compliance Specialist are responsible for working with the Property Manager to confirm that all items identified by any regulatory agency have been corrected and responds to the regulatory agency.
- **Staff Stability:** CCM has not experienced any turnover in the front line management, Director of Property Management or the Compliance Supervisor positions. Furthermore, we have a relatively low turnover rate for our on-site management staff in comparison with the industry standard. CCM's leadership provides excellent employee benefits enabling retention of key staff.
- **Staff experience and knowledge of program requirements:** The CCM property management team includes Tax Credit Specialists, Certified Occupancy Specialists, Certified Housing Managers and licensed real estate brokers. The staff includes 27 on-site property managers and 13 Tax Credit Specialists. All of our staff members have attended Fair Housing, Section 504 and program compliance trainings, and each take continuing education courses to ensure that they are adequately trained on program requirements. CCM has memberships in both state and national affordable housing organizations such as NAHMA (National Affordable Housing Management Association) and CARH (Council for Affordable and Rural Housing).

*a. Team experience in providing property management services for family oriented housing with Section 42 low income housing tax credits*

Cardinal Capital Management, Inc. (CCM) manages over 30 low-income housing tax credit properties ranging from in size from 20 to 140 units.

Properties with tax credits are staffed by property managers trained in the compliance of Section 42 rules and regulations and report to the

Director of Property Management. The Director of Property Management consults with the managing member on any matters requiring a joint decision and reports to the President of the company. Our Compliance Supervisor and Compliance Specialist, who have over 20 years combined experience working with Section 42 properties, provide additional oversight and support. All parties are involved with the initial lease up and certification and are available for support during the tenure of the project.

***b. Team experience in providing property management services for low-income multiunit housing in buildings of comparable size***

Cardinal Capital Management, Inc.'s (CCM) managed low-income properties range in size from 9 to 140 units. CCM manages properties throughout the states of Wisconsin, Iowa and Arizona. In addition to having a property manager on site at each property, CCM uses real time integrated modules accessible via Internet. This allows the management staff seamless access to tenant ledgers, income certifications, maintenance requests and accounting documents. In addition, senior management staff review and tour projects frequently to help identify possible health and safety issues early and remediate them quickly. These routine inspections of the units and building systems ensure that the building components are being properly maintained. All projects follow a Tenant Selection Plan that is reviewed by the Compliance Supervisor and the Director of Property Management. Staff has the experience and skills necessary to administer the Tenant Selection Plan to ensure compliance with all regulations while outreaching to the target population.

***c. Team experience in providing property management services for family oriented permanent supportive housing***

A key component of our resident relations activities is Cardinal Capital Management Inc.'s (CCM) commitment to providing supportive services. CCM employs a full time licensed and certified social worker to oversee 32 service coordinators at 55 sites, including 11 service coordinators serving 16 sites at Cardinal managed properties. The Service Coordinator Program is a U.S. Department of Housing and Urban Development funded grant program that provides voluntary services to elderly and disabled residents that live in federally assisted multifamily

housing. Service coordinators at CCM properties perform assessments of resident needs, identify appropriate services for residents, monitor ongoing service delivery, work with community service providers, deescalate crisis situations one-on-one with residents, and provide or connect residents to case management services. In addition, CCM has actively sought partnerships with community providers to provide supportive services at eight of its properties to assist residents to live independently in permanent housing while offering them individual supports to promote autonomy and self-sufficiency. CCM has partnered with five different providers to deliver both service coordination and supportive services uniquely tailored to each property.

### ***3. Support Services***

#### ***a. Team experience in providing case management for chronically homeless families***

As part of its operations, Journey Mental Health Center (JMHC) provides services to 365 elderly people and people with AODA, mental health and physical disability issues living in subsidized housing in the CDA Triangle. Many of these individuals had periods of homelessness or were living in short-term transitional housing before obtaining permanent housing on the CDA Triangle. For many, this is their first independent living situation. Providing case management to these individuals requires an understanding of the unique barriers one faces in the transition from street life to a permanent living situation, with its accompanying rules and lease obligations. JMHC service coordinators work to meet with these individuals within two weeks of their move in date to offer services. If the resident is interested in services, a full needs assessment is completed with an accompanying service plan to address those needs.

