



## **TSA Mifflin Street Apartments**

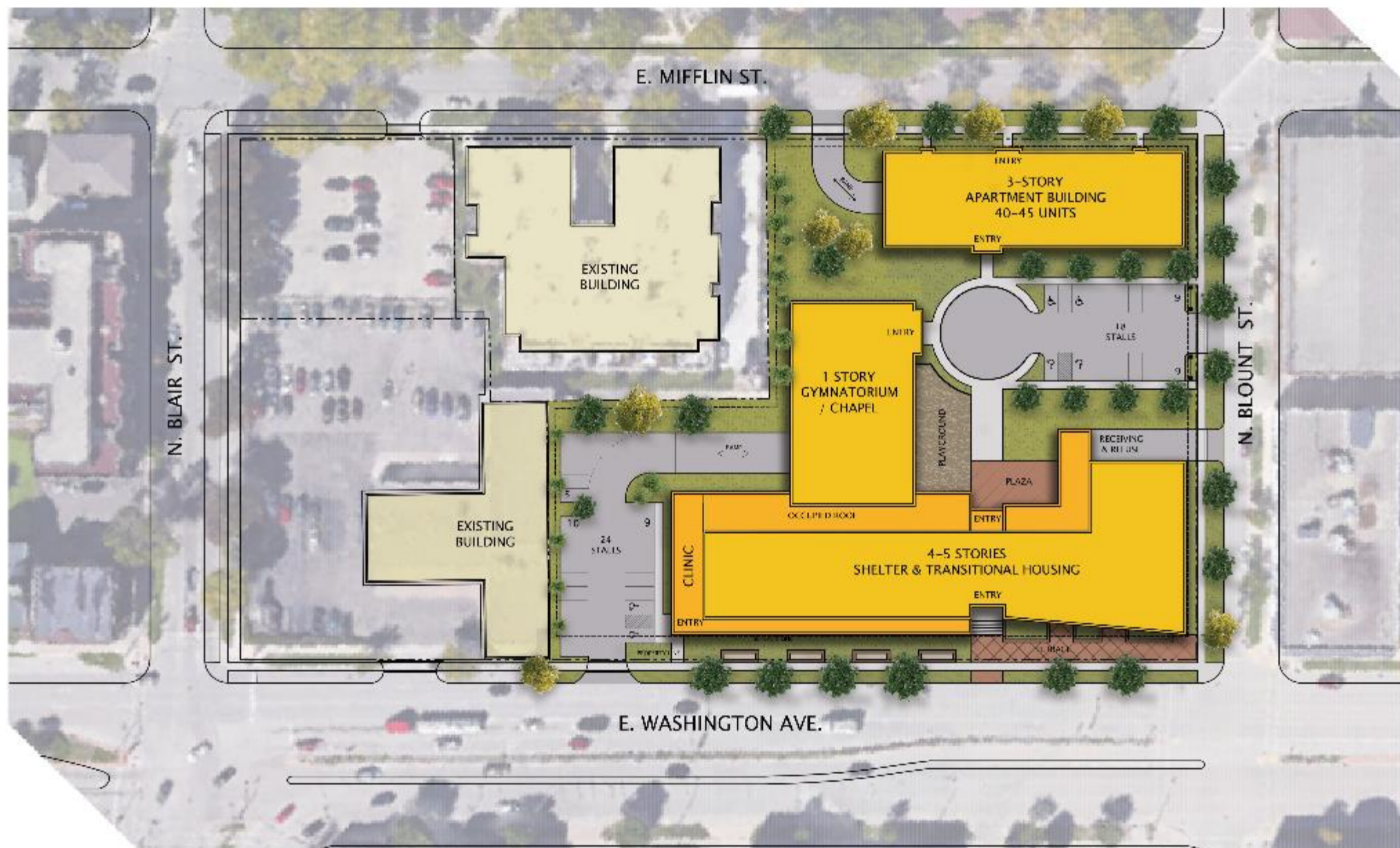
Project will be renamed  
“The Shield Apartments”  
for WHEDA application





