



Community Housing Network, Inc.

RFP Response for Traverse City Schools
Administration Building

Table of Contents

Cover Letter	Pages 3-6
Proposed Purchase Price	Pages 7-8
Option Agreement Draft	Pages 9-20
Proposed Use	Pages 21-28
CHN Overview and Description	Pages 29-31
2022 Audited Financial Statement	Pages 32-60
Articles of Incorporation	Pages 61-75
By-Laws	Pages 76-92
Certificate of Good Standing	Pages 93-94
Development Experience	Pages 95-104
Organizational Structure & Profiles of Key Staff	Pages 105-108
Resumes of Key Staff	Pages 109-128
Background Information on Architect & Historic Firms	Pages 129-155



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Cover Letter

July 26th, 2023

Traverse City Area Public Schools
TCAPS Administration Building RFP
412 Webster St.
Traverse City, MI 49686

Re: Request for Proposal – Sale/Reutilization of TCAPS Administration Building

Dear Traverse City Area Public Schools,

Community Housing Network, Inc. (CHN) is pleased to submit the following response to the Traverse City Area Public Schools (TCAPS) Request for Proposal (RFP) to develop the property located at 412 Webster Street, Traverse City, Michigan. CHN is offering a purchase price of \$620,000 with this response, which is detailed in the attached Option Agreement that CHN is proposing.

The development proposed in this response represents a \$9.1 million strategic investment that will complement and support the city's planning efforts. The development will be a mixed-income project featuring the adaptive reuse of the historic TCAPS Administration building. Approximately 20 one and two-bedroom rental apartments will be created in the building.

The response that follows includes the following information:

- Overview/Description of CHN
- Financial Information
- Proposed Use
- Development Experience
- Organizational Structure and Profiles of Key Staff
- Development Team
- Draft of an Option Agreement

CHN is a nonprofit housing development and housing resource organization founded in 2001. Its mission is to strengthen communities by connecting people to housing resources. CHN has long embraced the philosophy of building and staying in the communities in which it works. The organization will help connect residents of the new development to each other and the broader community, a strategy that CHN has successfully utilized in all its developments. Buildings don't make

communities, people do, and CHN believes strongly that inclusive communities are more vibrant communities.

The organization has developed 924 units of housing for individuals and families, including 264 units utilizing housing tax credits, with another 36 units breaking ground in 2023. CHN is also experienced with a project similar in approach to the project proposed in this response. Jefferson Oaks, CHN's largest development to date, features the adaptive re-use of the 90-year-old Thomas Jefferson School in Oak Park, Michigan. The development, which was fully leased in December 2018, includes 20 one and two-bedroom apartments in the former school and an additional 40 three and four-bedroom townhomes in eight detached buildings across the rest of the site. A significant community space was created in the former school gymnasium and has become a place for community activities and meetings, youth and adult services and programming, and has quickly become a community asset in Oak Park.

CHN is undertaking another adaptive reuse of a school building in Sault Ste. Marie Michigan this year. Garfield Landing will create 14 units inside the historic Garfield school building and add an additional 18 new construction units. This \$12.8 million dollar project broke ground this year and demonstrates CHN's commitment to adaptive reuse of historic structures, utilizing historic tax credits as well as Low Income Housing Tax Credits (LIHTC).

CHN intends to partner with the TCAPS and community partners to preserve this iconic property while honoring the history of the building and enhancing the collective sense of pride in the community. We believe that revitalizing the current structure and providing affordable housing will benefit the neighborhood and entire Traverse City community.

CHN is a leading expert in leveraging tax credits in Michigan, with total awarded tax credits exceeding \$90.1 million over the past 11 years. The organization has also leveraged a variety of public and private funding from diverse sources such as:

- MSHDA multi-family
- Federal Home Loan Bank Affordable Housing Program (AHP)
- Oakland and Macomb County HOME
- Housing Tax Credits
- HUD Multifamily Section 811
- Neighborhood Stabilization Program (NSP)
- Historic Tax Credits

CHN has assembled a development team that is highly skilled in all phases of a development of this scope. Information on this team is included in the response. The organization also maintains relationships with several funders who individually and/or collectively have the resources and expertise to finance the proposed development from construction through leasing. CHN will also identify and retain a professional property management company with a presence in northern Michigan. This organization will be responsible for leasing and maintaining the property to the high standards that are hallmarks of all CHN communities.

As demonstrated by information included in this response, CHN has a strong balance sheet and the necessary financial qualifications to purchase the property and provide the financial guarantees to undertake and complete the proposed development. CHN will readily provide any additional financial information that the Traverse City Area Public Schools wishes to review in evaluating this response.

As the signatory to this cover letter, I certify that I am authorized to obligate CHN to proceed with the purchase of the property. A certified check for \$5,000 will be sent if we are selected to move forward that would then be applied towards the \$13,000 deposit envisioned in the proposed option.

Thank you for the opportunity to present our response to this RFP. If you have questions or would like additional information as you review our response, please don't hesitate to contact me. I can be reached by phone at my direct extension, which is 248-269-1302, or by email at kelliott@chninc.net.

Sincerely,

DocuSigned by:

8ED2DC4E4ACD4A3...
Kirsten Elliott
Vice President



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Proposed Purchase Price

Proposed Purchase Price

Community Housing Network (CHN) is proposing a purchase price of \$620,000. If selected as the winning bidder, CHN proposes to enter into an Option Agreement with Traverse City Area Public Schools for the purchase of the building. Information on this agreement and a draft template are included later in the proposal.



Option Agreement Draft

OPTION AGREEMENT

This Option Agreement (“Agreement”) is made and entered into this _____ day of _____, 2023, between Traverse City Area Public Schools, whose address is 412 Webster Street Traverse City, Michigan 49686 (hereinafter, “Optionor”) and Community Housing Network, Inc., a Michigan nonprofit corporation, with offices located at 5505 Corporate Drive, Suite 300, Troy Michigan 48098 (hereinafter “Optionee”).

Recitals:

WHEREAS, Optionor is the owner of certain property located at 412 Webster Street Traverse City, Michigan 49686, being Property ID #51-798-059-00, more particularly described on the attached **Exhibit A** incorporated herein by reference (the “Property”);

WHEREAS, Optionee desires to obtain an exclusive option to purchase the Property from Optionor and Optionor is prepared to grant to Optionee such option, all as hereinafter defined.

NOW, THEREFORE, for and in consideration of the mutual covenants contained in this Agreement, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. **Grant; Term of Option.** Optionor grants to Optionee the exclusive option (the “Option”) to purchase the Property for the Purchase Price described below, subject to the terms and conditions hereof. This Option is effective from the date above set forth (“Effective Date”) until the 31st day of December 2025 (the “Term”). In the event Optionee does not timely and properly exercise the Option prior to the expiration of the Term, this Agreement shall automatically terminate without notice to Optionee and thereafter shall be of no force or effect. In addition, if Optionee exercises the Option timely and properly but fails to timely consummate the purchase of the Property in accordance with the terms of this Agreement through no fault of Optionor, Optionee’s rights hereunder shall be of no further force and effect and if such failure constitutes a default by Optionee hereunder, Optionor may pursue those remedies available to Optionor as are provided herein, at law or in equity. Any exercise of the Option shall be strictly in accordance with the terms hereof.

2. **Initial Earnest Deposit.** Within ten (10) business days of the Effective Date, the Optionee shall pay to the Optionor an initial deposit amount of Thirteen Thousand and 00/100 Dollars (\$13,000.00) (the “Earnest Money Deposit”). In the event the Earnest Money Deposit is not received by the Optionor when specified, the Optionor may terminate this Agreement and the parties shall have no further obligations hereunder. The Earnest Money Deposit will become non-fundable when the Optionee obtains a reservation of Section 42 tax credits from the Michigan State Housing Development Authority (MSHDA). If the Optionee chooses to exercise the Option to purchase the property before December 31, 2025, or at a later date if the term has been extended as provided for in Paragraph 3, then the Earnest Money Deposit will be applied toward the cost of acquiring the property. The Earnest Money Deposit will be held in escrow by Cinnaire Title Services, Inc. until such time as it becomes non-refundable.

3. **Option and Closing Extension.** The Optionee shall have the right to extend the Term of this Option and Closing upon written notification to the Optionor for one (1) additional period of one hundred twenty (120) days. Optionee shall pay the Optionor an additional Earnest Money Deposit amount of Ten Thousand and 00/100 (\$10,000.00) (the “Second Earnest Deposit”) within 10 days of notification of exercising the Option and Closing Extension. Except as set forth in this Agreement this Second Earnest Deposit will become non-refundable upon the Optionor’s receipt, and will be applied toward the cost of acquiring the property. In the event the Second Earnest Deposit is not received by the specified time, the Optionor may terminate this Agreement and the parties shall have no further obligations hereunder.

4. **Method of Exercising Option.** To exercise this Option, the Optionee shall notify the Optionor in writing that is it exercising the Option and such notice shall be received by the Optionor on or before the expiration of the Term of this Option.

5. **Purchase Price.** The total purchase price (“Purchase Price”) of the real property upon exercise of this Option Agreement shall be an amount equal to Six Hundred and Twenty Thousand Dollars and Zero Cents (\$620,000).

6. **Title.** Within 30 days of the Effective Date, Optionee shall order a Title Commitment for an Owner’s Policy of title insurance naming the Optionee as the proposed insured with coverage in the amount of the Purchase Price of \$620,000. Within thirty (30) calendar days of receipt of the Title Commitment, the Optionee shall notify the Optionor in writing of any restrictions, reservations, limitations, easements, liens, and other conditions of record (the “Title Defects”), disclosed in the Title Commitment that would unreasonably interfere with the Optionee’s proposed use of the Property. Should the Optionee notify the Optionor of any such Title Defects, the Optionor shall have thirty (30) calendar days to cure or remove same. If such reasonable objections are not cured within such thirty (30) day period, the Optionee may, at the Optionee’s option, terminate this Agreement, or alternatively set a date with the Optionor to extend the time period to cure the Title Defects. In the event such reasonable objections are not cured within such thirty (30) day period, or any extension thereof, and the Optionee elects not to waive its title objections, the Optionee may terminate this Agreement, the Option Payment and all Earnest Deposits shall be returned, and neither party shall have any further responsibility or liability hereunder the Agreement.

7. **Survey.** Within thirty (30) days of the Effective Date, Optionee may (but shall have no obligation to) order a Property survey (“Survey”). Optionee shall provide the results of any Survey to Optionor within three (3) days of receiving same. Optionee shall have thirty (30) days to notify Optionor in writing of any objections to the Survey that will, in its reasonable judgement, hinder its intended use of the Property. Optionee shall be deemed to have accepted the Property with respect to all matters within the Survey in the absence of a timely and proper objection. Optionor shall have thirty (30) days after receiving written notice of any objections to cure the objections, if it chooses to do so. If Optionor does not cure the objections, Optionee may either: (i) accept the Property as set forth in the survey without reduction in purchase price, or (ii) terminate the Agreement, receive a refund of the Option Payment and all Earnest Deposits, and neither Optionor nor Optionee shall have any further obligations under this Agreement. If Optionee obtains a Survey, with the parties’ mutual consent, the legal description contained in such Survey may be used for all documents related to this transaction.

8. **Right to Enter Property.** From and after the Effective Date, Optionor agrees that Optionee and its agents and representatives, subject to notifying the Optionor of all onsite visits in advance, be entitled to enter upon the Property for inspection, soil tests, examination, land-use planning and for any due diligence investigation relating to Optionee's proposed ownership of the Property. As to any such investigation, Optionee shall restore the Property to the same condition as existed prior to any such investigation (which obligation shall survive the termination hereof), and shall not: (i) perform any invasive tests without Optionor's prior consent or (ii) interfere with the possessory rights of Optionor. Optionee shall indemnify and hold harmless Optionor from and against, and to reimburse Optionor with respect to any and all claims, demands, causes of action, loss, damage, liabilities, costs and expenses (including reasonable attorneys' fees and disbursements) asserted against or incurred by Optionor by reason of or arising out of any such on-site investigation, it being acknowledged that all such obligations shall survive Closing or the termination of this Agreement. Upon request, Optionee shall provide evidence of liability insurance which shall supplement Optionee's indemnity obligation.

9. **Due Diligence Period.** The Optionee shall use the Term of Option to conduct such investigations as the Optionee deems necessary in order to determine whether the Property is suitable for the Optionee's intended use. Such due diligence may include, but shall not be limited to:

- (a) Investigating the availability of utility services, including but not limited to, gas, water, electricity, sanitary sewer, storm sewer and telephone service, with sufficient capacity to meet the Optionee's requirements for such utility services;
- (b) Investigating all applicable zoning ordinances, regulations, building codes and restrictions to determine whether such will permit use of the Property for the Optionee's intended use;
- (c) Making soil tests, borings and other environmental, engineering and architectural tests to ascertain that the Property is suitable for construction of the improvements contemplated by the Optionee;
- (d) Determining whether the City of Traverse City will approve a site plan and issue a building permit for the facility or project the Optionee desires to construct on the Property;
- (e) Determining whether the City of Traverse City will approve a Payment In Lieu of Taxes (PILOT) Ordinance for the project the Optionee desires to construct on the Property in an amount satisfactory to the Optionee;
- (f) Receipt of a Commitment and/or Reservation of Section 42 tax credits from the Michigan State Housing Development Authority in an amount satisfactory to Optionee;
- (g) Receipt of a Commitment for a mortgage loan in an amount satisfactory to Optionee;
- (h) A current appraisal supporting the Purchase Price;

- (i) Determination by the Nation Park Service that the Property is eligible to be listed on the National Register of Historic Places;
- (j) That the Optionee has obtained the approval of all parties for the transaction contemplated by this Agreement.

Upon the exercise of the Option, Optionee shall be deemed to have satisfied and waived the contingencies set forth in this Section 9.

10. **Conditions to the Optionee's Obligation to Close.** In addition to all other conditions set forth in this Agreement, the obligation of the Optionee to consummate the purchase/sale contemplated hereunder shall be contingent upon the following:

- (a) Optionor's representations and warranties contained herein shall be true and correct in all material respects as of the date of this Agreement and the Closing Date;
- (b) As of the Closing Date, Optionor shall have performed its obligations hereunder in all material respects and all deliveries to be made at Closing by Optionor shall have been tendered;
- (c) As of the Closing Date, there shall exist no pending action, suit or proceeding with respect to Optionor before or by any court or administrative agency which seeks to restrain or prohibit, or to obtain damages or a discovery order with respect to, this Agreement or the consummation of the transaction contemplated hereby.

11. **Assignment.** Optionee shall have the right to assign this Option Agreement to controlled entities to be formed by providing written notice to Optionor.

12. **Closing.** Prior to the closing of the sale, it shall be the responsibility of the Optionee to (i) meet the applicable deadlines (ii) procure the necessary approvals and (iii) cause the appropriate closing documents to be prepared. The closing of the sale shall occur by payment of the Purchase Price by the Optionee, less any previously paid Option Payment and Earnest Deposits incurred by the Optionee during the term of the agreement, and by the execution and delivery of a Warranty Deed by the Optionor. This sale shall be closed no later than January 31, 2026, unless the term has been extended as provided for in Paragraph 3. Possession shall be delivered at the time of Closing, unless delivered prior to Closing by the mutual consent of both parties.