The JMHC CDA Triangle program has partnerships with transitional housing so that individuals from Porchlight can receive the case management services from their case managers for six months from move in date. The service coordinators work with chronically homeless residents on benefit assistance, lease education, support in needs in the apartment including education and support related to housekeeping. Service coordinators also coordinate with the onsite nursing staff to

make sure that any medical needs are addressed, and that residents have access to primary care providers and preventative care.

Additionally, JMHC operates three separate state-certified Community Support Programs (CSP) providing recovery services for over 370 people with serious mental illness and often co-occurring substance abuse. The majority of participants in these programs are single but JMHC also works with families.

One of the identified objectives of JMHC CSPs is to provide comprehensive and continuous treatment services to assist consumers in their path towards recovery, employing a strengths-based approach. Many participants are homeless at admission to a JMHC CSP, but well over 95% of consumers will have stable housing at any point in the year, in large part due to JMHC providing a comprehensive range of supportive services such as:

- Assistance with living arrangements,
- Managing money and coordinating benefits,
- Coordinating primary health care,
- Substance abuse treatment,
- Vocational and educational support, and
- Socialization and medication prescription and monitoring.

***b. Team experience in providing or partnering with providers of supportive services for families and individuals with AODA, mental health, or physical disability issues***

Journey Mental Health Center's (JMHA) CDA Triangle program is unique in that CDA has chosen to contract with the agency to provide onsite service coordination for CDA Triangle residents. This partnership ensures that the population of chronically mentally ill residents (close to 80% of the population) has an onsite liaison between current treating providers, crisis services and other mental health professionals. The goal of the program is to assist residents living in subsidized housing to remain living independently in their homes. The CDA Triangle program has a close relationship with Dane County's Aging and Disability Resources Center (ADRC) and other agencies devoted to bettering the lives of persons with disabilities. Services include:

- Establishing partnerships and links with more than 40 community agencies/service providers to provide educational programming, one-on-one services and case management, resource and benefit assistance, health care support, food and meal resources, volunteer and socialization opportunities, education and employment assistance, home care and home chore assistance, and many others.
- Referring and linking residents to these supportive services in the community.
- Monitoring and managing the provision of ongoing services to residents who have outside case managers,
- Providing short term case management and supportive counseling services to residents.
- Assessing the needs of residents both individually and as a community, and create service and program plans in line with the needs identified.
- Develop wellness and health programs, educational programs, and community events and activities in connection with community agencies.
- Provide crisis intervention and stabilization services, especially related to mental health and AODA needs.
- Assist with residents who have failed inspections, housekeeping issues, or hoarding concerns as referred, where such concerns affect tenancy.
- Mediate resident conflict and set up plans for solutions.
- Coordinate directly with CDA property management staff and nursing staff on a regular basis to receive resident information and share needs.
- Assist in transition planning when living independently on the Triangle is no longer feasible for residents.
- Work and consult with tenant organizations and groups.

In the CSP setting, JMHC gathers alcohol and drug information at intake and case managers and a psychiatrist conduct interviews. The program's psychiatrists have prescribing and psychotherapy experience with dually diagnosed individuals. When there is evidence of co-occurring mental illness and substance abuse, recommendations for treatment are made in the comprehensive assessment and then



included in treatment plans. Treatment goals and approaches are devised depending on the level of insight a consumer has into his/her use and whether the consumer desires to make changes. Treatment approaches are designed to fit the individual's needs and level of commitment to treatment. JMHC CSP's offer a full range of substance abuse treatment from coordinating detoxification care, to maintaining abstinence even after years of remaining drug and alcohol free. A myriad of strategies are used including:

- Working to provide the most effective medication regime with the fewest possible side effects,
- Engaging the consumer to manage use in order to avoid legal restrictions imposed by probation or chapter 51 commitments,
- Assisting the consumer to manage their environment to address triggers for using,
- Educating the consumer about how substance use can exacerbate symptoms of mental illness or conversely be used to cope with symptoms the consumer is experiencing,
- Supporting consumers in finding and attending AA or NA meetings,
- Making referrals to the JMHC Drug and Alcohol Unit, Synergy, and Newstart,
- Finding natural supports through family members and significant others,
- Advocating with residential managers to avoid homelessness, and
- Budgeting assistance.