**CONTEXTUAL SITE INFO**





**JLA**  
ARCHITECTS

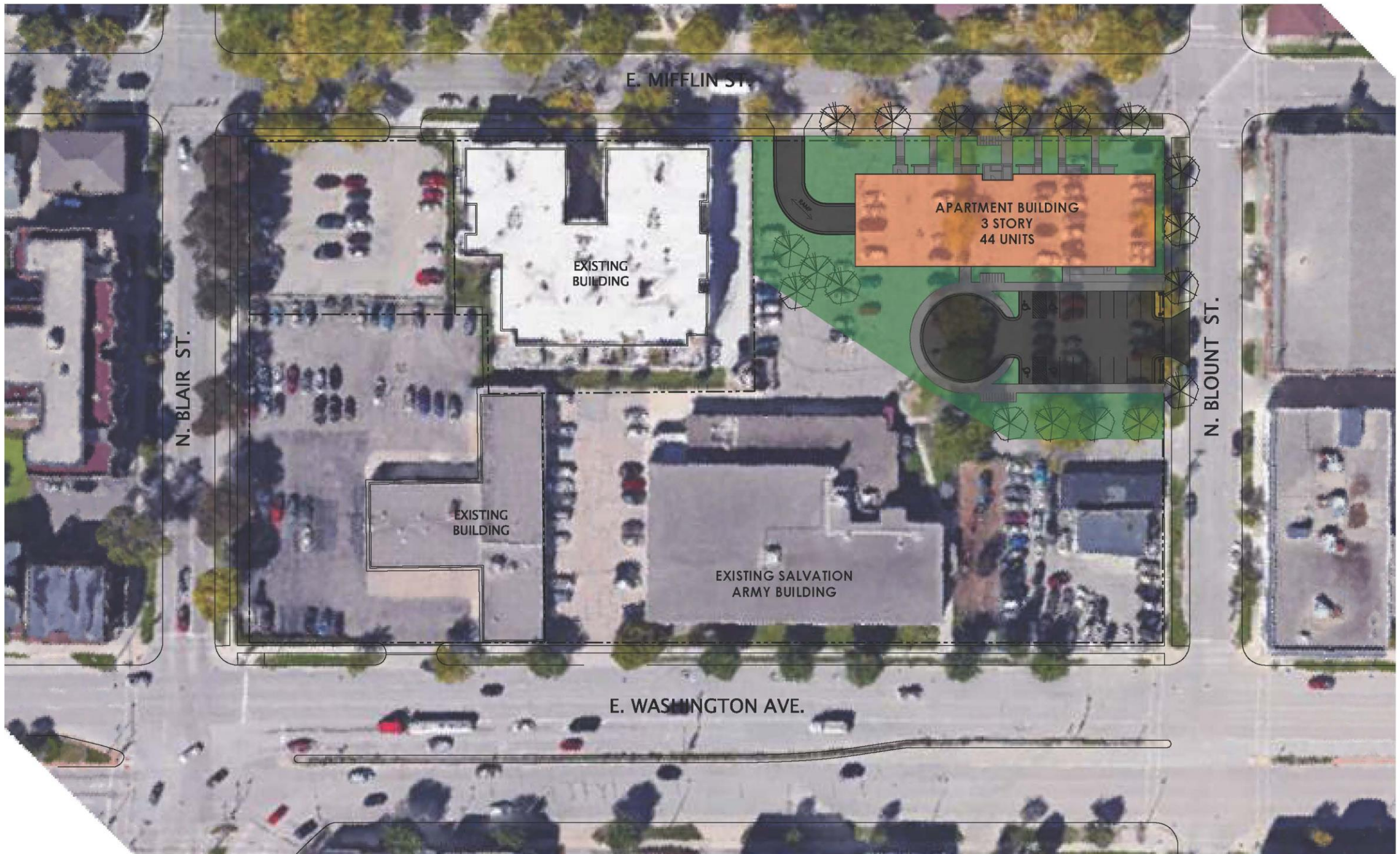
## SALVATION ARMY DANE COUNTY – 630 E. WASHINGTON AVE.

