



# THE SHIELD APARTMENTS

\$12.2 Million Development



651 East Mifflin Street, Madison, WI 53703



The Kroc Center – Green Bay, Wisconsin

# TSA DEVELOPMENT EXPERIENCE

1,100 AFFORDABLE HOUSING UNITS | \$90 MILLION TOTAL DEVELOPMENT COSTS



# TSA PROJECTS – CENTRAL TERRITORY



3010 Apartments – St. Louis, MO

7 LIHTC  
Projects in  
4 States



The Freedom Center – Chicago, IL



Veterans Residence – St. Louis, MO



Heritage Place – Omaha, NE



DEVELOPER



**JLA**  
ARCHITECTS

ARCHITECT



DEVELOPMENT CONSULTANT

**Alexander**  
*Company*

PROPERTY MANAGER



ACCOUNTING CONSULTING  
& MARKET ANALYST



***Building Excellence***

CONSTRUCTION MANAGER

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**DEVELOPMENT TEAM**

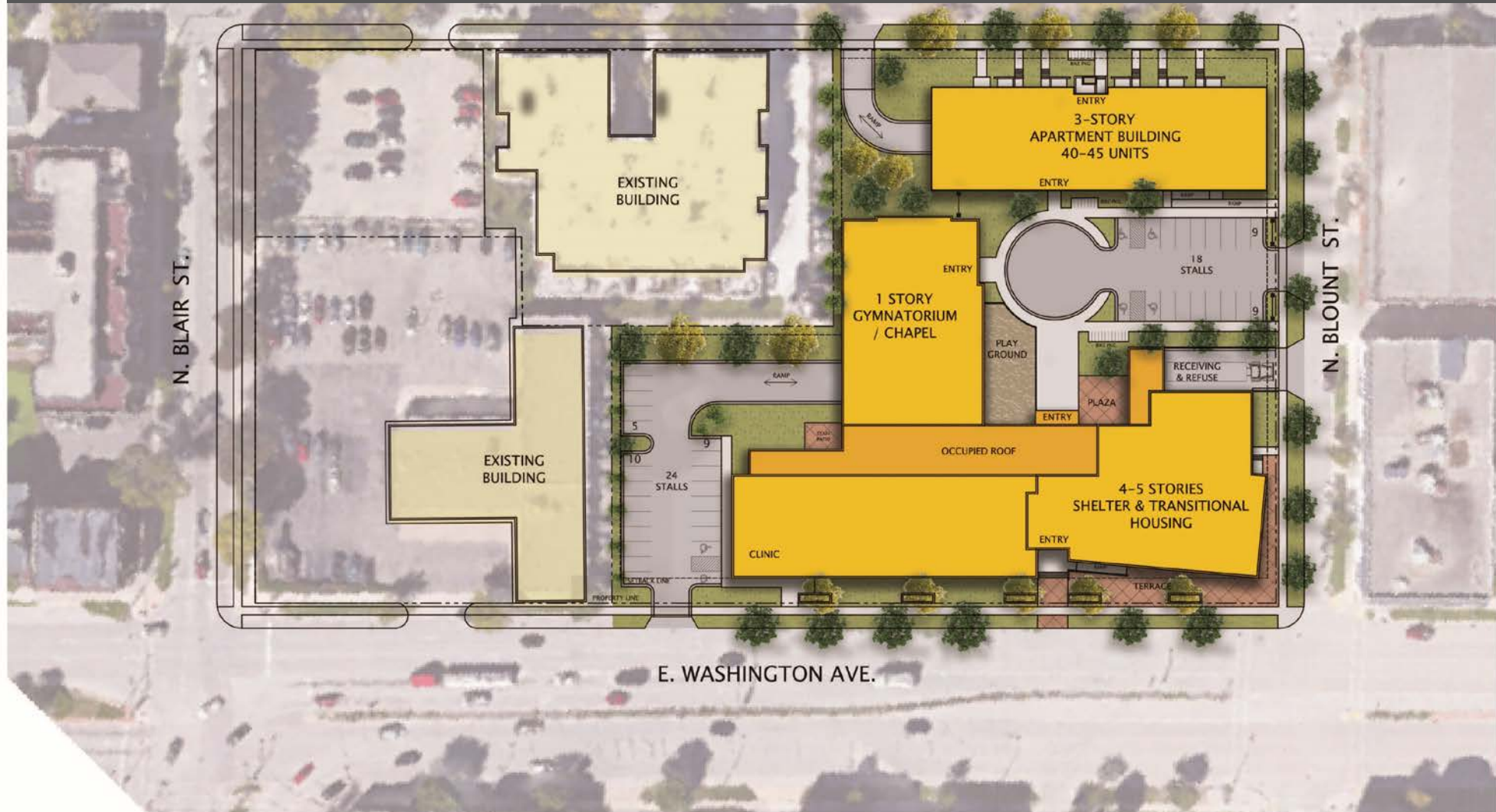


# EXISTING SITE





# CAMPUS SITE PLAN

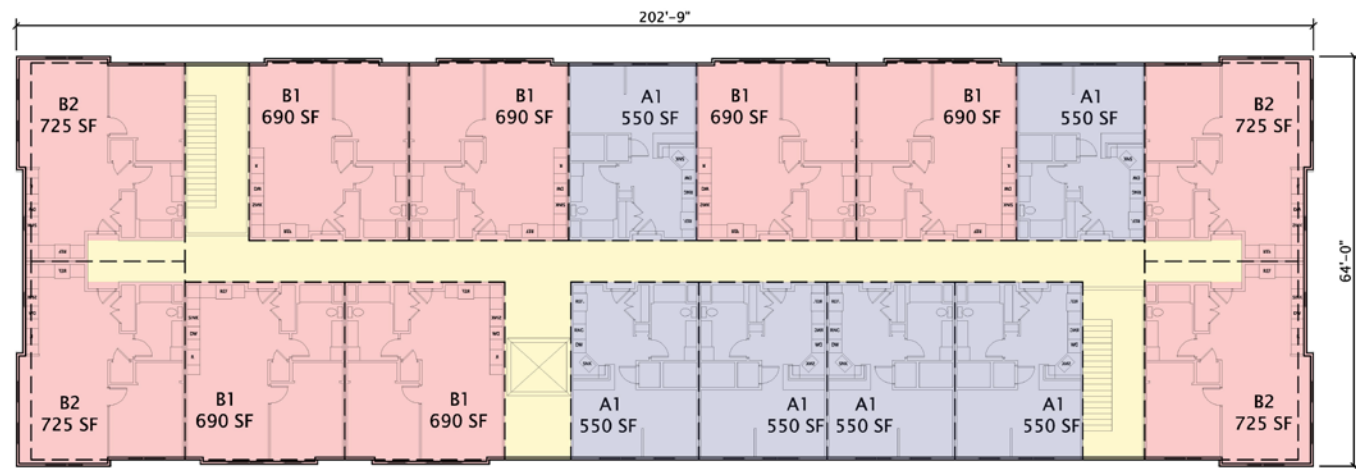


**JLA**  
ARCHITECTS

THE SALVATION ARMY – 630 E. WASHINGTON AVE.  
CONCEPTUAL MASTERPLAN

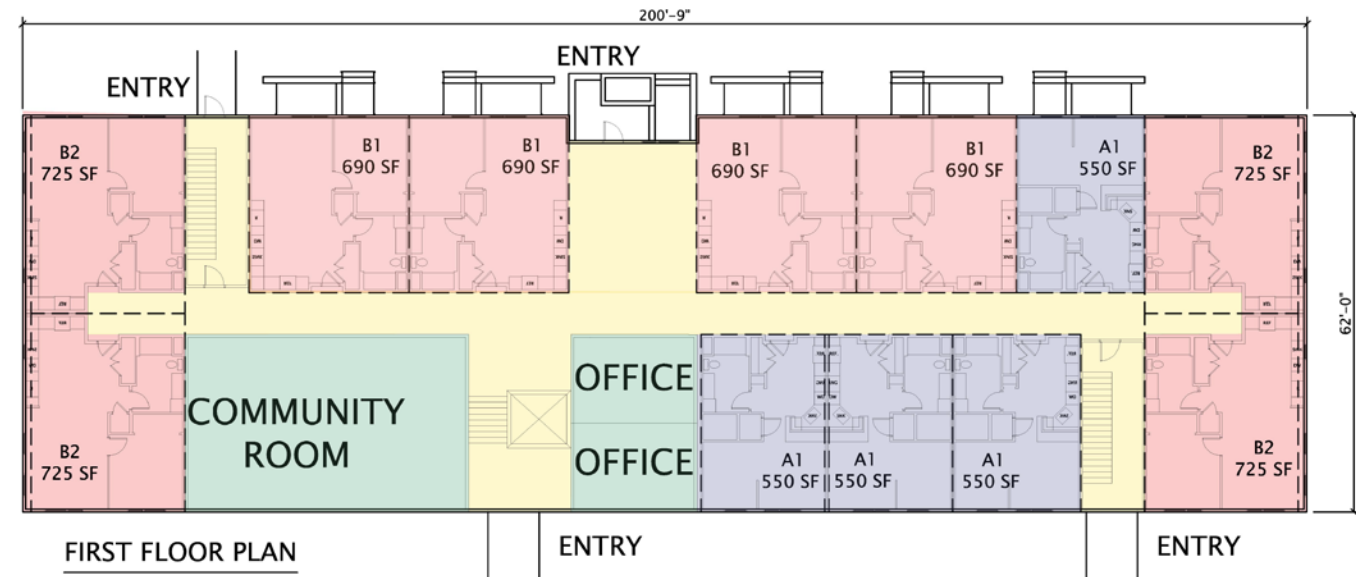
SEPTEMBER 12, 2019  
1"=60' @ 11x17





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

| APARTMENT BUILDING DATA |        |     |       |      |                |
|-------------------------|--------|-----|-------|------|----------------|
| FLOOR                   | UNITS  |     |       |      | COVERED<br>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.



**JLA**  
ARCHITECTS

**THE SALVATION ARMY – 630 E. WASHINGTON AVE.**  
**CONCEPTUAL FLOOR PLANS – THE SHIELD APARTMENTS**

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







**JLA**  
ARCHITECTS

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

AUGUST 28, 2019