In JMHC CSP programs, housing, social relationships, and activities of daily living (ADL) needs are all assessed during a comprehensive assessment over the first 30 days and with each subsequent treatment plan. Case managers have relationships with private landlords, CDA housing, Tellurian, Soar, Transitional Housing Inc., Goodwill, Lutheran Social Services and Porchlight. Housing goals are agreed upon in treatment planning as well as the steps needed to secure desired housing. This may include intermediate stays at transitional settings or apartments in order to build up references or for the consumers' name to come to the top of waiting lists. CSP staff also assists in mediating difficulties with landlords or neighbors and in providing support and assistance with eviction and denial appeals.

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# **References**

*List and provide contact information for three clients for whom you have provided similar services*

**James Mathy**

Housing Administrator  
Milwaukee County Housing Division  
2711 W Wells Street  
Milwaukee, WI 53208  
414-278-5106  
jmathy@milwcnty.com

**James Hill**

V.P., Government Relations and Housing  
Milwaukee Center for Independence  
2020 West Wells Street  
Milwaukee, WI 53233  
Phone: 414-937-2061  
jim.hill@mcfi.net

**Robert A. Cocroft**

President and CEO  
Center for Veterans Issues  
PO Box 080168  
Milwaukee, WI 53208  
Phone: 414-345-4272 ext. 1272  
robert.cocroft@cvivet.org

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**CAPITAL MANAGEMENT, INC.**

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# **Financial Information**

***a. Provide written statement of willingness and ability to provide construction, tax credit, and operating guarantees***

Cardinal Capital Management, Inc. is willing and able to provide the necessary construction, tax credit, and operating guarantees associated with this development.

***b. At the request of the CDA, teams shall make available for review by CDA and City staff or their agent copies of the firm's financial statements.***

At the request of the CDA, CCM shall make copies of the firm's financial statements available for review by the CDA and City staff.

***c. Provide financial / bank references***

**Mary R. Wright**

Vice President, Senior Relationship Manager  
Wells Fargo Commercial Banking  
2 E Mifflin Street  
Madison, WI 53703  
Phone: (608) 280-7407  
Mary.R.Wright@wellsfargo.com

**Joe Mudlaff**

Vice President, Investment Real Estate  
Bank Mutual  
400 N. Moorland Road Suite 202, Brookfield, WI 53005  
Phone: (262) 785-6801  
Joseph.Mudlaff@bankmutual.com

**Jim Wartinbee**

First Vice President  
First Business Bank  
401 Charmany Drive, Madison, WI 53719  
Phone: 608-232-5911  
jwartinbee@firstbusiness.com

**Steve Sosnowski**

Senior Vice President, Commercial Real Estate Division

Associated Bank

8040 Excelsior Drive, 2<sup>nd</sup> Floor

Madison, WI 53717

Phone: 608-259-3637

[steve.sosnowski@AssociatedBank.com](mailto:steve.sosnowski@AssociatedBank.com)

**Greg Dombrowski**

President

Johnson Bank

525 Junction Road

Madison, WI 53717

Phone: (608) 240-1888

[gdombrowski@johnsonbank.com](mailto:gdombrowski@johnsonbank.com)



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**Appendix: Letters  
of support and  
Awards**