CONCEPTUAL MASTERPLAN – Option # 2

JUNE 21, 2019  
1"=60' @ 11x17







E. MIFFLIN ST.

N. BLAIR ST.

EXISTING  
BUILDING

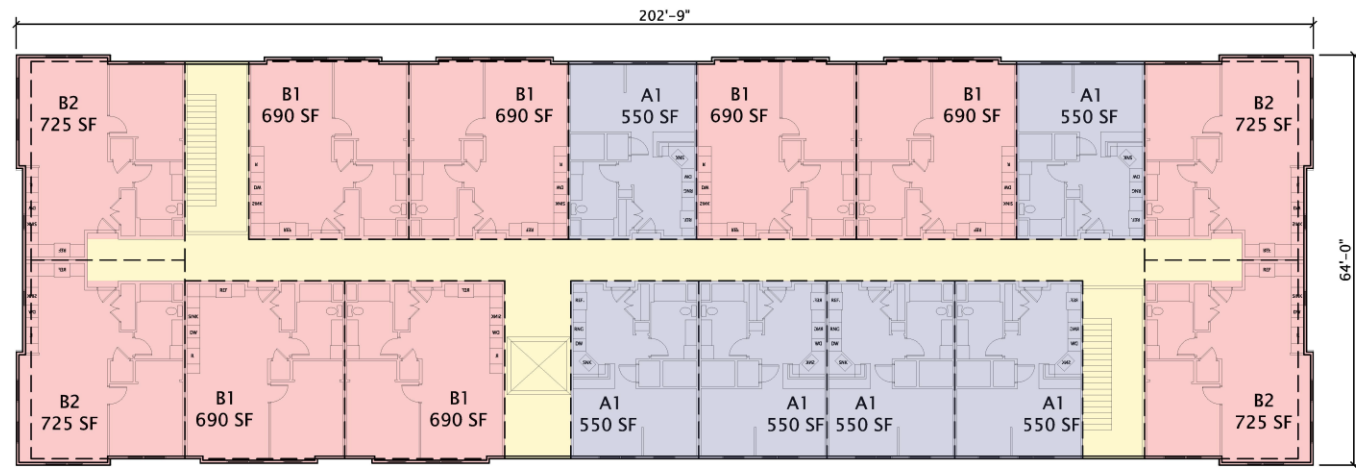
APARTMENT BUILDING  
3 STORY  
44 UNITS

N. BLOUNT ST.

EXISTING  
BUILDING

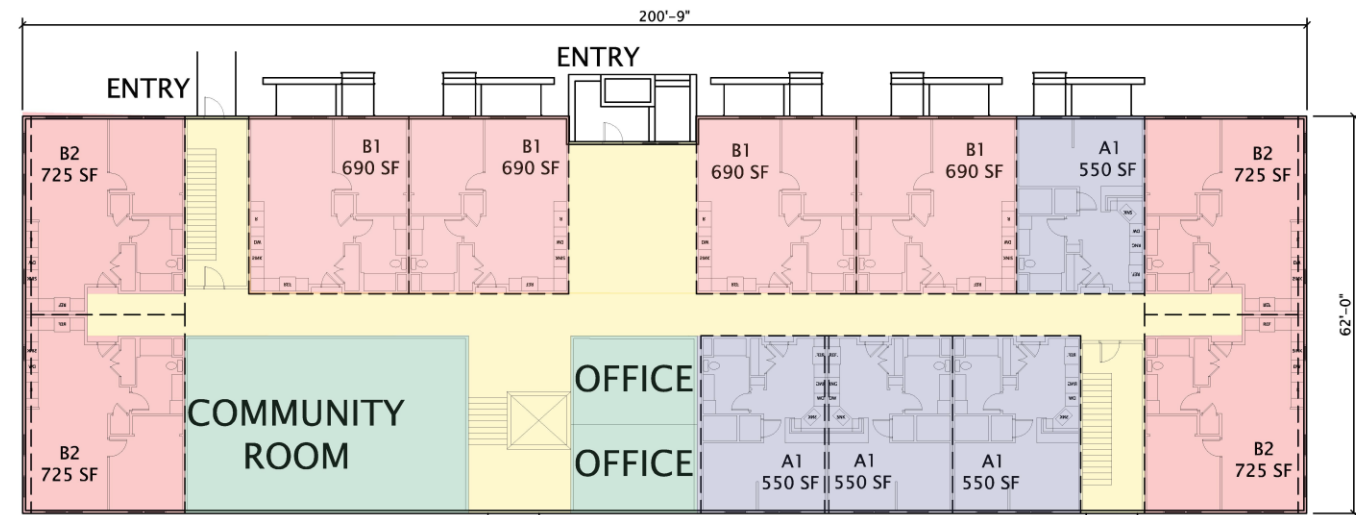
EXISTING SALVATION  
ARMY BUILDING

E. WASHINGTON AVE.



**SECOND & THIRD FLOOR PLAN**  
12,411 s.f. / floor

APARTMENT BUILDING DATA					
FLOOR	UNITS				COVERED PKG
	STUDIO	1BR	TOTAL	BR'S	
3	6	10	16	16	32
2	6	10	16	16	
1	4	8	12	12	
T.	16	28	44	44	.72 / UNIT
	36%	64			



**FIRST FLOOR PLAN**  
12,140 s.f.



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ARCHITECTS

# THE SALVATION ARMY – 630 E. WASHINGTON AVE.

## CONCEPTUAL FLOOR PLANS – THE SHIELD APARTMENTS

AUGUST 28, 2019  
1"=20' @ 11x17







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THE SALVATION ARMY  
THE SHIELD APARTMENTS - BLOUNT & MIFFLIN CORNER PERSPECTIVE