13. **Notices.** All notices, demands and other communications hereunder shall be in writing and shall be deemed to have been duly given when physically delivered or three (3) days after having been deposited in the United States Mail, addressed to the recipient as follows:

If to Optionor:

Traverse City Area Public Schools
412 Webster Street
Traverse City, Michigan 49686

If to Optionee:

Kirsten Elliott
Vice President
Community Housing Network, Inc.
5505 Corporate Dr, Suite 300 Troy, MI 48098

CC: Mallory, Lapka, Scott & Selin
Attn: Tom Lapka
605 S Capital, Lansing MI 48933

14. **Successors and Assigns.** This Option agreement shall inure to the benefit of the parties' successors and assigns.

15. **Due Diligence Items.** As soon as reasonably possible following the Effective Date, the following items (collectively, the "Due Diligence Items") shall be obtained by and/or delivered to the Optionee:

- (a) Optionor shall deliver to Optionee a copy of any existing environmental reports of the Property, if any, in Optionor's possession.

Optionee acknowledges and agrees that except for such items which are in the public records, the Due Diligence Items are proprietary and confidential in nature and have been or will be made available to Optionee solely to assist Optionee in determining the feasibility of purchasing the Property. Optionee agrees not to disclose the Due Diligence Items or any of the provisions, terms or conditions thereof to any party outside of Optionee's organization except: (i) as to Optionee's accountants, attorneys, lenders, prospective lenders, investors and/or prospective investors (collectively, the "Permitted Outside Parties"), (ii) contractors obtained to provide new or updated reports regarding the Property, and (iii) as may be required by law. In permitting Optionee and the Permitted Outside Parties to review the Due Diligence Items to assist Optionee, Optionor has not waived any privilege or claim of confidentiality with respect thereto and no third-party benefits of any kind, either expressed or implied, have been offered, intended or created by Optionor and any such claims are expressly rejected by Optionor and waived by Optionee.

Optionee shall return to Optionor all of the Due Diligence Items and any and all copies Optionee has made of the Due Diligence Items at such time as this Agreement is terminated. Optionee's obligations under this Section 16 shall survive the termination of this Agreement.

Optionee acknowledges that the Due Diligence Items may have been prepared by third parties other than Optionor. Optionee further acknowledges and agrees that except as specifically identified or otherwise set forth herein: (i) neither Optionor nor any of its officers, agents, employees or contractors have made any warranty or representation regarding the truth, accuracy or completeness of the Due Diligence Items or the sources thereof and Optionee has not relied on the truth or completeness of the Due Diligence Items and (ii) Optionor has not undertaken any independent investigation as to the truth, accuracy and completeness of the Due Diligence Items and is providing the Due Diligence Items or making the Due Diligence Items available to Optionee solely as an accommodation to Optionee.

16. **Permitted Exceptions.** Optionor shall convey the Property to Optionee subject to (i) easements, use restrictions, and rights of public utilities as evidenced by the Title Commitment and matters which would be disclosed by an accurate survey of the Property, (ii) covenants, conditions, private easements and restrictions, (iii) real estate taxes and assessments for the then current year as are not due and payable as of the date of Closing, and (iv) encumbrances or exceptions to title shown on the Title Commitment and/or Survey to which Optionee does not object or which with Optionee's consent are waived and accepted or insured.

17. **Optionor's Obligations at the Closing.** At the Closing, Optionor shall:

- (a) execute and deliver to Optionee the Warranty Deed conveying the Property;
- (b) execute and deliver to Optionee a Non-Foreign Persons Affidavit in the form attached hereto as **Exhibit B**;
- (c) execute and deliver to Optionee such other documents or instruments as may be required under this Agreement.

18. **Closing Costs.** At the Closing, Optionee shall pay to Optionor the net Purchase Price. Optionor and Optionee shall be equally responsible for all title company costs to close, except that Optionor shall be solely responsible for all premiums and fees related to the Title Policy, including endorsement premiums or any charges for extended coverage endorsements and all transfer taxes due upon recording of the Deed, if any, and Optionee shall be solely responsible for recording fees and any escrow charges. Each party shall pay their own attorneys' fees.

19. **Prorations.** Real estate taxes, water and sewer rents and charges on the Property, including special assessments that are due and payable as of the Closing, shall be paid by Optionor. Real estate taxes and special assessments due in the year of Closing shall be prorated and adjusted as of the Closing with the Optionor responsible for sums due to the date of Closing and Optionee responsible for sums due on the date of Closing and thereafter. Optionee shall be responsible to pay any and all charges, taxes, special assessments or other payments due for the Property after the date of Closing.

20. **Possession.** Optionor shall deliver exclusive possession of the Property to Optionee at Closing.

21. **Default by Optionor.** In the event that Optionor should fail to consummate the purchase/sale contemplated by this Agreement for any reason following the exercise of the Option, except as permitted in this Agreement, except as is the result of Optionee's default, and/or except for the failure of any of the conditions to Optionor's obligations hereunder to be satisfied or waived, and such failure continues for five (5) business days following receipt of written notice from Optionee of such default, Optionor shall be in default. When Optionor is in default, Optionee may terminate this Agreement by giving prompt written notice thereof to Optionor and receive the Option Payment and Earnest Deposits back from Optionor, or may specifically enforce this Agreement.

22. **Default by Optionee.** In the event Optionee should fail to consummate the purchase/sale contemplated herein for any reason, except default by Optionor, Optionor may retain the Option Payment and any previously paid Earnest Deposits and terminate this Agreement by giving prompt written notice thereof to Optionee.

23. **Brokerage Commissions.** Each party represents that no broker has been involved in this transaction. Optionor and Optionee agree that if any other claims for brokerage commissions are ever made against Optionor or Optionee in connection with this transaction, all claims shall be handled and paid by the party whose actions or alleged commitments form the basis of such claim.
24. **Risk of Loss.** All risk of loss or damage to the Property prior to Closing, including, without limitation, loss by fire, windstorm, or other casualty, and except as caused or allowed by Optionee, shall rest with Optionor. If, prior to the Closing, the Property is damaged as a result of fire or other casualty, Optionor shall give Optionee written notice thereof and either party shall have the option, exercisable by written notice to the other party within thirty (30) days after the occurrence of such damage or casualty, to terminate this Agreement, in which event neither Optionor nor Optionee shall have any further obligations under this Agreement and the Optionee shall receive the prompt return of the Option Payment and Earnest Deposits. If neither party terminates this agreement within such period, the transaction will proceed as contemplated herein, without an adjustment to the Purchase Price, and, at Closing, the Optionor shall assign to the Optionee all of Optionor's right, title and interest in any insurance claims relative to the casualty.
25. **Governing Law.** This Agreement shall be governed by, and construed in accordance with, the laws of the State of Michigan, without giving effect to principals of conflicts of law.
26. **Modification.** This Agreement may only be modified or otherwise amended by a written instrument executed by duly authorized representatives of Optionor and Optionee.
27. **Time of Essence.** Time is of the essence of this Agreement.
28. **Counterparts.** This Agreement may be executed in one or more counterparts, each of which shall constitute an original, and all of which together shall constitute one and the same instrument. Agreed and accepted as of the date first set forth above.

OPTIONEE:

COMMUNITY HOUSING NETWORK, INC.

By: _____

Kirsten Elliott

Its: Vice President

STATE OF MICHIGAN)
) SS
COUNTY OF OAKLAND__)

The foregoing instrument was acknowledged before me this ___ day of _____, 2023, by Kirsten Elliott, as the Vice President of Community Housing Network, Inc.

Notary Public
____ County, _____
Acting in _____ County, _____
My Commission Expires:

INSTRUMENT DRAFTED BY:
Jeffrey S. Kragt, Esq.
Law Offices of Jeffrey S. Kragt, PLLC
410 W. University Dr., Ste. 200
Rochester, MI 48307
248-938-4960

WHEN RECORDED, RETURN TO:
Jeffrey S. Kragt, Esq.
Law Offices of Jeffrey S. Kragt, PLLC
410 W. University Dr., Ste. 200
48307
248-938-4960

RECORDING FEE: \$ STATE TRANSFER TAX: N/A

EXHIBIT A

PARCEL

Tax Id Number(s): 51-798-059-00

Land Situated in the City of Traverse City in the County of Grand Traverse in the State of Michigan

LOTS 1-2-3-4 BLK 15 ORIG PLAT

EXHIBIT B

NON-FOREIGN PERSONS
AFFIDAVIT

Section 1445 of the Internal Revenue Code provides that a transferee (purchaser) of a United States real property interest must withhold tax if the transferor (seller) is a foreign person. This affidavit is to inform interested parties that withholding of tax is not required upon the disposition of a United States real property interest by TRAVERSE CITY AREA PUBLIC SCHOOLS (“Transferor”), the undersigned certifies the following on behalf of Transferor:

1. Transferor is not a foreign corporation, foreign partnership, foreign trust, or foreign estate (as those terms are defined in the Internal Revenue Code and Income Tax Regulations);
2. Transferor’s United States employer identification number is_____;
3. Transferor’s office address is_____.

Transferor understands that this certification may be disclosed to the Internal Revenue Service by Transferee and that any false statement contained herein could be punished by fine, imprisonment, or both.

Under penalties of perjury, I declare that I have examined this certification and to the best of my knowledge and belief it is true, correct, and complete, and I further declare that I have authority to sign this document on behalf of Transferor.

By:_____

Print Name:

Dated as of_____, 202__



Proposed Use

Proposed Use

Community Housing Network (CHN) is proposing an adaptive reuse of the Traverse City Area Public Schools Administration Building, transforming the current building into a mixed income housing development that will preserve the character of the building while honoring its history as a landmark in Traverse City. CHN would seek historic designation for the building with the National Park Service, which ensures the building retains the qualities that make it a unique and special place. With previous experience redeveloping historic buildings, CHN can advise the Traverse City Area Public Schools on the historic application process and provide introduction to resources who can manage the process on their behalf.

CHN intends to transform current offices throughout the building into 20 rental apartments. The units will be targeted as workforce housing. All units will be equipped with amenities that include a refrigerator, stove, wired for high-speed internet and cable TV connection, and a washer/dryer. It is hoped that each unit will have its own independently controlled HVAC system, although more inspections of the building need to be conducted to determine if this is economically and practically feasible.

CHN has learned from conversations with community stakeholders that preservation and redevelopment of the building is a community priority. CHN will incorporate that priority into its plans and will work with the community to identify ways to further connect the building to the community.

The size of this building and its prominent location in the heart of Traverse City suggests that the building be redeveloped to retain the historic character of the neighborhood.

The total development cost is projected to be \$9.1 million. The time frame for completion will be approximately 12 to 18 months from commencement of construction, which is dependent on when financing is secured. The primary funding mechanism will be Low Income Housing Tax Credits, which are administered in Michigan by the Michigan State Housing Development Authority (MSHDA). If CHN is successful in receiving a tax credit reservation, the following is an approximate development timeline:

- December 2023: CHN applies for tax credits for the project with MSHDA
- June 2024: MSHDA announces tax credit reservations
- October 2024: Financing for the development closes
- November 2024: Construction commences
- November 2025: Construction complete, fully leased up

The combination of Traverse City's community assets and the unique opportunities the space brings opens the development up to many potential additional funding streams, including Historic tax credits, and grant or donated funds from the Michigan Economic Development Corporation, the U.S. Department of Agriculture, other governmental entities and private foundations and corporate philanthropy. CHN and community partner organizations will seek all funding streams available that can bring this project fully to life as envisioned.

Proposed breakdown of project is detailed on the following pages.

Community Housing Network, Inc.
 TCAPS Admin Building Adaptive Reuse
 20 Unit - Apartment Style

	Total	Per Unit
Audit Fees	5,500	275
Accounting	-	-
Legal	500	25
Total Professional Fees	6,000	300
Office Expenses	14,800	740
Leasing Agent Salary	12,000	600
Total Administrative	26,800	1,340
Electricity	6,000	300
PSH Voucher Units	-	-
Water/Sewer	14,000	700
Gas/Heat	6,000	300
Total Utilities	26,000	1,300
Maintenance Salaries	12,000	600
Maintenance Supplies	6,000	300
Maintenance Other	2,000	100
Vehicle Expenses	-	-
Total Repairs and Maintenance	20,000	1,000
PILOT	9,555	478
Property Taxes	-	-
Insurance	10,000	500
Replacement Reserves	6,000	300
Total Escrows	25,555	1,278
Total Marketing and Leasing	745	37
Total Property Management Fee	12,400	620
Other	-	-
Other - Investor Services Fee	4,500	375
Total Other Fees	4,500	375
Misc. Expense - Vehicle Expenses	-	-
Misc. Expense	-	-
Total Miscellaneous Expenses	-	-
Total Operating Expenses/Unit	122,000	6,100

Gross Rent Potential	233,436
Vacancy	(16,341)
Utilities	(26,000)
Net Collected Rents	191,095
	5%
PILOT	9,555

Community Housing Network, Inc.
 TCAPS Admin Building Adaptive Reuse
 20 Unit - Apartment Style

SOURCES OF FUNDS	Rate	Pmt	Term	Amount	Per Unit	
Mortgage - First	7.75%	\$ 7,079	30	988,165	49,408	11%
LP Capital Contribution - LIHTC	\$ 724,404		0.890000	6,446,551	322,328	71%
LP Capital Contribution - Historic	\$ 1,560,000		0.890000	1,388,400	69,420	15%
LP Capital Contribution - Energy Credits	\$ 50,000		0.890000	44,500	2,225	0%
GP Capital Contribution				100	5	0%
Construction Loan	7.75%		7,000,000	-	-	0%
Sponsor Loan				-	-	0%
Deferred Developer Fees				252,284	12,614	3%
TOTAL SOURCES OF FUNDS				9,120,000	456,000	
Funding Surplus<Gap>:				-	21.62%	
APPLICATION OF FUNDS			Per Unit	Total	9% Basis	4% Basis
ACQUISITION COSTS						
Building			25,000	500,000	-	500,000
Vacant Lot			6,000	120,000	-	-
Subtotal			31,000	620,000	-	500,000
CONSTRUCTION/REHABILITATION COSTS						
Construction		20	270,000	5,400,000	5,400,000	-
Construction Contingency		10.00%	27,000	540,000	540,000	-
Subtotal			297,000	5,940,000	5,940,000	-
PROFESSIONAL FEES & OTHER SOFT COSTS						
Design Architect			8,000	160,000	160,000	-
Engineering/Site Plans/Survey/Green			1,750	35,000	35,000	-
Environmental Study			4,000	80,000	80,000	-
Hazard Insurance			1,500	30,000	30,000	-
Property Taxes			50	1,000	1,000	-
Market Study			325	6,500	6,500	-
Accounting			2,000	40,000	40,000	-
Appraisal			325	6,500	6,500	-
Cost Certification			400	8,000	8,000	-
Real Estate Attorney			3,750	75,000	75,000	-
Soft Cost Contingency			250	5,000	5,000	-
Developer Fees			58,350	1,167,000	1,136,000	25,000
Subtotal			80,700	1,614,000	1,583,000	25,000
FINANCING COSTS						
Construction Loan Interest			30,000	600,000	400,000	-
Supervising Architect			750	15,000	15,000	-
Title Insurance			2,000	40,000	40,000	-
Loan Fees			3,500	70,000	70,000	-
Lender Legal Fees			1,250	25,000	25,000	-
Loan Fees - Perm			-	-	-	-
Lender Legal Fees			-	-	-	-
Subtotal			37,500	750,000	550,000	-
TAX CREDIT & SYNDICATION COSTS						
Tax Credit Fees - MSHDA			-	-	-	-
Tax Credit Application Fee			45	900	-	-
Compliance Fees			475	9,500	-	-
Syndication Fees			3,000	60,000	-	-
Syndication Due Diligence			-	-	-	-
Subtotal			3,520	70,400	-	-
START-UP COSTS, RESERVES & ESCROWS						
Marketing/Rent-Up Expenses			1,030	20,600	-	-
Operating Assurance Reserves		Months	5,250	105,000	-	-
Other Escrows			-	-	-	-
Subtotal			6,280	125,600	-	-
TOTAL APPLICATION OF FUNDS			456,000	9,120,000	8,073,000	525,000