# The SHIELD – Meeting City Goals & Objectives



- Super Preferred Area: Tenney Lapham Neighborhood
- Well-connected by bus lines, major arterial roads, bicycling/ recreational paths
- 93 Walk Score with amenities in walking distance
- Inclusive and culturally-sensitive property management and marketing practices
- Consistent with City of Madison's Comprehensive Plan

# The SHIELD – Meeting City Preferences



- The Salvation Army is a non-profit entity which will be assuming role of Developer and Owner.
- 25% of the units will be made available for households with incomes at or below 30% AMI.
- Outdoor playground on the premises.
- Integrated Supportive Housing approach for individuals and/or families who are homeless.
- Meaningful financial support for supportive services including fully furnished units, with rental assistance and utilities paid through a TSA-funded program.



# The SHIELD – Unit Mix & Rents

| % OF CMI       | # OF UNITS | # OF STUDIOS | # OF 1 BR | RENT FOR STUDIOS | RENT FOR 1 BRs |
|----------------|------------|--------------|-----------|------------------|----------------|
| 30%            | 11         | 6            | 5         | \$475*           | \$512*         |
| 50%            | 20         | 8            | 12        | \$695            | \$740          |
| 60%            | 6          | 2            | 4         | \$855            | \$910          |
| LIHTC Subtotal | 37         | 16           | 21        |                  |                |
| Market         | 7          | 0            | 7         | \$1075           |                |
| Total Units    | 44         | 16           | 28        |                  |                |

\*The Salvation Army will pay all utilities for 11 Supportive Housing Units.



# The SHIELD – Supportive Services



11 units will be designated for the Homeless Services Consortium and its housing placement system using the community by-name housing list. TSA will offer these residents:

- needs assessment and comprehensive housing focused case management
- adult basic and vocational education, including basic computer skills
- life skills training
- dental services (clinic on site)
- medical services (clinic on site)
- mental health services (clinic on site)
- support group meetings
- benefits advocacy
- employment services and help with transportation services
- recreational opportunities
- legal services
- veterans' services
- financial skills training and credit counseling, and income support, as needed



# Tenant Selection Plan – Supportive Services

Flexible resident screening criteria for households connected to supportive services.

## *Income Criteria*

There will be no minimum income requirement for applicants in the designated supportive services units, at 30% or below AMI. The project-funded TSA housing assistance program will guarantee rental income for the 11 integrated supportive housing units.

## *Preferences*

Referrals from the Coordinated Entry Systems Manager of the Homeless Services Consortium (HSC). The preference will be for non-chronic individuals and/or families who are homeless, veterans, or disabled persons. All applicants who are currently receiving supportive services from the Salvation Army will be placed at the top of the waitlist and prioritized over other applicants.