AUGUST 28, 2019



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ARCHITECTS

THE SALVATION ARMY  
THE SHIELD APARTMENTS - MIFFLIN ST. PERSPECTIVE

AUGUST 28, 2019







# Engagement Plan with TLNA Steering Committee & Greater Neighborhood

- Met with the TLNA Steering Committee on July 1, 2019.
- Modified site plan to address neighborhood input.
- The committee voiced concerns regarding current issues within the Salvation Army parking lot.
- Security assessment completed on July 10, 2019.
- Met with The Beacon on July 25, 2019 to gather strategies about neighborhood policies.
- Met with neighborhood police officers on July 30, 2019 to gather ideas to improve security and safety.
- TSA now has a Good Neighborhood Policy for the guests.
- Next TLNA Steering Committee scheduled Sept. 26<sup>th</sup>, 2019.



# **TSA Mifflin Street Apartments**

## **DEVELOPMENT TEAM MEMBERS**

**DEVELOPER – The Salvation Army**

Has developed 1,100 units of affordable housing,  
\$90 Million Total Development Cost

**CONSTRUCTION MANAGER – Miron Construction Company**

**ARCHITECT – JLA Architects & Planners**

**PROPERTY MANAGER – The Alexander Company**

**MARKET ANALYST – Baker Tilly**

**DEVELOPMENT CONSULTANT – Gateway CDFI, Inc.**



# **TSA Mifflin Street Apartments**

## **DEVELOPMENT BUDGET – USES OF FUNDS**

<b>Property Acquisition</b>	<b>\$1,000,000</b>
<b>Construction</b>	<b>\$8,116,538</b>
<b>Architectural / Engineering</b>	<b>\$325,000</b>
<b>Financing Costs</b>	<b>\$405,750</b>
<b>Professional Services</b>	<b>\$184,000</b>
<b>Furnishings</b>	<b>\$90,000</b>
<b>Developer's Fee</b>	<b>\$924,000</b>
<b>Contingencies</b>	<b>\$568,912</b>
<b>Operating/Replacement and Other Reserves</b>	<b>\$265,800</b>
<b>Total Uses of Funds</b>	<b>\$11,880,000</b>



# **TSA Mifflin Street Apartments**

## **DEVELOPMENT BUDGET – SOURCES OF FUNDS**

<b>TSA 1<sup>st</sup> Mortgage Loan</b>	<b>\$1,250,000</b>
<b>Madison AHF Loan</b>	<b>\$500,000</b>
<b>Madison AHF Cash Flow Loan</b>	<b>\$500,000</b>
<b>FHLB AHP Loan</b>	<b>\$900,000</b>
<b>Dane County AHDF</b>	<b>\$1,250,000</b>
<b>LIHTC Equity – Investor</b>	<b>\$6,255,400</b>
<b>LIHTC Equity – General Partner/TSA</b>	<b>\$600</b>
<b>Additional General Partner/TSA Equity</b>	<b>\$916,000</b>
<b>Deferred Developer Fee</b>	<b>\$308,000</b>
<b>Total Sources of Funds</b>	<b>\$11,880,000</b>

# **The Alexander Company**

## **Affordable Housing Management and Tax Credit Compliance Experience**

1. More than 30 years as an affordable housing developer and property manager.
2. More than 5,000 units developed, majority using LIHTC and related programs in 12 states
3. 19 projects and 1,226 units with WHEDA
4. 2 projects, 269 units currently under development with WHEDA
5. In-house Madison-based compliance staff: Housing Credit Certified Professional (HCCP), Housing Compliance Manager for HOME Funds (HCM-HF)
6. Expertise with other affordable housing programs including: Section 8/ Housing Choice Voucher Program, HOME, CDBG, New Markets Tax Credits



# Operating Highlights

- ➡ LIHTC Rent Discounts – LIHTC rents are 10% below 2019 Maximums
- ➡ Covered Parking – parking is included in resident rents
- ➡ Supportive Housing Units – 12 SHU units targeted to 30% AMI resident units will be fully furnished; rent and utilities will be paid through a TSA-funded program

# A Housing First Approach

- Occupancy for studio & one bedroom apartments = 2
- Credit score not considered
- Criminal history accepted with exception to violence against persons, illegal manufacture of controlled substances, etc. ranging from 2-10 years for convictions only. No arrest records considered.
- Previous evictions or history of judgements considered with payment plans or enrollment in financial literacy program
- Waitlist process includes priority given to individuals currently homeless and coming from the Prioritized/By-Name List
- Optional monthly community events for apartment residents educating on apartment living and budgeting
- Flexible rent due dates





**JLA**  
ARCHITECTS

THE SALVATION ARMY  
SHELTER - E. WASHINGTON ST. & BLOUNT ST. CORNER PERSPECTIVE

AUGUST 28, 2019

# Temporary Shelter Relocation Plan

## Families

- Motels would be utilized for emergency shelter
- Able to stay in a motel for 28 days (4 weeks)
- Vouchers for 7 days at a time up to 28 in a row
- Can access shelter through our call-in process
- Coordinated intake staff member would prioritize the families for shelter
- Diversion would be a key element during this time
- Intensive case management during this time to obtain permanent housing

## Single Women

Five properties have been explored -- highlighted on the next few slides.