Community Housing Network, Inc.
TCAPS Admin Building Adaptive Reuse
20 Unit - Apartment Style

Operating Proforma		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15
Rent	102.00%	233,436	238,105	242,867	247,724	252,679	257,732	262,887	268,145	273,507	278,978	284,557	290,248	296,053	301,974	308,014
Other Income	102.00%	900	918	936	955	974	994	1,014	1,034	1,054	1,076	1,097	1,119	1,141	1,164	1,188
Vacancy	7.00%	(16,341)	(16,667)	(17,001)	(17,341)	(17,688)	(18,041)	(18,402)	(18,770)	(19,146)	(19,528)	(19,919)	(20,317)	(20,724)	(21,138)	(21,561)
Net Rent		217,995	222,355	226,802	231,339	235,965	240,685	245,498	250,408	255,416	260,525	265,735	271,050	276,471	282,000	287,640
Accounting & Audit	103.00%	5,500	5,665	5,835	6,010	6,190	6,376	6,567	6,764	6,967	7,176	7,392	7,613	7,842	8,077	8,319
Legal	103.00%	500	515	530	546	563	580	597	615	633	652	672	692	713	734	756
Administrative Expenses	103.00%	26,800	27,604	28,432	29,285	30,164	31,069	32,001	32,961	33,949	34,968	36,017	37,097	38,210	39,357	40,537
Utilities	103.00%	26,000	26,780	27,583	28,411	29,263	30,141	31,045	31,977	32,936	33,924	34,942	35,990	37,070	38,182	39,327
Maintenance	103.00%	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
PILOT		9,555	9,733	9,914	10,099	10,286	10,477	10,672	10,870	11,071	11,276	11,485	11,697	11,913	12,133	12,356
Insurance	103.00%	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126
Replacement Reserves	103.00%	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063	8,305	8,555	8,811	9,076
Marketing & Leasing	103.00%	745	767	790	814	839	864	890	916	944	972	1,001	1,031	1,062	1,094	1,127
Property Management	103.00%	12,400	12,772	13,155	13,550	13,956	14,375	14,806	15,250	15,708	16,179	16,665	17,164	17,679	18,210	18,756
Investor Services Fee	103.00%	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871	6,048	6,229	6,416	6,608	6,807
Total Expenses		122,000	125,551	129,207	132,970	136,844	140,832	144,937	149,163	153,513	157,991	162,601	167,347	172,233	177,262	182,439
NOI		95,996	96,804	97,595	98,368	99,121	99,853	100,561	101,245	101,903	102,533	103,134	103,703	104,238	104,738	105,201
Debt Service		84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952	84,952
Investor Services Fee	103.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow		11,044	11,852	12,644	13,416	14,169	14,901	15,609	16,293	16,951	17,581	18,182	18,751	19,286	19,786	20,249
DCR		1.13	1.14	1.15	1.16	1.17	1.18	1.18	1.19	1.20	1.21	1.21	1.22	1.23	1.23	1.24

Community Housing Network, Inc.
 TCAPS Admin Building Adaptive Reuse
 20 Unit - Apartment Style

Month			Construction	Developer Fee	Soft Costs	Total Uses	7,834,951		Net	Loan Balance	Interest	
							Other Sources				7.75%	Basis
1	Apr-23	1.00%	59,400	274,415	478,000	811,815	391,748	5.00%	420,067	420,067	-	-
2	May-23	4.00%	237,600		80,000	317,600	-		317,600	737,667	2,713	2,713
3	Jun-23	6.00%	356,400		80,000	436,400	-		436,400	1,174,067	4,764	4,764
4	Jul-23	8.00%	475,200		80,000	555,200	-		555,200	1,729,267	7,583	7,583
5	Aug-23	10.00%	594,000		80,000	674,000	-		674,000	2,403,267	11,168	11,168
6	Sep-23	11.00%	653,400		80,000	733,400	-		733,400	3,136,667	15,521	15,521
7	Oct-23	12.00%	712,800		80,000	792,800	-		792,800	3,929,467	20,258	20,258
8	Nov-23	11.00%	653,400		80,000	733,400	-		733,400	4,662,867	25,378	25,378
9	Dec-23	9.00%	534,600		80,000	614,600	-		614,600	5,277,467	30,114	30,114
10	Jan-24	9.00%	534,600		80,000	614,600	-		614,600	5,892,067	34,084	34,084
11	Feb-24	7.00%	415,800		80,000	495,800	-		495,800	6,387,867	38,053	38,053
12	Mar-24	7.00%	415,800	320,151	78,700	814,651	-		814,651	7,202,518	41,255	41,255
13	Apr-24	5.00%	297,000			297,000	-	0.00%	297,000	7,730,408	46,516	46,516
14	May-24		-	-	-	-	-		-	7,730,408	49,926	49,926
15	Jun-24		-	228,679		228,679	-		228,679	7,959,087	49,926	49,926
19	Jul-24					-	-	0.00%	-	7,959,087	51,402	51,402
20	Aug-24			343,756	75,000	418,756	-		418,756	8,377,843	51,402	
21	Sep-24					-	-		-	8,377,843	54,107	
22	Oct-24					-	-	0.00%	-	8,377,843	54,107	
23	Nov-24					-	7,286,504	93.00%	(7,286,504)	1,091,338	54,107	
24	Dec-24					-	-		-	1,091,338		
25	Jan-25					-	-		-	1,091,338		
26	Feb-25					-	-		-	1,091,338		
27	Mar-25					-	-		-	1,091,338		
28	Apr-25					-	156,699	2.00%	(156,699)	934,639		
29	May-25					-	-		-			
30	Jun-25					-	-		-			
31	Jul-25					-	-		-			
							<u>7,834,951</u>	<u>100.0%</u>				
		100.00%	5,940,000	1,167,000	1,356,700					642,383	428,660	
										485,000	315,000	



CHN Overview and Description

Overview/Description of Community Housing Network

A. Community Housing Network, Inc. (CHN) is a 501(c)(3) nonprofit organization founded in 2001 and has been serving residents of Michigan for more than 20 years. This is the only name the organization has operated under since its inception.

CHN's mission is to strengthen communities by connecting people to housing resources. The organization strives to create opportunities that provide greater housing choice for people. This is achieved through the development of housing and housing programs, informational resources, community collaboration, and advocacy. CHN is governed by a 9-member volunteer Board of Directors with diverse backgrounds and expertise.

Since 2001, CHN has developed 888 units of housing for individuals and families. CHN has been able to accomplish this by accessing a variety of public and private funding from sources such as:

- Michigan State Housing Development Low Income Housing Tax Credits
- Federal Home Loan Bank of Indianapolis, Pittsburgh, and Cincinnati Affordable Housing Program (AHP)
- Neighborhood Stabilization program (NSP)
- Oakland and Macomb County HOME
- HUD Section 811
- Conventional financing
- Historic Tax Credits

The following individuals comprise CHN's Executive Management team, and their contact information is included. Please note that Shelley Brinkmann will be CHN's primary contact on this proposal.

Marc Craig, President
mcraig@chninc.net
248-269-1300

Kirsten Elliott, Chief Operating Officer and Vice President
kelliott@chninc.net
248-269-1302

Shelley Brinkmann, Vice President of Real Estate
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586-484-5133
248-269-1345

Carrie Mendoza, Vice President/Chief Financial Officer
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248-269-1305



2022 Audited Financial Statements

Community Housing Network, Inc. and Affiliates

**Consolidated Financial Report
with Additional Information
September 30, 2022**

Independent Auditor's Report	1-2
Consolidated Financial Statements	
Balance Sheet	3
Statement of Activities and Changes in Net Assets	4
Statement of Functional Expenses	5-6
Statement of Cash Flows	7
Notes to Consolidated Financial Statements	8-20
Additional Information	21
Independent Auditor's Report on Additional Information	22
Consolidating Balance Sheet	23-24
Consolidating Statement of Activities and Changes in Net Assets	25-26

Independent Auditor's Report

To the Board of Directors
Community Housing Network, Inc. and Affiliates

Report on the Audits of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Community Housing Network, Inc. and Affiliates (the "Organization"), which comprise the consolidated balance sheet as of September 30, 2022 and 2021 and the related consolidated statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Organization as of September 30, 2022 and 2021 and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audits of the Consolidated Financial Statements* section of our report. We are required to be independent of the Organization and to meet our ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the consolidated financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audits of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audits conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

To the Board of Directors
Community Housing Network, Inc. and Affiliates

In performing audits in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audits.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audits in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 14, 2022 on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.



December 14, 2022

Community Housing Network, Inc. and Affiliates

Consolidated Balance Sheet

September 30, 2022 and 2021

	2022	2021
Assets		
Current Assets		
Cash and cash equivalents	\$ 4,673,910	\$ 7,751,035
Restricted cash and reserves (Note 16)	4,426,787	3,754,245
Investments (Note 2)	1,239,943	1,263,984
Accounts receivable - Net	1,626,907	823,386
Developer fees receivable	57,826	-
Grants and contributions receivable	276,098	257,336
Prepaid expenses	307,564	235,814
Total current assets	12,609,035	14,085,800
Other Assets		
Predevelopment costs (Note 10)	1,049,923	132,211
Deposits and other assets	242,395	205,272
Total other assets	1,292,318	337,483
Property and Equipment - Net (Note 3)	56,407,610	57,809,262
Total assets	\$ 70,308,963	\$ 72,232,545
Liabilities and Net Assets		
Current Liabilities		
Accounts payable	\$ 346,439	\$ 1,447,463
Development payables (Note 3)	10,375	1,055,799
Accrued liabilities	3,094,511	2,159,847
Deferred revenue	729,848	2,049,077
Current portion of long-term debt (Note 6)	225,572	179,548
Construction and bridge loans (Note 5)	-	11,612,890
Deposits and advances held	177,067	163,477
Total current liabilities	4,583,812	18,668,101
Long-term Debt - Net of current portion (Note 6)	9,176,103	7,197,982
Other Long-term Liabilities		
Developer fee payable (Note 4)	156,688	260,179
Construction and bridge loans (Note 5)	-	2,379,122
Forgivable loans (Note 7)	4,046,317	3,502,007
Other liabilities	244,186	63,794
Total liabilities	18,207,106	32,071,185
Net Assets		
Without donor restrictions:		
Controlling interests (Note 14)	(1,428,813)	(847,062)
Noncontrolling interests (Note 14)	53,390,488	40,940,599
Total without donor restrictions	51,961,675	40,093,537
With donor restrictions	140,182	67,823
Total net assets	52,101,857	40,161,360
Total liabilities and net assets	\$ 70,308,963	\$ 72,232,545

Community Housing Network, Inc. and Affiliates

Consolidated Statement of Activities and Changes in Net Assets

Years Ended September 30, 2022 and 2021

	2022	2021
Changes in Net Assets without Donor Restrictions		
Revenue, gains, and other support:		
OCHN - Lease costs and other contract revenue	\$ 6,158,729	\$ 6,397,905
Federal permanent housing (Note 2)	4,709,217	4,275,849
Other federal funding (Note 2)	44,100,750	26,524,614
Other contributions and grant revenue	734,446	733,876
Contributions	168,539	252,836
Developer fees	57,826	-
Lease and rental income	2,861,525	2,117,071
Service income and management fees	801,326	752,912
Other revenue	136,179	120,158
Investment (loss) income	(12,817)	6,379
Total revenue, gains, and other support	59,715,720	41,181,600
Net assets released from restrictions	65,992	94,961
Total revenue, gains, other support, and net assets released from restrictions	59,781,712	41,276,561
Expenses:		
Program services	60,115,903	41,560,964
Management and general	1,654,629	1,407,386
Fundraising	241,087	263,313
Total expenses	62,011,619	43,231,663
Decrease in Net Assets without Donor Restrictions from Operating Activities	(2,229,907)	(1,955,102)
Noncontrolling Interest Capital Contributions (Note 14)	14,098,045	383,023
Increase (Decrease) in Net Assets without Donor Restrictions	11,868,138	(1,572,079)
Changes in Net Assets with Donor Restrictions		
Contributions	138,351	16,226
Net assets released from restrictions	(65,992)	(94,961)
Increase (Decrease) in Net Assets with Donor Restrictions	72,359	(78,735)
Increase (Decrease) in Net Assets	11,940,497	(1,650,814)
Net Assets - Beginning of year	40,161,360	41,812,174
Net Assets - End of year	\$ 52,101,857	\$ 40,161,360

Community Housing Network, Inc. and Affiliates

Consolidated Statement of Functional Expenses

Year Ended September 30, 2022

	Program Services										Support Services		
	CHN Homes	OCHN Contract	Federally Funded Programs	Managed Entities	IC	Other Grants	MRP	AHTC Entities	Total Program Services	Management and General	Fundraising	Total	
Advertising and promotion	\$ 3,952	\$ 2,087	\$ 110	\$ -	\$ -	\$ 10,050	\$ -	\$ 3	\$ 16,202	\$ 730	\$ 150	\$ 17,082	
Bad debt	950	-	-	-	-	-	-	(651)	299	-	-	299	
Consulting	108,372	75,921	17,825	2,789	-	59,038	-	-	263,945	7,025	16,525	287,495	
Contributions/Nonprogram gap support	114,951	-	-	-	-	-	-	-	114,951	-	-	114,951	
Depreciation and amortization	81,495	222,713	1,704	1,571	19,531	-	-	2,041,686	2,368,700	5,541	-	2,374,241	
Equipment lease, purchase, and repair	7,727	62,708	36,491	6,712	-	3,812	-	1,353	118,803	20,677	1,221	140,701	
Fundraising events	-	-	-	-	-	-	-	-	-	-	17,600	17,600	
Interest	6,795	200,860	-	-	1,207	-	-	227,400	436,262	64	-	436,326	
Lease costs - Other programs	2,242	-	43,002,492	-	-	154,276	-	-	43,159,010	-	-	43,159,010	
Lease - Office	1,402	83,069	14,468	13,344	-	6,000	-	-	118,283	44,968	-	163,251	
Lease payments - OCHN contract	-	1,917,066	-	-	-	-	-	-	1,917,066	-	-	1,917,066	
Legal	18,070	16,048	6,981	679	-	215	-	-	41,993	-	-	41,993	
Match dollars for programs	-	6,125	1,630	-	-	4,500	-	-	12,255	-	-	12,255	
Miscellaneous and other	6,913	17,749	104,245	75,279	-	55,191	-	255,090	514,467	3,948	1,265	519,680	
Office expense	51,076	38,557	19,504	3,738	3,219	22,876	1,911	40,966	181,847	9,364	-	191,211	
Other operating costs	-	-	150,824	-	-	-	-	-	150,824	-	-	150,824	
Payroll service	6,637	19,980	14,679	2,568	-	-	-	-	43,864	4,687	-	48,551	
Postage, shipping, and printing	2,098	4,718	23,731	3,124	48	93	4	-	33,816	1,793	240	35,849	
Professional fees	-	5,554	-	-	3,950	178	-	56,909	66,591	57,113	10,350	134,054	
Property maintenance	90,619	719,776	-	-	10,231	-	-	376,437	1,197,063	-	-	1,197,063	
Salaries and benefits	246,571	1,307,813	4,904,794	380,470	-	350,667	3,601	515,520	7,709,436	1,478,574	193,543	9,381,553	
Seminars, memberships, and licensing	15,879	26,769	5,173	2,228	620	8,176	5,428	2,056	66,329	10,276	-	76,605	
Taxes	16,329	113,004	-	-	5,101	-	-	333,527	467,961	-	-	467,961	
Travel, cell, and meetings	11,722	7,947	23,959	16,136	-	2,867	453	-	63,084	3,362	193	66,639	
Utilities	9,673	19,236	468,984	2,385	17,039	2,342	-	533,193	1,052,852	6,507	-	1,059,359	
Total functional expenses	\$ 803,473	\$ 4,867,700	\$ 48,797,594	\$ 511,023	\$ 60,946	\$ 680,281	\$ 11,397	\$ 4,383,489	\$ 60,115,903	\$ 1,654,629	\$ 241,087	\$ 62,011,619	