# Affordable Housing Management & Tax Credit Compliance Experience

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

**Alexander**  
*Company*



# Tenant Selection Plan – General Population

Income Criteria: Applicants must have income to support 1-1/2 times the monthly rent amount.

Criminal history accepted with exception to violence against persons, illegal manufacture of controlled substances, etc. ranging from 2-10 years for convictions only. Those who fall under the VAWA will not be denied.

No credit score requirements for approval. Management will work with each applicant to determine the nature of any credit issues and grant approval if any of the following conditions can be met:

1. Payment agreement in place with any creditor.
2. Evicted but under a current payment plan with the Landlord.
3. Enrolled in or has completed a financial literacy program.
4. The applicant has a co-signer or guarantor.
5. The applicant has no credit or housing history established.

sustainable  
madison



The Madison Sustainability Plan:  
Fostering Environmental,  
Economic and Social Resilience



### **Vision:**

Madison will be a self-reliant, peaceful community that relies on renewable, local resources and is able to adapt to changing environmental, social and economic conditions over time. It will be a beautiful place in harmony with the environment where life thrives.

### **AH Vision:**

Madison is a sustainable city that promotes social equity by building economically diverse neighborhoods with equal access to quality education, housing and basic health care.

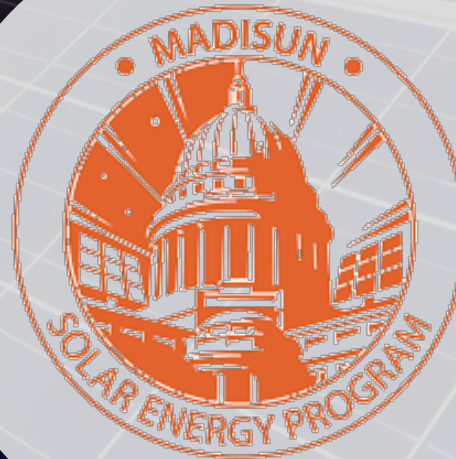
### **AH Goals:**

1. Diversify neighborhoods.
2. Build affordable housing on sites that are currently underutilized or unsightly, to revitalize neighborhoods & provide housing for the vulnerable.
3. Locate affordable housing near transit and employment hubs.
4. Decentralize social services.
5. Upgrade energy efficiency and sustainable materials use in low-income housing.
6. Provide more green affordable housing.