## Awards and Recognition

Year	Project	Award	Awardee
2003	Hawley Ridge	Affordable Housing Tax Credit Coalition Charles L. Edison Tax Credit Excellence Award	Cardinal
2005	Water tower view	Wisconsin Builder Top Projects Award of 2005	Cardinal
2009		State of WI Division of Vocation Rehabilitation Employer Award	Cardinal
2009	United House	City of Milwaukee Mayor's Design Award	Cardinal
2009	United House	LISC Trail Blazer Award	Cardinal
2009	United House	Wisconsin Commercial Real Estate Women (WCREW) Real Estate Project of the Year nominee	Cardinal
2011	Empowerment Village-Lincoln	Wisconsin Builder Top Project Award	Cardinal
2011	Empowerment Village-National	City of Milwaukee Mayor's Design Award	Cardinal
2011	Trail Creek and Woodland Park	Mayor of the City of Green Bay Beautification Award	WHPC
2011	Veterans Manor	WCREW 11th Annual Showcase Award	Cardinal
2011		Individual Volunteer Fair Housing Award	Erich Schwenker
2012	Apache ASL Trails	Affordable Housing Tax Credit Coalition Charles L. Edison Tax Credit Excellence Award	Cardinal
2012		Wisconsin Collaborative for Affordable Housing Charles M. Hill, Sr. Award for Housing Excellence	Dan O'Connell
2012	Empowerment Village-Lincoln	City of Milwaukee Mayor's Design Award	Cardinal
2012	Veterans Manor	LISC Milwaukee Neighborhood Innovation Award (MANDI)	Cardinal
2012	Veterans Manor	Wisconsin Fair Housing Network Partnership Award	Cardinal
2012	Empowerment Village-Lincoln	Business Journal Best New Development or Renovation- Residential	Cardinal
2013		USDA Valued Partner Award for Multi-Family Housing Preservation	WHPC
2014	Apache ASL Trails	Arizona Division of Housing: Brian Mickelson Housing Hero Award	Cardinal
2014	Apache ASL Trails	City of Tempe Mayor's Disability Award: Accessibility Award	Erich Schwenker
2014	Apache ASL Trails	National Association of the Deaf: Meritorious Service to Community Award	Cardinal





Commercial Banking  
2 E Mifflin St., Ste. 101  
Madison, WI 53703

October 30, 2014

Matt Wachter  
CDA of the City of Madison  
215 Martin Luther King Blvd, Room 312

RE: Letter of Interest – Development of Supportive Housing - RFQ

Dear Matt:

This letter is to provide support of a very important development initiative being conducted by the City of Madison to seek proposals from developers to address the chronic homeless population and provide them safe supportive housing options. I commend the City for taking this approach.

Cardinal Capital Management is interested in submitting a proposal which will provide a unique opportunity to enter into a joint venture with Journey Mental Health Center to provide on-site social services to assist with behavior health issues and case management for the residents.

I have had the privilege of working with Cardinal Capital on a number of projects over the past several years including Veterans Manor, Water Tower View, and Highland Commons, located in Milwaukee. They are active in other markets such as Colorado, Iowa and Arizona combining housing and supportive services to special populations such as the hearing impaired, blind, homeless, developmentally disabled, and veterans. They are dedicated to assisting persons in need of stable housing and supportive services and have a proven successful track record.

I have also had the honor of being on the Journey Mental Health Center board of directors for many years assisting with their mission, values and business strategy. Madison is very fortunate to have such a dedicated group to help address mental illness and pathways to recovery for our residents.

I believe both entities would be an excellent development partner to work with on this supportive housing project and look forward to assisting them with financial solutions to get this to completion.

Wells Fargo is very interested in working with Cardinal Capital and Journey on this special project which we anticipate would include investment in Low Income Housing Tax Credits and other financing. Wells Fargo & Co. is the largest corporate company with respect to its charitable giving, investment, and grants for notable projects throughout our Nation, which we are very proud of.

Thank you for your consideration,

A handwritten signature in blue ink, appearing to read "Mary R. Wright".

Mary R. Wright  
Vice President, Senior Relationship Manager  
608-280-7407



DEPARTMENT OF HEALTH & HUMAN SERVICES  
HOUSING DIVISION



# Milwaukee County

Oct 30, 2014

Matt Wachter  
Community Development Authority of the City of Madison  
Room 312  
Madison Municipal Building  
215 Martin Luther King, Jr. Blvd.  
Madison, WI 53703

Dear Mr. Wachter or whom it may concern:

Please accept this letter of support for Cardinal Capital Management, Inc.'s response to the Request for Qualifications for Homeless Supportive Housing in Madison.

The Milwaukee County Division of Housing has worked closely and successfully with CCM on several supportive housing developments including Empowerment Village Lincoln (30 units), Empowerment Village National (35 units), Highland Commons (50 units), United House (24 units) and Farwell Studio Apartments (34 units). All of these developments provide supportive housing for persons recovering from mental illness in Milwaukee County.