Community Housing Network, Inc. and Affiliates

Consolidated Statement of Functional Expenses

Year Ended September 30, 2021

	Program Services										Support Services		Total
	CHIN Homes	OCHN Contract	Federally Funded Programs	Managed Entities	IC	Other Grants	MRP	AHTC Entities	Total Program Services	Management and General	Fundraising		
Advertising and promotion	\$ 7,920	\$ 6,835	\$ 2,529	\$ -	\$ -	\$ -	\$ -	\$ 2,648	\$ 19,932	\$ 1,062	\$ 150	\$ 21,144	
Bad debt	2,315	-	-	-	-	-	-	-	2,315	-	-	2,315	
Consulting	103,678	48,433	689	932	-	3,940	-	-	157,672	1,694	12,550	171,916	
Contributions/Nonprogram gap support	81,783	-	-	-	-	-	-	-	81,783	-	-	81,783	
Depreciation and amortization	74,067	230,662	535	1,277	18,286	-	-	1,546,084	1,870,911	4,600	-	1,875,511	
Equipment lease, purchase, and repair	34,866	85,013	74,707	7,889	-	3,147	-	-	205,622	28,839	1,169	235,630	
Fundraising events	-	-	-	-	-	-	-	-	-	-	20,543	20,543	
Interest	3,414	210,805	-	-	1,294	-	-	155,945	371,458	65	-	371,523	
Lease costs - Other programs	162	-	26,534,977	-	-	398,291	-	-	26,933,430	-	-	26,933,430	
Lease - Office	9,249	89,822	26,117	10,845	-	3,000	-	-	139,033	39,638	-	178,671	
Lease payments - OCHN contract	-	2,193,369	-	-	-	-	-	-	2,193,369	-	-	2,193,369	
Legal	8,934	13,129	265	514	-	293	-	-	23,135	-	-	23,135	
Match dollars for programs	-	2,250	-	-	-	4,350	-	-	6,600	-	-	6,600	
Miscellaneous and other	7,954	10,351	26,751	56,159	92	38,278	-	135,721	275,306	2,580	580	278,466	
Office expense	63,154	36,265	30,887	2,752	2,988	73,908	-	25,395	237,156	7,682	-	244,838	
Other operating costs	-	-	75,594	-	-	-	-	-	75,594	-	-	75,594	
Payroll service	12,371	16,533	4,597	1,582	-	-	-	-	35,083	5,101	-	40,184	
Postage, shipping, and printing	440	3,902	12,651	2,436	59	201	-	-	19,692	879	271	20,842	
Professional fees	12,000	6,993	-	2,436	2,500	4,656	-	58,428	84,577	63,772	12,000	160,349	
Property maintenance	44,744	798,111	-	-	10,721	-	-	301,551	1,155,127	-	-	1,155,127	
Salaries and benefits	267,621	1,415,432	3,652,112	329,093	-	333,973	-	419,986	6,421,483	1,235,458	216,005	7,872,946	
Seminars, memberships, and licensing	15,209	26,910	2,568	147	170	1,210	-	433	51,563	7,567	-	59,130	
Taxes	11,159	115,871	-	-	5,565	-	-	209,289	341,864	-	-	341,864	
Travel, cell, and meetings	9,742	14,432	15,272	18,498	-	3,705	-	-	61,844	2,102	45	63,991	
Utilities	6,771	21,956	334,425	2,125	16,545	2,209	-	412,384	796,415	6,347	-	802,762	
Total functional expenses	\$ 777,553	\$ 5,347,074	\$ 30,794,676	\$ 434,249	\$ 58,220	\$ 871,161	\$ 10,187	\$ 3,267,844	\$ 41,560,964	\$ 1,407,386	\$ 263,313	\$ 43,231,663	

Community Housing Network, Inc. and Affiliates

Consolidated Statement of Cash Flows

Years Ended September 30, 2022 and 2021

	2022	2021
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ 11,940,497	\$ (1,650,814)
Adjustments to reconcile increase (decrease) in net assets to net cash, cash equivalents, and restricted cash from operating activities:		
Depreciation and amortization	2,374,241	1,875,511
Bad debt expense	299	2,315
Loan forgiveness	(29,268)	(29,268)
Noncontrolling interest capital contributions	(14,098,045)	(383,023)
Changes in operating assets and liabilities that (used) provided cash, cash equivalents, and restricted cash:		
Accounts receivable	(861,646)	(101,813)
Grant receivable	(18,762)	17,254
Prepaid expenses, deposits, and other assets	(127,740)	32,065
Accounts payable	(1,101,024)	1,402,275
Accrued and other liabilities	1,128,646	672,399
Deferred revenue	(1,319,229)	1,428,157
Net cash, cash equivalents, and restricted cash (used in) provided by operating activities	(2,112,031)	3,265,058
Cash Flows from Investing Activities		
Purchase of property and equipment	(2,102,637)	(13,015,674)
Purchases of investments	24,041	(3,627)
Net cash (paid for) received from reimbursement of predevelopment costs	(917,712)	159,579
Net cash, cash equivalents, and restricted cash used in investing activities	(2,996,308)	(12,859,722)
Cash Flows from Financing Activities		
Proceeds from long-term debt	2,450,300	-
Payments on long-term debt	(426,155)	(174,075)
Proceeds from construction and bridge loans	-	12,703,529
Payments on construction and bridge loans	(13,992,012)	-
Proceeds from forgivable loans	573,578	350,857
Noncontrolling interest capital contributions	14,098,045	383,023
Net cash, cash equivalents, and restricted cash provided by financing activities	2,703,756	13,263,334
Net (Decrease) Increase in Cash, Cash Equivalents, and Restricted Cash	(2,404,583)	3,668,670
Cash, Cash Equivalents, and Restricted Cash - Beginning of year	11,505,280	7,836,610
Cash, Cash Equivalents, and Restricted Cash - End of year	\$ 9,100,697	\$ 11,505,280
Consolidated Balance Sheet Classification of Cash, Cash Equivalents, and Restricted Cash		
Cash and cash equivalents	\$ 4,673,910	\$ 7,751,035
Restricted cash and reserves (Note 16)	4,426,787	3,754,245
Total cash, cash equivalents, and restricted cash	\$ 9,100,697	\$ 11,505,280
Supplemental Cash Flow Information - Cash paid for interest	\$ 704,282	\$ 587,836

September 30, 2022 and 2021

Note 1 - Nature of Business

Community Housing Network, Inc. (CHN); Independent Choice Non-Profit Housing Corporation (IC); and Midwest Resource Partners, LLC (MRP) are community economic development organizations that promote the economic self-sufficiency and inclusion of people with special needs and people of moderate, low, or very low income in their communities through home ownership and access to affordable, desirable housing opportunities and other community resources.

Community Housing Network, Inc.

Currently, CHN, a 501(c)(3) tax-exempt corporation, operates programs in several counties in southeast Michigan. CHN is designated by Oakland County, Michigan; Macomb County, Michigan; and Wayne County, Michigan as a Community Housing Development Organization (CHDO), a community-based organization with capacity to develop affordable housing in the community.

Independent Choice Non-Profit Housing Corporation

IC, also a 501(c)(3) tax-exempt corporation, was formed for the purpose of providing, in the form of individual residences, affordable rental housing for people with disabilities in southeast Michigan. CHN controls and has an economic interest in IC.

Midwest Resource Partners, LLC

MRP, a single-member LLC, with CHN as the sole member, is a for-profit entity that performs services for entities, individuals with disabilities, and others in areas, including, but not limited to, property and asset management, housing resources, and lease maintenance.

Affordable Housing Tax Credit Entities

The Affordable Housing Tax Credit Entities (the "AHTC Entities") utilize the low-income housing tax credit program for tax incentives and produce affordable housing in Michigan for people at or below 60 percent of the Area Median Income (AMI). The AHTC Entities are structured as limited partnerships that provide federal tax credits to equity investors in each of the affordable housing developments. A CHN wholly owned affiliate serves as the general partner in the AHTC Entities. CHN is also the developer for the affordable housing developments. The wholly owned for-profit general partner subsidiaries of CHN are as follows:

- Oakland Housing Partners, Inc. (OHP)
- Oakland Housing Partners II, Inc. (OHP II)
- Oakland Housing Partners III, Inc. (OHP III)
- Oakland Housing Partners IV, Inc. (OHP IV)
- Oakland Housing Partners V, Inc. (OHP V)
- Oakland Housing Partners VI, Inc. (OHP VI)
- Oakland Housing Partners VII, Inc. (OHP VII)
- Macomb Innovative Development Group, Inc. (MIDG)
- Macomb Innovative Development Group II, Inc. (MIDG II)

Note 1 - Nature of Business (Continued)

These subsidiaries are the general partners in each of the following respective AHTC Entities:

- CHN Palmer Limited Partnership (Palmer)
- CHN Unity Park Limited Dividend Housing Association (LDHA) Limited Partnership (Unity Park)
- CHN Unity Park II LDHA Limited Partnership (Unity Park II)
- CHN Unity Park III LDHA Limited Partnership (Unity Park III)
- CHN Jefferson LDHA Limited Partnership (Jefferson)
- CHN Unity Park IV LDHA Limited Partnership (Unity Park IV)
- CHN Unity Park V LDHA Limited Partnership (Unity Park V)
- CHN Grafton LDHA Limited Partnership (Grafton)
- CHN Erin Park LDHA Limited Partnership (Erin Park)

Note 2 - Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements include the accounts of CHN, IC, MRP, and the solely owned general partners (OHP, OHP II, OHP III, OHP IV, OHP V, OHP VI, OHP VII, MIDG, and MIDG II), which are required to consolidate their respective AHTC partnership through the variable interest entity method (see Note 15). These entities are collectively referred to as Community Housing Network, Inc. and Affiliates or the "Organization." The Organization is deemed to be the primary beneficiary of the variable interest entities. All material intercompany accounts and transactions have been eliminated in consolidation.

Basis of Presentation and Use of Estimates

The consolidated financial statements of the Organization have been prepared on the basis of generally accepted accounting principles (GAAP). The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect amounts reported in the financial statements. Actual results could differ from those estimates.

Noncontrolling Interests

The equity of the AHTC partnerships held by investors and other members is shown in the consolidated balance sheet as noncontrolling interests. Total equity of \$53,390,488 and \$40,940,599, included in net assets without donor restrictions of the Organization at September 30, 2022 and 2021, respectively, is attributable to the limited partners of the partnerships, which are included as variable interest entities (VIE). As equity of the limited partner, this portion of net assets without donor restrictions is deemed to be a noncontrolling interest. The Organization records the noncontrolling interest in the net assets of consolidating entities as a separate component of the appropriate class of net assets in the consolidated balance sheet. Distributions to and contributions from noncontrolling owners are reported in the consolidated statements of activities and changes in net assets and cash flows.

Cash Equivalents

The Organization considers all investments with an original maturity of three months or less when purchased to be cash equivalents.

The Organization maintains its cash and cash equivalent balances in multiple banks. Cash deposits are insured up to \$250,000 per bank by the Federal Deposit Insurance Corporation (FDIC). The Organization may at times have balances that exceed the FDIC limit. The Organization has not experienced any losses in such accounts and believes it is not exposed to significant credit risk related to its cash and cash equivalents.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

Cash Reserves

The AHTC partnership agreements require the initial establishment and maintenance of cash reserves for various purposes, as further described in Note 16.

Investments

Investments consist of short-term bond funds at September 30, 2022 and 2021. Investments are reported at fair value.

Accounting standards require certain assets and liabilities be reported at fair value in the financial statements and provide a framework for establishing that fair value. The framework for determining fair value is based on a hierarchy that prioritizes the inputs and valuation techniques used to measure fair value.

Fair values determined by Level 1 inputs used quoted prices in active markets for identical assets or liabilities that the Organization has the ability to access. The fair values of all investments held by the Organization are determined based on Level 1 inputs.

Accounts and Grants Receivable

Accounts and grants receivable are stated at net amounts. An allowance for doubtful accounts is established for accounts and grants receivable based on a specific assessment of past collection history and current credit conditions. All amounts deemed to be uncollectible are charged against the allowance for doubtful accounts in the period that determination is made. The allowance for doubtful accounts on accounts receivable balance was \$10,000 and \$10,624 as of September 30, 2022 and 2021, respectively.

Property and Equipment

Property and equipment are recorded at cost if purchased or at fair value at the date of the gift if donated. All property and equipment acquisitions in excess of \$5,000 and all expenditures for improvements and betterments that materially prolong the useful lives of assets are capitalized and depreciated on a straight-line basis over their estimated useful lives. Costs of maintenance and repairs are charged to expense when incurred. When assets are retired or otherwise disposed of, their costs and related accumulated depreciation are removed from the accounts, and the resulting gains or losses are included in the consolidated statement of activities and changes in net assets.

Predevelopment Costs

Predevelopment costs include all costs advanced into projects before they are operational. Management periodically reviews the viability of each project and will write off any advance if the project is not deemed to be viable.

Impairment or Disposal of Long-lived Assets

The Organization reviews long-lived assets, including property and equipment, for impairment whenever events or changes in business circumstances indicate that the carrying amount of an asset may not be fully recoverable. An impairment loss would be recognized when the estimated future cash flows from the use of the asset are less than the carrying amount of that asset. As of September 30, 2022 and 2021, no such losses have occurred.

Classification of Net Assets

Net assets of the Organization are classified based on the presence or absence of donor-imposed restrictions.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions or for which the donor-imposed restrictions have expired or been fulfilled. Net assets in this category may be expended for any purpose in performing the primary objectives of the Organization.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, where the donor has stipulated the funds be maintained in perpetuity. All net assets with donor restrictions at September 30, 2022 and 2021 are restricted for use toward a specific purpose.