## **SUSTAINABILITY MEASURES & ALIGNING WITH CITY'S GOALS AFFORDABLE HOUSING**

# INCORPORATING ENERGY EFFICIENCY & RENEWABLE ENERGY



**focus on energy**<sup>SM</sup>

Partnering with Wisconsin utilities



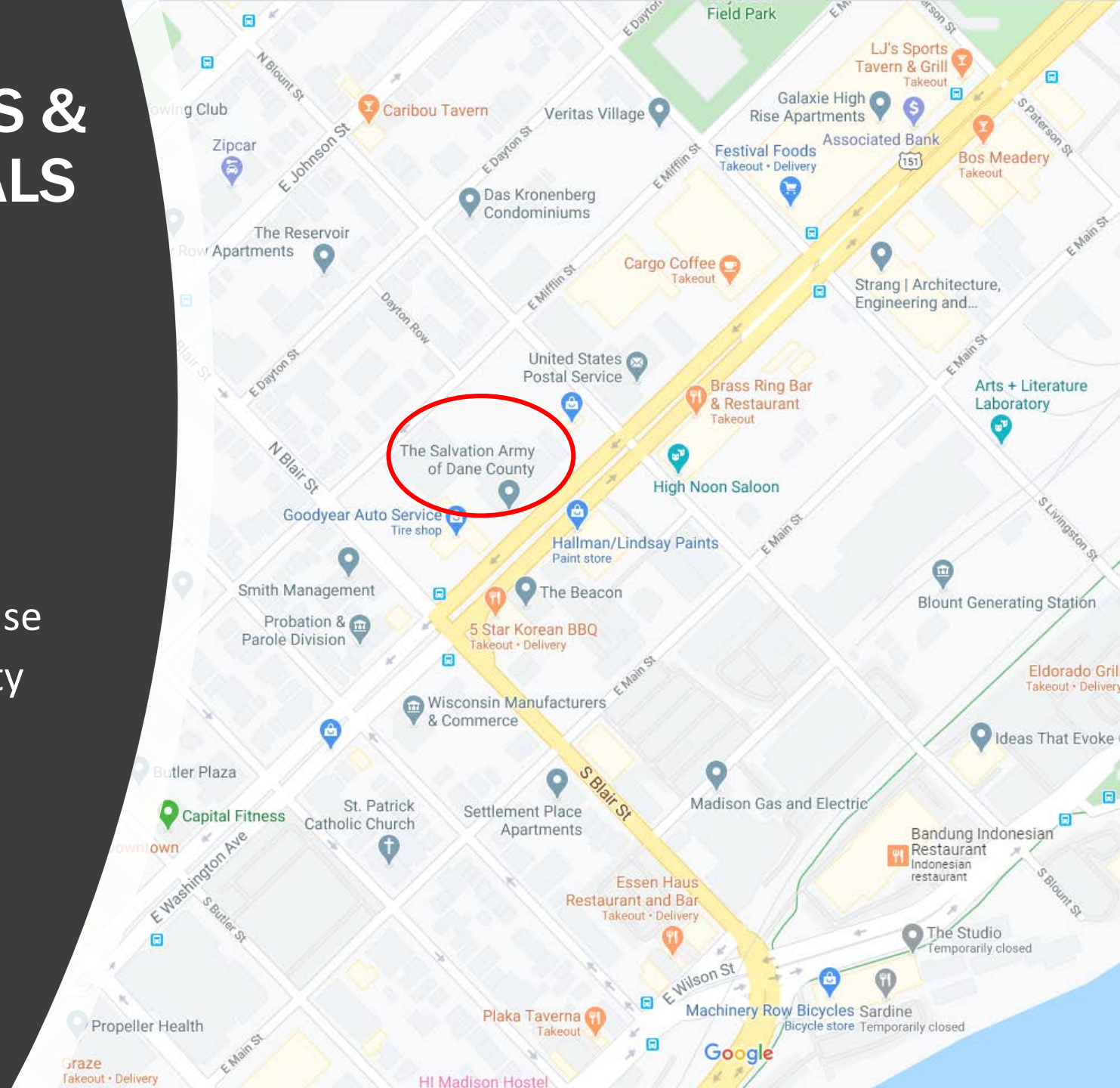
your community energy company



# SUSTAINABILITY MEASURES & ALIGNING WITH CITY'S GOALS

AIA Framework for Design Excellence

- a. Design for Equitable Communities
- b. Optimize Site Potential
- c. Optimize Energy Use
- d. Protect & Conserve Water
- e. Optimize Building Space & Material Use
- f. Enhance Indoor Environmental Quality
- g. Optimize Operational & Maintenance Practices



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# THE SHIELD APARTMENTS

## DEVELOPMENT TIMELINE

|   |               |
|---|---------------|
| <b>Plan Commission Approval</b>             | November 2019 |
| <b>Application to WHEDA</b>                 | December 2020 |
| <b>Complete Equity &amp; Debt Financing</b> | July 2021     |
| <b>New Construction Bid Publishing</b>      | June 2021     |
| <b>New Construction Start</b>               | August 2021   |
| <b>Begin Lease Up/Marketing</b>             | August 2022   |
| <b>New Construction Completion</b>          | October 2022  |
| <b>Certificates of Occupancy Obtained</b>   | October 2022  |
| <b>Complete Lease-Up</b>                    | February 2023 |
| <b>Request Final AHF Draw</b>               | June 2023     |



# ENTIRE CAMPUS - EMERGENCY SHELTER DEVELOPMENT TIMELINE

|  |   |
|--|---|
| Property Acquisition Closing (\$6 Million) | October 2019                                  |
| Plan Commission Approval                   | November 2019                                 |
| Capital Campaign Feasibility Study         | December 2019                                 |
| Initiate Capital Campaign                  | 1 <sup>st</sup> Quarter 2021                  |
| Assemble Supplemental Funding              | 2 <sup>nd</sup> -3 <sup>rd</sup> Quarter 2021 |
| Temporary Shelter Relocation               | 1 <sup>st</sup> Quarter 2022                  |
| Complete Financial Closings                | 2 <sup>nd</sup> Quarter 2022                  |
| New Construction Start                     | 2 <sup>nd</sup> Quarter 2022                  |
| New Construction Completion                | 4 <sup>th</sup> Quarter 2023                  |
| Re-Occupy New Shelter                      | 4 <sup>th</sup> Quarter 2023                  |