**SALVATION ARMY  
CORPS/  
COMMUNITYCENTER**

3030 Darbo Drive  
Madison, WI 53714

**Highlights:**

- Office building/community center
- Gym space for program
- Dining/Commercial Kitchen
- Darbo/Worthington Neighborhood
- Building is currently owned by The Salvation Army

**Pros:**

- Have many elements for sheltering that are similar to the E Washington location
- Showers/bathrooms in locker rooms
- Office space for intake and monitoring
- Close to bus lines
- Activity room immediate occupancy

**Cons**

- In residential neighborhood
- Rearrange current community center programs in the evening.



**UNDER CONTRACT  
TO PURCHASE**

702 E Washington Ave  
Madison, WI 53703

**Highlights:**

- Year Built 1925, Office Building
- 2nd Floor 11,625 sf
- Located on East Washington Ave close to bus lines
- Close to current shelter location

**Pros:**

- Under contract to purchase
- Close proximity to current shelter
- Close to Beacon day center
- Close to other resources in the area

**Cons**

- Cost to renovate for sheltering is unknown and expected to be high
- Not enough bathrooms; must install showers
- Unsure there would be enough space for staff and shelter guests





VACANT  
KARMENTA  
CENTER

4502 Milwaukee St  
Madison, WI



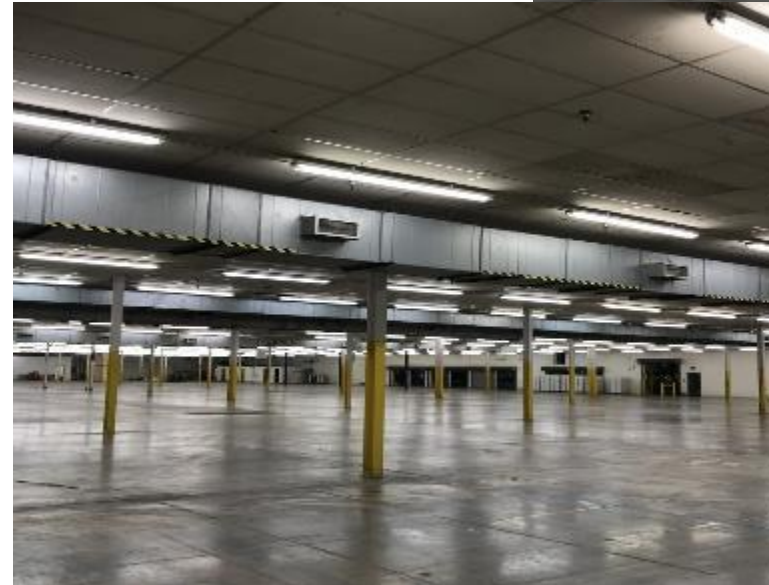
FOR SALE -  
UW CLINIC

4122 E Towne Blvd  
Madison, WI



FOR LEASE

3650 Milwaukee St  
Madison, WI



# Statistics

## The Salvation Army of Dane County

### Women's Shelter

Capacity: 45 women

#### 2018 Stats

- Total nights of shelter provided: 16,582
- Total number of women served during the year: 507 unduplicated women
- Total number of women served in one night reached 68 women
- 34% of women served exited to permanent destinations

### Family Shelter

Capacity: 22 Families

#### 2018 Stats

- Total nights of shelter provided: 28,204 (with 2,734 nights of shelter not met)
- Total number of families served during the year: 913 unduplicated individuals in families (259 Total Households)
- Total number of families served in one night reached 45 households
- 57% of families served exited to permanent destinations

## DAWNS Rapid Rehousing

3 full-time family-focused case managers

1 full-time single women-focused case manager

### 2018 Stats

- 112 households housed (332 individuals)
- 80 family households (120 adults, 176 children)
- 36 single women households
- 91% of households were stably housed at exit

## RISE Rapid Rehousing

1 full-time family-focused case manager

### 2018 Stats

- 27 households housed
- 101 persons (36 adults, 65 children)
- 91% of households were stably housed at exit