Earnings, gains, and losses on donor-restricted net assets are classified as net assets without donor restrictions unless specifically restricted by the donor or by applicable state law.

Income Taxes

CHN and IC are not-for-profit entities and are exempt from tax under the provisions of Internal Revenue Code Section 501(c)(3). Unrelated business income may be subject to taxation. MRP is a single-member limited liability corporation, with CHN as the sole member; as such, MRP's activity is reported for tax purposes with CHN. OHP, OHP II, OHP III, OHP IV, OHP V, OHP VI, OHP VII, MIDG, and MIDG II are for-profit corporations that file separate tax returns for which no tax liability exists. The AHTC Entities in which the for-profit corporations are general partners pass through any income/loss to their respective partners to file on each of the partner tax returns in accordance with the partnership agreements for Palmer, Unity Park, Unity Park II, Unity Park III, Jefferson, Unity Park IV, Unity Park V, Grafton, and Erin Park. Therefore, the Organization did not incur any federal income tax obligations, and the consolidated financial statements as of September 30, 2022 and 2021 do not include a provision for income taxes.

Contributions

Contributions, including unconditional promises to give cash and other assets to the Organization, are reported at fair value on the date the promise is received. Conditional promises to give and indications of intentions to give are reported at fair value on the date the gift is received. The gifts are reported as support either with or without donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the consolidated statement of activities and changes in net assets as net assets released from restrictions. Donor-restricted contributions whose restrictions are met in the year in which contributions are received are reported as contributions without donor restrictions in the accompanying financial statements.

Rental Income

Rents are recognized as income on the accrual basis as they are earned. Advance receipts of rental income are deferred and classified as liabilities until earned. All leases between the Organization and tenants of the property are considered to be operating leases and have terms of one year or less.

OCHN Revenue

CHN receives program revenue in connection with a contract through Oakland Community Health Network (OCHN). The contract is being funded solely for the Organization's programs, providing housing assistance to those with special needs. The contract is considered a conditional contribution, and, as such, revenue is recognized as the conditions have been met. Unspent funds related to contract periods completed as of the consolidated balance sheet date, which are due back to OCHN, totaled \$1,798,738 and \$1,264,171 as of September 30, 2022 and 2021, respectively, and are recorded within accrued liabilities on the consolidated balance sheet. Amounts received as of the consolidated balance sheet date related to future contract periods totaled \$597,606 as of September 30, 2022 and 2021 and are recorded within deferred revenue on the consolidated balance sheet.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

Grant Revenue

CHN receives grants through U.S. Department of Housing and Urban Development (HUD) for permanent housing through the Continuum of Care program. The program was established to provide permanent supported housing through the leasing of scattered site rental units through Oakland, Macomb, and Wayne counties. The intent is to provide rental assistance and supportive services for individuals and families with disabilities who are homeless.

Beginning in fiscal year 2021, CHN received a grant through Michigan State Housing Development Authority (MSHDA) for the COVID Emergency Rental Assistance Program (CERA). The program was established through CARES Act funding to provide direct financial assistance to tenants facing eviction. Amounts received but unspent as of September 30, 2022 and 2021 totaled \$115,270 and \$1,455,254, respectively, and are recorded within deferred revenue on the consolidated balance sheet.

Grant revenue received for grants is recognized as conditions, including incurring eligible expenses, have been met. Grant amounts awarded for which conditions have not been substantially met totaled approximately \$15,484,476 and \$20,250,404 as of September 30, 2022 and 2021, respectively.

Retroactive determination of allowable costs by resource providers may result in final settlements different from interim payments for reimbursable services submitted by the Organization. Revenue is reported at the estimated net realizable amounts from resource providers for services rendered, including estimated retroactive adjustments under reimbursable agreements. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods as final settlements are determined.

Donated Services

Certain donated services are recognized as support in the consolidated statement of activities and changes in net assets if the services received (a) create or enhance nonfinancial assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. No donated services of this nature were received for the years ended September 30, 2022 and 2021.

A number of volunteers have donated time to the Organization. These services are not reflected in the financial statements because the services are not recordable under accounting principles generally accepted in the United States of America.

In-kind Match Services

The Organization receives several HUD grants. As a part of the grant budgets completed annually, a cash or in-kind match is required. At times, program participants receive in-kind services from community partners. These services qualify as the match required by the HUD grants. These services are reported on the annual performance report and are excluded from the consolidated financial statements.

Functional Allocation of Expenses

Costs of providing the program and support services have been reported on a functional basis in the consolidated statement of activities and changes in net assets. Costs have been allocated between the various program and support services on several bases and estimates. Salaries and benefits are allocated on the basis of the actual employee time and effort devoted to these activities. Other expenses are allocated on the basis of the program or support service that used the related asset or service. Although the methods of allocation used are considered appropriate, other methods could be used that would produce different amounts.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

Distribution of Net Cash Flow - AHTC Entities

The AHTC Entities are required to make distributions annually from net cash flow in a specific order and priority according to their respective partnership agreements. The partnership agreement outlines the priority of payment of certain fees, including, but not limited to, developer, partnership management, incentive management, and investor service fees, as well as the replenishment of cash reserve accounts and the allocation of any remaining net cash flow to the partners.

Subsequent Events

The financial statements and related disclosures include evaluation of events up through and including December 14, 2022, which is the date the financial statements were available to be issued.

Upcoming Accounting Pronouncement

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, *Leases*, which will supersede the current lease requirements in ASC 840. The ASU requires lessees to recognize a right-to-use asset and related lease liability for all leases, with a limited exception for short-term leases. Leases will be classified as either finance or operating, with the classification affecting the pattern of expense recognition in the statement of operations. Currently, leases are classified as either capital or operating, with only capital leases recognized on the balance sheet. The reporting of lease-related expenses in the statements of operations and cash flows will be generally consistent with the current guidance. The new lease guidance will be effective for the Organization's year ending September 30, 2023 and will be applied using a modified retrospective transition method to the beginning of the year of adoption. The new lease standard is expected to increase the Organization's total assets and liabilities. Upon adoption, the Organization will recognize a lease liability and corresponding right-to-use asset based on the present value of the minimum lease payments. The effects on the results of operations are not expected to be significant, as recognition and measurement of expenses and cash flows for leases will be substantially the same under the new standard.

Note 3 - Property and Equipment

Property and equipment at September 30, 2022 and 2021 are summarized as follows:

	2022	2021	Depreciable Life - Years
Land	\$ 1,756,701	\$ 1,782,501	-
Land improvements	10,008,824	6,616,355	5-30
Buildings	54,344,939	41,572,648	27.5
Building improvements	992,659	927,134	5-30
Transportation equipment	94,290	94,290	5-7
Furniture and fixtures	4,032,770	3,212,655	5-7
Computer equipment and software	82,572	69,380	3-5
Construction in progress - Erin Park and Unity Park V	-	16,118,548	-
Total cost	71,312,755	70,393,511	
Accumulated depreciation	14,905,145	12,584,249	
Net property and equipment	<u>\$ 56,407,610</u>	<u>\$ 57,809,262</u>	

Depreciation expense for the years ended September 30, 2022 and 2021 was \$2,355,374 and \$1,862,653, respectively.

Development payables of \$10,375 and \$1,055,799 at September 30, 2022 and 2021, respectively, relate to the Erin Park and Unity Park V construction projects. These include a retainage payable totaling \$0 and \$725,898 at September 30, 2022 and 2021, respectively.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 3 - Property and Equipment (Continued)

There are no remaining construction commitments related to the Erin Park and Unity Park V construction projects as of September 30, 2022.

Note 4 - Developer Fee Payable

Erin Park owed developer fees of \$156,688 and \$260,179 at September 30, 2022 and 2021, respectively. The fees are due to Cove Investments, LLC, a general partner, for services rendered to the partnership for overseeing the construction and development of the project. The full balance is required to be paid on the 13th anniversary of completion of construction.

Note 5 - Construction and Bridge Loans

Construction and bridge loans consist of the following at September 30, 2022 and 2021:

	2022	2021
Construction loan with a bank obtained by Erin Park. The loan had a construction term maturity date of June 11, 2022. During the year ended September 30, 2022, the construction loan was repaid from capital installments per the partnership agreement, except for a portion of the loan that was converted to a 15-year \$2,450,300 permanent loan. The loan had an interest rate equal to the daily LIBOR plus 200 basis points (effectively 3.00 percent at September 30, 2021). The construction loan was secured by Erin Park's construction in progress and was guaranteed by CHN through its interest in the general partner	\$ -	\$ 11,612,890
Construction loan with a bank obtained by Unity Park V. The loan had a construction term maturity date of October 28, 2025. The loan was repaid from a capital installment per the partnership agreement during the year ended September 30, 2022. The loan had an interest rate equal to the daily LIBOR plus 275 basis points (effectively 3.50 percent at September 30, 2021). The construction loan was secured by Unity Park V's construction in progress and was guaranteed by CHN through its interest in the general partner	-	2,379,122
Total	\$ -	\$ 13,992,012

Interest expense incurred on construction and bridge loans totaling approximately \$289,000 and \$216,000 was capitalized in property and equipment during the years ended September 30, 2022 and 2021, respectively.

Note 6 - Long-term Debt

Long-term debt at September 30, 2022 and 2021 consists of a significant number of mortgages payable to banks, which are secured by homes owned by CHN that are leased to individuals through various assistance programs. The mortgages are payable in monthly installments ranging from \$228 through \$1,449, with interest rates ranging from 1.0 percent through 5.4 percent. The mortgages are due in years ranging from 2023 through 2044. The outstanding principal balances on the loans total \$4,278,469 and \$4,666,375 at September 30, 2022 and 2021, respectively.

Long-term debt also includes a mortgage loan payable to a bank obtained by Grafton. The term loan requires monthly principal and interest payments totaling \$2,530, with interest accruing at a rate of 4.75 percent. The term loan matures in March 2032 and is secured by all real and personal property of Grafton. The outstanding principal balance on the term loan totaled \$446,345 and \$454,983 at September 30, 2022 and 2021, respectively.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 6 - Long-term Debt (Continued)

Long-term debt also includes a mortgage loan payable to a bank obtained by Jefferson. The term loan requires monthly principal, interest, and escrow payments totaling \$20,998, with interest accruing at a rate of 5.90 percent. The term loan matures in July 2054 and is secured by all real and personal property of Jefferson. The outstanding principal balance on the term loan totaled \$2,233,148 and \$2,256,172 at September 30, 2022 and 2021, respectively.

During the year ended September 30, 2022, a construction loan obtained by Erin Park converted to a term loan in the original amount of \$2,450,300. The term loan requires monthly principal, interest, and escrow payments totaling \$11,940, with interest accruing at a rate of 4.17 percent. The term loan matures in December 2037 and is secured by all real and personal property of Erin Park. The outstanding principal balance on the term loan totaled \$2,443,713 at September 30, 2022.

The balance of the above debt as of September 30, 2022 matures as follows:

<u>Years Ending</u>	<u>Amount</u>
2023	\$ 225,572
2024	226,993
2025	238,280
2026	250,545
2027	262,299
Thereafter	<u>8,197,986</u>
Total	<u>\$ 9,401,675</u>

Note 7 - Forgivable Loans

The Organization has a number of forgivable loans (the "Loans") that do not bear interest. The Loans were made under a program with the Federal Home Loan Bank of Indianapolis in conjunction with a sponsoring bank or through similar programs. The terms of the Loans have the characteristics of both grants and loans.

The Loans call for repayments, including interest at the bank's comparable interest rate, and terms if the property acquired ceases to be used for its original intent or if the property is sold. Generally, repayment is forgiven between 15 and 30 years after the property is available for use in the applicable assistance programs, as determined at the time of the loans.

Generally, the Loans are encumbering the respective properties until the time period in which the loan agreements expire, ranging from 2028 through 2042.

No interest is accrued on the Loans. Management's intention is to comply at all times with the loan agreements, making it unlikely that interest would have to be paid.

The Loans are not being discounted over the holding period but rather will convert to grant income in the year that the loan agreement expires, repayment is forgiven, and the related property becomes unencumbered.

Community Housing Network, Inc. and Affiliates

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 7 - Forgivable Loans (Continued)

Forgivable loan compliance period end dates as of September 30 are as follows:

<u>Years Ending</u>	<u>Amount</u>
2023	\$ 29,268
2024	29,268
2025	29,268
2026	29,268
2027	29,268
Thereafter	<u>3,899,977</u>
Total	<u>\$ 4,046,317</u>

Note 8 - Retirement Plan

The Organization sponsors a 401(k) plan for eligible employees. The plan provides for the Organization to make a matching contribution of 100 percent of the employees' contributions, up to 4 percent of eligible employee compensation.

The Organization can also make discretionary contributions to eligible employees and did so in 2022 and 2021. The Organization's contributions to the plan totaled approximately \$440,000 and \$415,000 for the years ended September 30, 2022 and 2021, respectively.

Note 9 - Related Parties

The Organization is related through common board composition but has no economic interest for four not-for-profit affordable housing entities formed under HUD Section 811 grant programs: Independent Supportive Housing Oakland I, Inc. (ISHO I); Independent Supportive Housing Oakland II, Inc. (ISHO II); ISHO III, Inc. (ISHO III); and LH Homes III, Inc.

Note 10 - Predevelopment Costs

Predevelopment costs at September 30, 2022 and 2021 relate to the following projects:

	<u>2022</u>	<u>2021</u>
Community Housing Development Organization projects	\$ 355,155	\$ 40,810
Affordable Housing Tax Credit and other projects	<u>694,768</u>	<u>91,401</u>
Total	<u>\$ 1,049,923</u>	<u>\$ 132,211</u>

CHDO project costs are reimbursed upon completion of certain tasks, as outlined under the associated grant agreements. Periodically, management reviews the viability of the projects. If a project is determined not to be viable, management will write off the advance to the consolidated statement of activities and changes in net assets in the year the determination is made. As of September 30, 2022 and 2021, management has determined all projects to be viable.

Note 11 - Guarantees

The partnership agreements of Palmer, Unity Park, Grafton, Unity Park II, Unity Park III, Unity Park IV, Unity Park V, Jefferson, and Erin Park call for CHN to provide certain performance and operating guarantees for the partnerships.

As of December 14, 2022, no triggering event has taken place to require performance on the obligations under the guarantees, and management believes the probability of any performance on the guarantee obligations is remote.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 11 - Guarantees (Continued)

The partnership agreements also require CHN to meet certain financial covenants, including minimum net worth and liquidity requirements, throughout the life of the partnerships. At September 30, 2022 and 2021, CHN is in compliance with these covenants.

Note 12 - Operating Leases - Office Building

The Organization is obligated under an office lease agreement, including storage space, through October 31, 2034. The lease contains provisions for periodic increases in the monthly rental amounts from \$19,107 to \$22,310. A second office lease required monthly payments of \$500 through December 31, 2019 and is currently month to month.

Total lease expense under these agreements was \$235,283 for the both years ended September 30, 2022 and 2021.

Future minimum annual payments under these operating leases as of September 30 are as follows:

Years Ending	Amount
2023	\$ 229,283
2024	229,283
2025	248,502
2026	248,502
2027	248,502
Thereafter	1,854,714
Total	\$ 3,058,786

Note 13 - Operating Leases - Homes

The Organization leases a significant number of homes that are provided to individuals through various assistance programs. The leases include both month-to-month and fixed-year lease terms. Total lease expense under these agreements was \$1,917,066 and \$2,193,369 for the years ended September 30, 2022 and 2021, respectively.