CCM was a critical partner in securing tax credit awards, Project Based Vouchers, and other funding for these projects. Further, they thoroughly understand the importance of working with savvy and capable non-profit partner and service provider to ensure the projects continued success.

I recommend CCM as developer for this affordable housing project in Madison without hesitation. If you have any questions, feel free to contact me at 414-278-4386.

Sincerely,

Stacey Bielski  
Special Needs Housing Manager  
Milwaukee County Housing Division

---

2711 W. Wells, Room 102, Milwaukee, Wisconsin 53208  
Housing Choice Voucher: 414-278-4894 ♦ Fax 414-223-1825  
Home Repair: 414-278-4917 ♦ Fax: 414-223-1815  
Community Development Block Grant: 414-278-4780 ♦ Fax: 414-223-1825



October 30, 2014

Mr. Matt Wachter  
Community Development Authority of the City of Madison  
Madison Municipal Building, Rm. 312  
215 Martin Luther King, Jr. Blvd.  
Madison, WI 53703

Dear Mr. Wachter:

I am pleased to submit this letter of endorsement and recommendation for Cardinal Capital Management, Inc. (CCM).

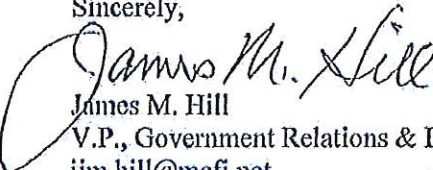
Between 2007 and 2009, I was the Housing Director for Milwaukee County. At the time, there was a well-documented and highly publicized need for decent, safe, affordable and permanent housing with access to support services for persons with disabilities, especially mental illness. As Housing Director, my job was to assess the community's readiness to undertake and support this specific housing model, and to identify and work collaboratively with community development and service partners who were willing and prepared to do this important and long-neglected work.

During my tenure in this position, nine supportive housing developments were initiated. CCM was the developer on five of those nine projects, the first supportive housing projects ever undertaken by the County. To be successful, each one of these developments required CCM to identify ad partner with local social service providers to ensure that services were available to tenants who needed and desired them.

CCM's reputation as a premier developer of affordable and supportive housing made the critical task of finding and engaging competent local service providers easy to accomplish. I personally assisted them in this process, both as a representative of a government "funder" and in my current role as senior leadership staff at one of Milwaukee's oldest and most respected non-profit social service agencies. I can state without hesitation that the leadership and staff at CCM are outstanding community partners to work with in this arena, and their understanding of the service needs of individuals with disabilities has been a principal factor in the success of these developments.

I hope you will find this recommendation helpful. Please feel free to contact me if you have any questions.

Sincerely,

  
James M. Hill  
V.P., Government Relations & Housing  
[jim.hill@mcfi.net](mailto:jim.hill@mcfi.net)

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Oct 30, 2014

Matt Wachter  
Community Development Authority of the City of Madison  
Room 312  
Madison Municipal Building  
215 Martin Luther King, Jr. Blvd.  
Madison, WI 53703

Dear Mr. Wachter or whom it may concern:

I am pleased to submit this letter of recommendation for Cardinal Capital Management, Inc. (CCM).

As the President and CEO of the Center for Veterans Issues, Ltd., a non-profit organization that provides advocacy, services and housing to low-income, homeless, minority and women veterans and their families, I have worked closely with CCM on two major projects: Veterans Manor in Milwaukee and Green Bay Veterans Home in Green Bay.

CCM's leadership and guidance from inception were integral to each projects' success. Both projects were successfully awarded both tax credits and Project Based Vouchers to allow them to operate and service low income and homeless veterans in our state. In addition, CCM's property management team is knowledgeable in working with this population and the service providers who meet the critical needs of these tenants.

CCM is a premier affordable housing developer in Wisconsin and the leadership and staff at CCM are outstanding partners in filling the growing need for affordable housing. Their expertise, knowledge and concern for the mission are unparalleled.

I hope you will find this recommendation helpful. Please feel free to contact me via email at [robert.cocroft@cvivet.org](mailto:robert.cocroft@cvivet.org) if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Robert A. Cocroft".

Robert A. Cocroft  
Brigadier General (Ret)  
Center for Veterans Issues

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