Future minimum annual payments under these operating leases as of September 30 are as follows:

Years Ending	Amount
2023	\$ 530,747
2024	308,736
2025	72,824
2026	38,400
2027	19,200
Total	\$ 969,907

Community Housing Network, Inc. and Affiliates

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 14 - Net Assets without Donor Restrictions

Changes in net assets without donor restrictions for the years ended September 30, 2022 and 2021 are as follows:

	Controlling Interests	Noncontrolling Interests	Total
Balance at September 30, 2021	\$ (847,062)	\$ 40,940,599	\$ 40,093,537
Change in net assets without donor restrictions from operating activities	(581,751)	(1,648,156)	(2,229,907)
Noncontrolling interest capital contributions	-	14,098,045	14,098,045
Balance at September 30, 2022	<u>\$ (1,428,813)</u>	<u>\$ 53,390,488</u>	<u>\$ 51,961,675</u>
	Controlling Interests	Noncontrolling Interests	Total
Balance at September 30, 2020	\$ (149,140)	\$ 41,814,756	\$ 41,665,616
Change in net assets without donor restrictions from operating activities	(697,922)	(1,257,180)	(1,955,102)
Noncontrolling interest capital contributions	-	383,023	383,023
Balance at September 30, 2021	<u>\$ (847,062)</u>	<u>\$ 40,940,599</u>	<u>\$ 40,093,537</u>

Total consolidated controlling interests in net assets without donor restrictions at September 30, 2022 and 2021 are composed of the following:

	2022	2021
CHN, IC, and MRP	\$ 7,939,324	\$ 8,117,551
AHTC Entities	50,724,576	38,837,598
Eliminations	(60,092,713)	(47,802,211)
Total	<u>\$ (1,428,813)</u>	<u>\$ (847,062)</u>

Note 15 - Information about Variable Interest Entities

CHN is the 100 percent owner of the corporate entities OHP, OHP II, OHP III, OHP IV, OHP V, OHP VI, OHP VII, MIDG, and MIDG II, which own approximately 0.01 percent of Palmer, Unity Park, Unity Park II, Unity Park III, Jefferson, Unity Park IV, Unity Park V, Grafton, and Erin Park, respectively (as disclosed in Note 1). These partnership entities provide multifamily housing for low- to moderate-income individuals and families. The partnerships are considered to be variable interest entities, as the partnerships and other related agreements call for CHN, through the general partner, to provide certain performance and operating guarantees for the partnerships. CHN is deemed to be the primary beneficiary of the partnerships, since the agreements provide it with the power to direct the activities of the partnerships that most significantly impact their economic performance and the obligation to absorb losses that could potentially be significant to the partnerships. As a result, the partnerships, which are variable interest entities, have been included in the consolidated financial statements.

Community Housing Network, Inc. and Affiliates

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 15 - Information about Variable Interest Entities (Continued)

Included in the consolidated balance sheet as of September 30, 2022 and 2021 are the following amounts related to the affiliated partnerships:

	2022	2021
Current assets	\$ 5,037,507	\$ 4,341,455
Other assets	173,632	123,679
Property and equipment - Net	<u>57,680,320</u>	<u>58,751,832</u>
Total assets	<u>\$ 62,891,459</u>	<u>\$ 63,216,966</u>
Current liabilities	\$ 1,873,701	\$ 14,653,153
Other long-term liabilities	<u>10,293,182</u>	<u>9,726,215</u>
Total liabilities	<u>\$ 12,166,883</u>	<u>\$ 24,379,368</u>
Equity	<u>\$ 50,724,576</u>	<u>\$ 38,837,598</u>

Operating revenue and expenses for the affiliated partnerships totaled \$2,735,334 and \$4,946,401, respectively, for the year ended September 30, 2022.

Operating revenue and expenses for the affiliated partnerships totaled \$2,010,664 and \$3,759,266, respectively, for the year ended September 30, 2021.

The creditors and beneficial interest holders of the VIEs have no recourse against the assets or general credit of CHN.

Note 16 - Restricted Cash and Reserves

The AHTC partnership agreements require the initial establishment and maintenance of cash reserves for various purposes, including the funding of operating deficits, capital improvements, and expenditures associated with connecting supportive services to residents. Additionally, escrow and tenant security deposit accounts are funded to assist in the operations of the AHTC partnerships. Cash reserves consist of the following at September 30, 2022 and 2021:

	2022	2021
Operating reserves	\$ 1,646,741	\$ 1,360,103
Replacement reserves	415,511	347,730
Support services reserves	1,388,684	1,033,970
Investor services reserves	148,264	144,876
Rental assistance plan reserves	133,881	133,380
Insurance and property tax escrows	234,616	218,055
Other reserves	65,075	39,665
Tenant security deposits	<u>178,459</u>	<u>154,204</u>
Total	<u>\$ 4,211,231</u>	<u>\$ 3,431,983</u>

In addition, CHN maintains restricted cash balances totaling \$215,556 and \$322,262 at September 30, 2022 and 2021, respectively. The balance includes funds restricted for future HOME projects.

Note 17 - Concentration of Credit Risk

The Organization has a contract with OCHN to provide property management and other services for qualified individuals. This contract provided approximately 11 and 16 percent of the Organization's total revenue and support for the years ended September 30, 2022 and 2021, respectively.

Notes to Consolidated Financial Statements

September 30, 2022 and 2021

Note 17 - Concentration of Credit Risk (Continued)

Additionally, the Organization had a grant program, COVID Emergency Rental Assistance to provide rental arrears to qualified individuals. This grant provided approximately 74 and 55 percent of the Organization's total revenue and support for the years ended September 30, 2022 and 2021, respectively.

Note 18 - Liquidity and Availability of Resources

The Organization has financial assets available within one year of September 30, 2022 and 2021 to meet the cash needs for general expenditure consisting of cash, short-term investments, and accounts receivable. These financial assets are not subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the consolidated balance sheet date; however, the Organization is subject to liquidity and guarantee requirements for several real estate developments, as described in Note 11. Accordingly, the Organization must meet minimum liquidity requirements of assets and operating deficit guarantees for the AHTC Entities.

The specific and primary purpose of the CHN's cash and short-term investments is to fund the operational cash flows of the Organization, provide sufficient liquidity reserves for various real estate developments or other related projects, and support the long-term strategic and financial objectives to maintain the mission of the Organization.

The Organization has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. In addition, as part of its liquidity management, the Organization invests cash in excess of daily requirements in various short-term investments, including certificates of deposit, money market funds, and short-term treasury investments. The Organization also has restricted cash, as more fully described in Note 16.

Additional Information

Independent Auditor's Report on Additional Information

To the Board of Directors
Community Housing Network, Inc. and Affiliates

We have audited the consolidated financial statements of Community Housing Network, Inc. and Affiliates as of and for the years ended September 30, 2022 and 2021 and have issued our report thereon dated December 14, 2022, which contained an unmodified opinion on those consolidated financial statements. Our audits were performed for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidating balance sheet and consolidating statement of activities and changes in net assets are presented for the purpose of additional analysis rather than to present the financial position, changes in net assets, and cash flows of the individual entities and was not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Plante & Moran, PLLC

December 14, 2022

Community Housing Network, Inc. and Affiliates

Consolidating Balance Sheet

September 30, 2022

	CHN, IC, and MRP	AHTC Entities	Eliminating Entries	Total
Assets				
Current Assets				
Cash and cash equivalents	\$ 4,285,635	\$ 388,275	\$ -	\$ 4,673,910
Restricted cash and reserves	215,556	4,211,231	-	4,426,787
Investments	1,239,943	-	-	1,239,943
Accounts receivable - Net	1,509,866	310,072	(193,031)	1,626,907
Developer fees receivable	793,760	-	(735,934)	57,826
Grants and contributions receivable	276,098	-	-	276,098
Prepaid expenses	179,635	127,929	-	307,564
Total current assets	8,500,493	5,037,507	(928,965)	12,609,035
Other Assets				
Investment in limited partnerships	323,033	-	(323,033)	-
Developer fees receivable	1,254,111	-	(1,254,111)	-
Notes receivable - Related party	3,096,457	-	(3,096,457)	-
Predevelopment costs	1,049,923	-	-	1,049,923
Deposits and other assets	68,763	173,632	-	242,395
Total other assets	5,792,287	173,632	(4,673,601)	1,292,318
Property and Equipment - Net	5,106,482	57,680,320	(6,379,192)	56,407,610
Total assets	\$ 19,399,262	\$ 62,891,459	\$ (11,981,758)	\$ 70,308,963
Liabilities and Net Assets				
Current Liabilities				
Accounts payable	\$ 262,642	\$ 150,368	\$ (66,571)	\$ 346,439
Development payables	-	10,375	-	10,375
Accrued liabilities	3,046,791	725,237	(677,517)	3,094,511
Deferred revenue	729,848	-	-	729,848
Current portion of long-term debt	150,852	74,720	-	225,572
Developer fees payable	-	735,934	(735,934)	-
Deposits and advances held	-	177,067	-	177,067
Total current liabilities	4,190,133	1,873,701	(1,480,022)	4,583,812
Long-term Debt - Net of current portion	4,127,617	5,048,486	-	9,176,103
Other Long-term Liabilities				
Developer fees payable	-	1,410,799	(1,254,111)	156,688
Forgivable loans	2,985,682	1,060,635	-	4,046,317
Notes payable - Related party	-	2,545,400	(2,545,400)	-
Other liabilities	16,324	227,862	-	244,186
Total liabilities	11,319,756	12,166,883	(5,279,533)	18,207,106
Net Assets				
Without donor restrictions:				
Controlling interests	7,939,324	50,724,576	(60,092,713)	(1,428,813)
Noncontrolling interests	-	-	53,390,488	53,390,488
With donor restrictions	140,182	-	-	140,182
Total net assets	8,079,506	50,724,576	(6,702,225)	52,101,857
Total liabilities and net assets	\$ 19,399,262	\$ 62,891,459	\$ (11,981,758)	\$ 70,308,963

Community Housing Network, Inc. and Affiliates

Consolidating Balance Sheet

September 30, 2021

	CHN, IC, and MRP	AHTC Entities	Eliminating Entries	Total
Assets				
Current Assets				
Cash and cash equivalents	\$ 7,047,539	\$ 703,496	\$ -	\$ 7,751,035
Restricted cash and reserves	322,262	3,431,983	-	3,754,245
Investments	1,263,984	-	-	1,263,984
Accounts receivable - Net	819,764	147,126	(143,504)	823,386
Developer fees receivable	1,166,025	-	(1,166,025)	-
Grants and contributions receivable	257,336	-	-	257,336
Prepaid expenses	176,964	58,850	-	235,814
Total current assets	11,053,874	4,341,455	(1,309,529)	14,085,800
Other Assets				
Investment in limited partnerships	323,033	-	(323,033)	-
Developer fees receivable	1,339,055	-	(1,339,055)	-
Notes receivable - Related party	2,838,631	-	(2,838,631)	-
Predevelopment costs	132,211	-	-	132,211
Deposits and other assets	81,593	123,679	-	205,272
Total other assets	4,714,523	123,679	(4,500,719)	337,483
Property and Equipment - Net	5,596,009	58,751,832	(6,538,579)	57,809,262
Total assets	\$ 21,364,406	\$ 63,216,966	\$ (12,348,827)	\$ 72,232,545
Liabilities and Net Assets				
Current Liabilities				
Accounts payable	\$ 1,440,635	\$ 55,201	\$ (48,373)	\$ 1,447,463
Development payables	-	1,055,799	-	1,055,799
Accrued liabilities	2,150,994	567,615	(558,762)	2,159,847
Deferred revenue	2,049,077	-	-	2,049,077
Current portion of long-term debt	147,402	32,146	-	179,548
Construction and bridge loans	-	11,612,890	-	11,612,890
Developer fees payable	-	1,166,025	(1,166,025)	-
Deposits and advances held	-	163,477	-	163,477
Total current liabilities	5,788,108	14,653,153	(1,773,160)	18,668,101
Long-term Debt - Net of current portion	4,518,973	2,679,009	-	7,197,982
Other Long-term Liabilities				
Developer fees payable	-	1,599,234	(1,339,055)	260,179
Forgivable loans	2,844,550	657,457	-	3,502,007
Notes payable - Related party	-	2,375,000	(2,375,000)	-
Other liabilities	27,401	36,393	-	63,794
Construction and bridge loans	-	2,379,122	-	2,379,122
Total liabilities	13,179,032	24,379,368	(5,487,215)	32,071,185
Net Assets				
Without donor restrictions:				
Controlling interests	8,117,551	38,837,598	(47,802,211)	(847,062)
Noncontrolling interests	-	-	40,940,599	40,940,599
With donor restrictions	67,823	-	-	67,823
Total net assets	8,185,374	38,837,598	(6,861,612)	40,161,360
Total liabilities and net assets	\$ 21,364,406	\$ 63,216,966	\$ (12,348,827)	\$ 72,232,545

Community Housing Network, Inc. and Affiliates

Consolidating Statement of Activities and Changes in Net Assets

Year Ended September 30, 2022

	CHN, IC, and MRP	AHTC Entities	Eliminating Entries	Total
Changes in Net Assets without Donor Restrictions				
Revenue, gains, and other support:				
OCHN - Lease costs and other contract revenue	\$ 6,158,729	\$ -	\$ -	\$ 6,158,729
Federal permanent housing	4,709,217	-	-	4,709,217
Other federal funding	44,100,750	-	-	44,100,750
Other contributions and grant revenue	734,446	-	-	734,446
Contributions	168,539	-	-	168,539
Developer fees	149,702	-	(91,876)	57,826
Lease and rental income	138,081	2,723,444	-	2,861,525
Service income and management fees	1,025,548	-	(224,222)	801,326
Other revenue	127,410	8,769	-	136,179
Investment income (loss)	71,488	3,121	(87,426)	(12,817)
Total revenue, gains, and other support	57,383,910	2,735,334	(403,524)	59,715,720
Net assets released from restrictions	65,992	-	-	65,992
Total revenue, gains, other support, and net assets released from restrictions	57,449,902	2,735,334	(403,524)	59,781,712
Expenses:				
Program services	55,732,413	4,946,401	(562,911)	60,115,903
Management and general	1,654,629	-	-	1,654,629
Fundraising	241,087	-	-	241,087
Total expenses	57,628,129	4,946,401	(562,911)	62,011,619
Decrease in Net Assets without Donor Restrictions from Operating Activities	(178,227)	(2,211,067)	159,387	(2,229,907)
Noncontrolling Interest Capital Contributions	-	14,098,045	-	14,098,045
(Decrease) Increase in Net Assets without Donor Restrictions	(178,227)	11,886,978	159,387	11,868,138
Changes in Net Assets with Donor Restrictions				
Contributions	138,351	-	-	138,351
Net assets released from restrictions	(65,992)	-	-	(65,992)
Increase in Net Assets with Donor Restrictions	72,359	-	-	72,359
(Decrease) Increase in Net Assets	(105,868)	11,886,978	159,387	11,940,497
Net Assets - Beginning of year	8,185,374	38,837,598	(6,861,612)	40,161,360
Net Assets - End of year	\$ 8,079,506	\$ 50,724,576	\$ (6,702,225)	\$ 52,101,857

Community Housing Network, Inc. and Affiliates

Consolidating Statement of Activities and Changes in Net Assets

Year Ended September 30, 2021

	CHN, IC, and MRP	AHTC Entities	Eliminating Entries	Total
Changes in Net Assets without Donor Restrictions				
Revenue, gains, and other support:				
OCHN - Lease costs and other contract revenue	\$ 6,397,905	\$ -	\$ -	\$ 6,397,905
Federal permanent housing	4,275,849	-	-	4,275,849
Other federal funding	26,524,614	-	-	26,524,614
Other contributions and grant revenue	733,876	-	-	733,876
Contributions	252,836	-	-	252,836
Developer fees	1,277,776	-	(1,277,776)	-
Lease and rental income	133,575	1,983,496	-	2,117,071
Service income and management fees	951,926	-	(199,014)	752,912
Other revenue	93,563	26,595	-	120,158
Investment income	95,441	573	(89,635)	6,379
Total revenue, gains, and other support	40,737,361	2,010,664	(1,566,425)	41,181,600
Net assets released from restrictions	94,961	-	-	94,961
Total revenue, gains, other support, and net assets released from restrictions	40,832,322	2,010,664	(1,566,425)	41,276,561
Expenses:				
Program services	38,293,120	3,759,266	(491,422)	41,560,964
Management and general	1,407,386	-	-	1,407,386
Fundraising	263,313	-	-	263,313
Total expenses	39,963,819	3,759,266	(491,422)	43,231,663
Increase (Decrease) in Net Assets without Donor Restrictions from Operating Activities	868,503	(1,748,602)	(1,075,003)	(1,955,102)
Noncontrolling Interest Capital Contributions	-	431,123	(48,100)	383,023
Increase (Decrease) in Net Assets without Donor Restrictions	868,503	(1,317,479)	(1,123,103)	(1,572,079)
Changes in Net Assets with Donor Restrictions				
Contributions	16,226	-	-	16,226
Net assets released from restrictions	(94,961)	-	-	(94,961)
Decrease in Net Assets with Donor Restrictions	(78,735)	-	-	(78,735)
Increase (Decrease) in Net Assets	789,768	(1,317,479)	(1,123,103)	(1,650,814)
Net Assets - Beginning of year	7,395,606	40,155,077	(5,738,509)	41,812,174
Net Assets - End of year	\$ 8,185,374	\$ 38,837,598	\$ (6,861,612)	\$ 40,161,360



Articles of Incorporation

Michigan Department of Labor & Economic Growth

Filing Endorsement

***This is to Certify that the RESTATED ARTICLES OF INCORPORATION - NONPROFIT
for
COMMUNITY HOUSING NETWORK, INC.***

ID NUMBER: 751390

***received by facsimile transmission on April 19, 2006 is hereby endorsed
Filed on April 19, 2006 by the Administrator.***

***The document is effective on the date filed, unless a
subsequent effective date within 90 days after
received date is stated in the document.***

***In testimony whereof, I have hereunto set my
hand and affixed the Seal of the Department,
in the City of Lansing, this 19TH day
of April, 2006.***



, Director

Bureau of Commercial Services

BCS/CD-911 (Rev 12/03)

MICHIGAN DEPARTMENT OF LABOR & ECONOMIC GROWTH BUREAU OF COMMERCIAL SERVICES										
Date Received	(FOR BUREAU USE ONLY)									
This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.										
<table border="1"> <tr> <td colspan="3">Name Jeffrey S. Kragt, Esq.</td> </tr> <tr> <td colspan="3">Address 200 E. Long Lake Road, Suite 110</td> </tr> <tr> <td>City Bloomfield Hills</td> <td>State Michigan</td> <td>Zip Code 48304-2361</td> </tr> </table>		Name Jeffrey S. Kragt, Esq.			Address 200 E. Long Lake Road, Suite 110			City Bloomfield Hills	State Michigan	Zip Code 48304-2361
Name Jeffrey S. Kragt, Esq.										
Address 200 E. Long Lake Road, Suite 110										
City Bloomfield Hills	State Michigan	Zip Code 48304-2361								
EFFECTIVE DATE:										

Document will be returned to the name and address you enter above. If left blank document will be mailed to the registered office.

RESTATED ARTICLES OF INCORPORATION
For use by Domestic Nonprofit Corporations
(Please read information and instructions on the last page)

Pursuant to the provisions of Act 162, Public Acts of 1982, the undersigned corporation executes the following Restated Articles:

1. The present name of the corporation is:	COMMUNITY HOUSING NETWORK, INC.
2. The identification number assigned by the Bureau is:	751390
3. All former names of the corporation are:	
4. The date of filing the original Articles of Incorporation was:	October 3, 1997

The following Restated Articles of Incorporation supersede the Articles of Incorporation as amended and shall be the Articles of Incorporation for the corporation:

ARTICLE I

The name of the corporation is:	COMMUNITY HOUSING NETWORK, INC.
---------------------------------	---------------------------------

ARTICLE II

The purpose or purposes for which the corporation is organized are: SEE ATTACHMENT A.
--

ARTICLE III

1. The corporation is organized on a nonstock basis.
(stock or nonstock)

2. If organized on a stock basis, the aggregate number of shares which the corporation has authority to issue is _____ . If the shares are, or are to be divided into classes, the designation of each class, the number of shares in each class, and the relative rights, preferences, and limitations of the shares of each class are as follows:

3. If organized on a nonstock basis, the description and value of its real property assets are: (if none, insert "none")

Rental Homes:

7170 Oakhill	4575 Granger	3278 Beacham	4609 Butler
2448 Terova	30961 Sturbridge	2035 Lochaven	1788 Crooks
2101 Ostrum	2669 Potter	275 Lesdale	4693 Pontiac Lake
1476 Bellcony	5345 Riversedge	12108 Andersonville	2985 Wildwood

Approximate Value: \$3,300,00.00

and the description and value of its personal property assets are: (if none, insert "none")

Office equipment and furniture approximate Value: \$50,000.00

(The valuation of the above assets was as of April 14th, 2006)

The corporation is to be financed under the following general plan:

Donations, governmental funding and grants.

The corporation is organized on a directorship basis.
(membership or directorship)

ARTICLE IV

1. The address of the registered office is:

570 Kirts Blvd, Suite 231 Troy, Michigan 48084
(Street Address) (City) (ZIP Code)

2. The mailing address of the registered office, if different than above:

_____, Michigan _____
(Street Address or P.O. Box) (City) (ZIP Code)

3. The name of the resident agent is: Marc Craig

ARTICLE V (Additional provisions, if any, may be inserted here; attach additional pages if needed.)

SEE ATTACHMENT B.

5. COMPLETE SECTION (a) IF THE RESTATED ARTICLES DO NOT FURTHER AMEND THE ARTICLES OF INCORPORATION; OTHERWISE, COMPLETE SECTION (b).

a. These Restated Articles of Incorporation were duly adopted on the _____ day of _____, _____ in accordance with the provisions of Section 642 of the Act by the Board of Directors without a vote of the members or shareholders. These Restated Articles of Incorporation only restate and **integrate and do not further amend** the provisions of the Articles of Incorporation as heretofore amended and there is no material discrepancy between those provisions and the provisions of these Restated Articles.

Signed this _____ day of _____, _____

By _____

(Signature of Authorized Officer or Agent)

(Type or Print Name)

b. These Restated Articles of Incorporation were duly adopted on the 14th day of April, 2006 in accordance with the provisions of Section 642 of the Act. These Restated Articles of Incorporation restate, integrate, and **do further amend** the provisions of the Articles of Incorporation and: (check one of the following)

were duly adopted by the shareholders, the members, or the directors (if organized on a nonstock directorship basis). The necessary number of votes were cast in favor of these Restated Articles of Incorporation.

were duly adopted by the written consent of all the shareholders or members entitled to vote in accordance with Section 407(3) of the Act.

were duly adopted by the written consent of all the directors pursuant to Section 525 of the Act as the corporation is organized on a directorship basis.

were duly adopted by the written consent of the shareholders or members having not less than the minimum number of votes required by statute in accordance with Section 407(1) and (2) of the Act. Written notice to shareholders or members who have not consented in writing has been given. (Note: Written consent by less than all of the shareholders or members is permitted only if such provision appears in the Articles of Incorporation)

Signed this 14th day of April, 2006

By  _____

(Signature of President, Vice-President, Chairperson, or Vice-Chairperson)

Marc Craig

President

(Type or Print Name)

(Type or Print Title)

**ATTACHMENT A
ARTICLE II**

The purpose or purposes for which the corporation is organized are:

A. The Corporation is organized to develop and manage housing and facilitation housing opportunity for any one or more of the following classes of persons: (i) persons with disabilities, (ii) persons of low income, and (iii) persons of low and moderate income.

B. The Corporation is organized exclusively for charitable purposes and for the purpose of receiving and administering funds for the purposes set forth in Section 501(c)(3) of Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) (the "Code"), including the making of distributions to organizations that qualify as exempt under Code Section 501(c)(3). The purposes of the Corporation shall include, but not necessarily be limited to, benefiting the community by promoting education and lessening the burdens of government.

C. The Corporation, including all its activities incident to its purposes, shall at all times conduct its affairs so as to be an organization described in Code Section 501(c)(3). The Corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Code Section 501(c)(3), (b) by a corporation, contributions to which are deductible under Code Section 170(c)(2), or (c) by a non-profit corporation organized under the laws of the State of Michigan pursuant to the provisions of Act 162, Public Acts of 1982, as amended.

ATTACHMENT B

ARTICLE V

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its members, directors, officers, or other private person. However, the Corporation shall be authorized to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II. No substantial part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation. The Corporation shall not participate in, or intervene in (including the publishing and distributing of statements), any political campaign on behalf of or in opposition to any candidate for a public office. Notwithstanding any other provisions of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under IRC 501(c) (3) or the corresponding section of any future federal tax code or (b) by a corporation whose contributions are deductible under IRC Section 170(c)(2) or the corresponding section of any future federal tax code.

ARTICLE VI

On dissolution of the corporation, after paying or providing for the payment of all of the liabilities of the corporation, the corporation's assets shall be distributed (a) for one or more exempt purposes within the meaning of IRC Section 501(c)(3), or the corresponding section of any future federal tax code or (b) to the federal government, or to a state or local government, for a public purpose. Any assets not disposed of shall be disposed of by the circuit court of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations that the court shall determine and that are organized and operated exclusively for such purposes.

ARTICLE VII

No member of a Board of Directors of the corporation who is volunteer director, as that term is defined in the Michigan Non-profit Corporation Act (the "Act"), or a volunteer officer shall be personally liable to this corporation or its members for monetary damages for breach of the director's or officer's fiduciary duty; provided,

however, that this provision shall not eliminate or limit the liability of a director or officer for any of the following:

1. A breach of the director's or officer's duty of loyalty of the corporation or its members;
2. Acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law;
3. A violation of Section 551(1) of the Act;
4. A transaction from which the director or officer derived an improper personal benefit;
5. An act or omission occurring before the filing of these Restated Articles of Incorporation; or
6. An act or omission that is grossly negligent.

The corporation assumes all liability to any person other than the corporation or its members, for all acts or omissions of a director who is a volunteer director, as defined in the Act, or a volunteer officer incurred in the good faith performance of the director's or officer's duties. However, the corporation shall not be considered to have assumed any liability to the extent that such assumption is inconsistent with the status of the corporation as an organization described in IRC Section 501(c)(3) or the corresponding section of any future federal tax code.

If the Act is amended after the filing of these Restated Articles of Incorporation to authorize the further elimination or limitation of the liability of directors or officers of non-profit corporations, then the liability of members of the board of directors or officers, in addition to that described in this Article, shall be assumed by the corporation or limited to the fullest extent permitted by the Act as so amended. Such an elimination, limitation, or assumption of liability, is not effected to the extent that it is inconsistent with the status of the corporation as an organization described in IRC Section 501(c)(3), or corresponding section of any future federal tax code. No amendment or repeal of this Article shall apply to or have any effect on the liability or alleged liability of any member of the board of directors or officer of this corporation for or with respect to any acts or omissions occurring before the effective date of any such amendment or repeal.

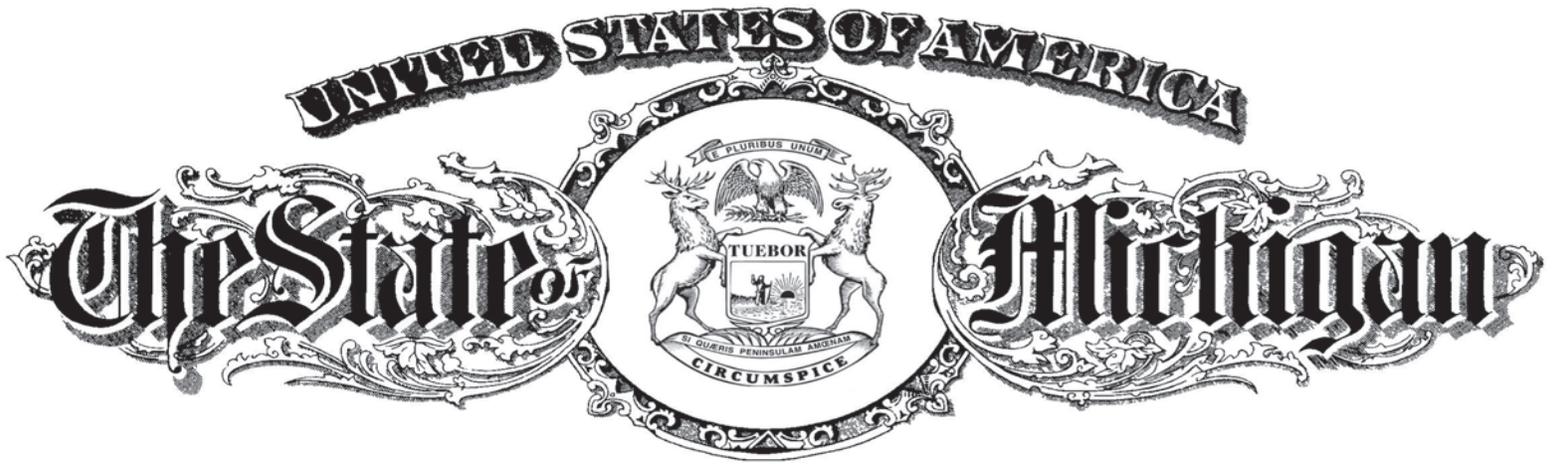
ARTICLE VIII

The corporation assumes the liability for all acts or omissions of a volunteer if all of the following conditions are met:

1. The volunteer was acting or reasonably believed he or she was acting with in the scope of his or her authority.
2. The volunteer was acting in good faith.
3. The volunteer's conduct did not amount to gross negligence or willful and wanton misconduct.
4. The volunteer's conduct was not an intentional tort.
5. The volunteer's conduct was not a tort arising out of the ownership, maintenance, or use of a motor vehicle for which tort liability may be imposed as provided in Section 3135 of the Insurance Code of 1956, Act No. 218 of the Public Acts of 1956, being Section 500.3135 of the Michigan Compiled Laws.

ARTICLE IX

When a compromise, an arrangement, or a plan of reorganization is proposed between this corporation and its creditors, a court of equity jurisdiction within this State may order a meeting of the affected creditors. The corporation, a creditor or a receiver appointed for the corporation may apply to the court for a meeting. The meeting shall be summoned in such manner as the court directs. If a majority number representing 3/4ths the value of the affected creditors agree to a compromise or arrangement, the compromise, arrangement or reorganization of this corporation resulting from the compromise or arrangement, if approved by the court, shall be binding on all the creditors, and also on this corporation.



Department of Licensing and Regulatory Affairs

Lansing, Michigan

This is to Certify that the annexed copy has been compared by me with the record on file in this Department and that the same is a true copy thereof.

This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.



Sent by electronic transmission

Certificate Number: 22030293706

In testimony whereof, I have hereunto set my hand, in the City of Lansing, this 9th day of March, 2022.

Linda Clegg, Director

Corporations, Securities & Commercial Licensing Bureau

CSC/CD-515 (Rev. 07/19)

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
CORPORATIONS, SECURITIES & COMMERCIAL LICENSING BUREAU**

Date Received

AC1

(FOR BUREAU USE ONLY)

SEP 22 2021

This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.

TransInfo: 24796823-1 09/20/21
CHK#: 460 Amt: \$10.00
ID: 202836269

FILED

EFFECTIVE DATE:

SEP 27 2021

Name Jeffrey S. Kragt		
Address 410 W. University Dr., Ste. 200		
City Rochester	State MI	ZIP Code 48307

Document will be returned to the name and address you enter above.
If left blank, document will be returned to the registered office.

ADMINISTRATOR
CORPORATIONS DIVISION

CERTIFICATE OF AMENDMENT TO THE ARTICLES OF INCORPORATION

For use by Domestic Profit and Nonprofit Corporations
(Please read information and instructions on the last page)

Pursuant to the provisions of Act 284, Public Acts of 1972, (profit corporations), or Act 162, Public Acts of 1982 (nonprofit corporations), the undersigned corporation executes the following Certificate:

1. The present name of the corporation is:
COMMUNITY HOUSING NETWORK, INC.

2. The identification number assigned by the Bureau is: 800836269

3. Article II of the Articles of Incorporation is hereby amended to read as follows:

SEE ATTACHMENT A.



COMPLETE ONLY ONE OF THE FOLLOWING:

4. Profit or Nonprofit Corporations: For amendments adopted by unanimous consent of incorporators before the first meeting of the board of directors or trustees.

The foregoing amendment to the Articles of Incorporation was duly adopted on the _____ day of _____, _____, in accordance with the provisions of the Act by the unanimous consent of the incorporator(s) before the first meeting of the Board of Directors or Trustees.

Signed this _____ day of _____, _____

(Signature)

(Signature)

(Type or Print Name)

(Type or Print Name)

(Signature)

(Signature)

(Type or Print Name)

(Type or Print Name)

5. Profit Corporation Only: Shareholder or Board Approval.

The foregoing amendment to the Articles of Incorporation proposed by the board was duly adopted on the _____ day of _____, _____, by the: (check one of the following)

- shareholders at a meeting in accordance with Section 611(3) of the Act.
- written consent of the shareholders that have at least the minimum number of votes required by statute in accordance with Section 407(1) of the Act. Written notice to shareholders that have not consented in writing has been given. (Note: Written consent by less than all of the shareholders is permitted only if such provision appears in the Articles of Incorporation.)
- written consent of all the shareholders entitled to vote in accordance with Section 407(2) of the Act.
- board of a profit corporation pursuant to Section 611(2) of the Act.

Profit Corporations and Professional Service Corporations

Signed this _____ day of _____, _____

By _____
(Signature of an authorized officer or agent)

(Type or Print Name)

6. Nonprofit corporation only: Member, shareholder, or board approval

The foregoing amendment to the Articles of Incorporation was duly adopted on the 16TH day of SEPTEMBER, 2021 by the (check one of the following)

Member or shareholder approval for nonprofit corporations organized on a membership or share basis

- members or shareholders at a meeting in accordance with Section 611(3) of the Act.
- written consent of the members, shareholders, or their proxies having not less than the minimum number of votes required by statute in accordance with Section 407(1) and (2) of the Act. Written notice to members or shareholders who have not consented in writing has been given. (Note: Written consent by less than all of the members, shareholders, or their proxies is permitted only if such provision appears in the Articles of Incorporation.)
- written consent of all the members, shareholders, or their proxies entitled to vote in accordance with Section 407(3) of the Act.

Directors (Only if the Articles state that the corporation is organized on a directorship basis)

- directors at a meeting in accordance with Section 611(3) of the Act.
- written consent of all directors pursuant to Section 525 of the Act.

Nonprofit Corporations

Signed this 16th day of SEPTEMBER, 2021

By
DocuSigned by:
Marc Craig
CF23E0D9F2F94BC (Signature of an officer)

MARC CRAIG PRESIDENT
(Type or Print Name) (Type or Print Title)

ATTACHMENT A
ARTICLE II

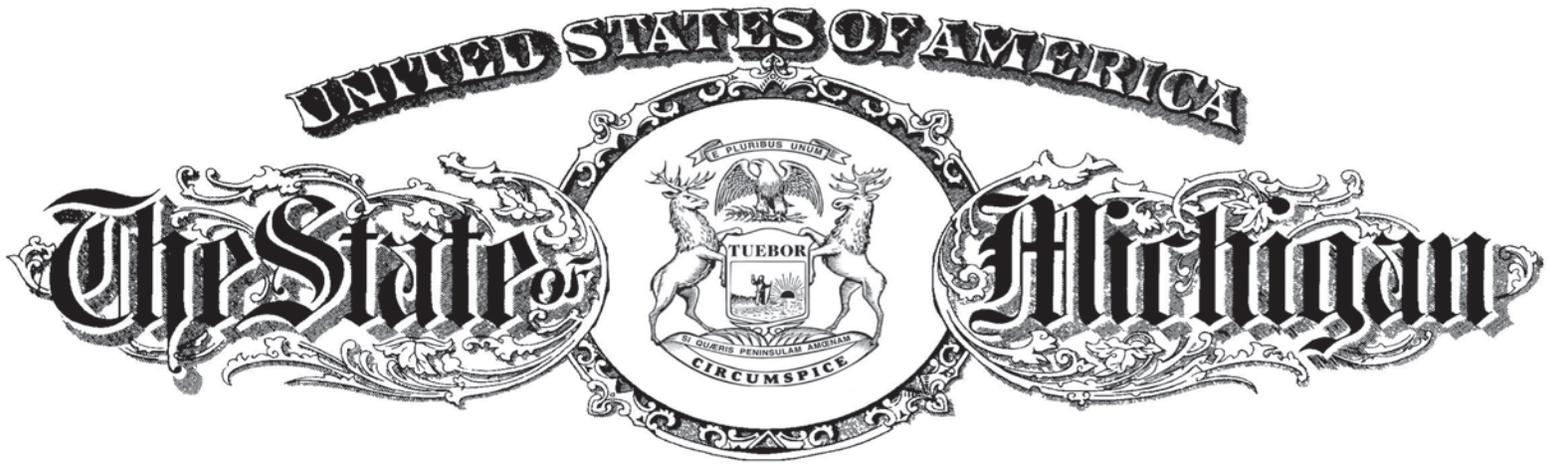
The purpose or purposes for which the corporation is organized are:

A. The Corporation is organized to develop and manage housing and facilitating housing opportunity for any one or more of the following classes of persons: (i) persons with disabilities, (ii) persons of low income, and (iii) persons of low and moderate income.

B. The Corporation is organized exclusively for charitable purposes and for the purpose of receiving and administering funds for the purposes set forth in Section 501(c)(3) of Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) (the "Code"), including the making of distributions to organizations that qualify as exempt under Code Section 501(c)(3). The purposes of the Corporation shall include, but not necessarily be limited to, benefiting the community by promoting education and lessening the burdens of government.

C. The Corporation, including all its activities incident to its purposes, shall at all times conduct its affairs so as to be an organization described in Code Section 501(c)(3). The Corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Code Section 501(c)(3), (b) by a corporation, contributions to which are deductible under Code Section 170(c)(2), or (c) by a non-profit corporation organized under the laws of the State of Michigan pursuant to the provisions of Act 162, Public Acts of 1982, as amended.

D. The Corporation will provide decent affordable housing for persons of low and moderate income.



Department of Licensing and Regulatory Affairs

Lansing, Michigan

This is to Certify that the annexed copy has been compared by me with the record on file in this Department and that the same is a true copy thereof.

This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.



Sent by electronic transmission

Certificate Number: 22030293104

In testimony whereof, I have hereunto set my hand, in the City of Lansing, this 9th day of March, 2022.

Linda Clegg, Director

Corporations, Securities & Commercial Licensing Bureau



Opening Doors • Transforming Lives.

By-Laws

By-Laws of Community Housing Network, Inc.

The mission of COMMUNITY HOUSING NETWORK, INC. (herein 'CHN, Inc.' or the 'Corporation') is to promote inclusive communities through affordable housing.

Community Housing Network is organized as a nonprofit corporation with the goal of providing lifetime affordable housing to low and moderate income people with disabling conditions and others needing housing. The corporation is organized to create integrated housing alternatives to maximize living choices, primarily, but not exclusively, in southeastern Michigan, namely Wayne, Oakland, Washtenaw, Macomb, Livingston, Genesee and Monroe counties.

It is the policy of this Corporation for low-income residents to advise and participate in planning the design, location of sites, development and management of each of its affordable housing undertakings. This shall be done through methods such as open town meetings, community surveys, special committees, or other means. In those areas of the Corporation's operations where housing will be developed, but which are not represented on the Board of Directors, such systems may include special committees of neighbors of a proposed development site, neighborhood advisory councils or open town meetings.

CHN, Inc. endorses the following principles and values:

- Social equity and economic efficiency for and on behalf of people with disabilities;
- Social and economic diversity is vital to sustainable communities.
- Deconcentration of poverty promotes inclusive, sustainable communities.
- All people, including people with disabilities, the elderly, the poor, and others who have historically been segregated from and within communities, must become valued members of every community, and be included as full citizens.
- People needing supportive services should not be required to live at a particular location in order to receive these services. To the greatest extent possible, provision of supportive services should be separate from a person's control over their housing.

Location: The offices of CHN, Inc. shall be maintained in the geographic boundaries of Southeastern, Michigan, or in such place as the Board of

Directors may determine.

ARTICLE I. BOARD OF DIRECTORS

Section 1. General Powers and Duties.

The Board of Directors will have the following powers, duties, and responsibilities:

All power and authority of CHN, Inc. shall be vested in its Board of Directors. The policies for the direction of the business and affairs of the corporation shall be set by the Board.

The Board of Directors shall delegate the administrative responsibilities of the corporation to a President who shall act as the Chief Executive Officer of the corporation with full power and authority to act within the context of the corporation's policies as set by the Board. The President shall be hired by majority vote of the Board and shall be responsible to it but shall report directly to the Board Chairperson. The President shall, within the policies, values and priorities established by the Board, be the manager and supervisor of the administration and operations of the corporation, including but not limited to the hiring, firing and promotion of staff members; and the establishment of salaries and job assignments for all staff. The President, or other staff members so designated by the President, shall have authorization to speak on behalf of, and to represent, the corporation in carrying out the policy directives of the Board of Directors. The Board of Directors shall establish the duties and fix the salary of the President by suitable agreement.

The Board may also appoint other officers including a Secretary, Treasurer, and one or more Vice Presidents to assist the President in managing the affairs of the Corporation and achieving its objectives.

The Board of Directors may establish such Committees as it deems necessary to carry out its duties and said Committees shall be vested with its authority as delegated.

The Executive Committee will review existing and proposed programs and make policy determinations to assure consistency with the mission and values of the Corporation. Such determinations will be reviewed at meetings of the Board of Directors.

The Board will regularly review and assure the integrity of the financial statements of the Corporation.

The Board will be responsible for recruiting and appointing Board members, evaluating Board member performance, and providing and securing support for the work of the Corporation.

Section 2. Number, Qualification and Powers

A. The Board of Directors of the Corporation shall consist of no less than three (3) nor no more than eighteen (18) Directors as shall be fixed from time to time by the Board. A Director's term shall be for three (3) years unless otherwise recommended by the Nominating Committee in order to have only one third of the Directors terms expiring in any given year. Directors shall be elected by a majority vote of the seated members of the Board.

B. Regardless of other mechanisms used in these bylaws for the selection of Directors or the filling of board vacancies, at all times at least one third of the Board of Directors shall be composed of persons who fit the following categories: (1) residents of low-income neighborhoods, (2) low-income community residents, or (3) an elected representative of a low-income neighborhood organization. No more than one third of the board members, at any given time, shall be public officials or employees of local governments that provide this Corporation with funding.

C. No individual Director shall represent or speak for CHN, Inc., unless so authorized by resolution of the Board of Directors.

D. The Board of Directors shall adhere to the stated Mission and Purposes of CHN, Inc.

E. Directors shall reflect the community as dictated by the Corporation's Articles of Incorporation.

F. The Board of Directors shall elect a Chairperson at its annual meeting. The Chairperson shall preside at all meetings of the Board and shall be a non-voting ex-officio member of all committees of the Board. The Chairperson shall be authorized to vote at Committee meetings if the presence of the Chairperson is necessary to constitute a quorum or break a tie vote.

Section 3. Reimbursement.

Directors as such shall not receive any stated salaries for their services, but the Board of Directors may, by resolution, authorize its Executive Committee to establish both a stipend for attendance and reimbursement for actual, reasonable and necessary expenses of attendance, if any, at each regular or special meeting of the Board.

Section 4. Vacancies.

Any Director may resign by delivering a written resignation to the Chairperson of the Board of Directors. The resignation will be effective upon receipt of the notice by the Chairperson or at a later time designated in the notice. In case of any vacancy on the Board of Directors, the Board may elect a successor, who shall take office immediately and hold office for the remaining portion of the term of the Director whose place he or she is taking.

Section 5. Removal from the Board.

Any Director may be removed for cause from the Board of Directors by a vote of a majority of the remaining Directors on the Board. "For cause" may include, but shall not be limited to, having excessive absences from Board meetings and/or Board committee meetings, engaging in conduct prejudicial to the Corporation, engaging in actions that are in conflict with the best interests and stated mission of the Corporation, failing to render assistance and support for the work of the Corporation or otherwise failing to exercise the duties and responsibilities of a Board member.

Any Board member, who fails to attend three (3) consecutive regular meetings of the Board of Directors, may have their seat on the Board declared vacant by a majority vote of Directors in attendance at any duly convened meeting of the Board. Board members in such a situation are eligible to be re-nominated to fill their own unexpired term if so nominated by the Nominating Committee and re-elected by the Board of Directors. This process is designed to encourage the Board of Directors to make reasonable accommodations related to meeting attendance/participation, and to proactively ascertain the Board member's continued interest and commitment in serving.

ARTICLE II. CONFLICT OF INTEREST

Section 1. Statement of Policy.

It is the policy of CHN, Inc. that all Directors and employees of CHN, Inc. avoid conflict between their own individual interests and the interests of CNN.

Inc. in any action taken by any of them on behalf of CHN. Inc.

Section 2. Dealings with CHN, Inc.

A contract or other transaction between CHN, Inc. and any of its Directors. or between CNN, Inc. and a domestic or foreign corporation, firm of any type or kind in which any of CHN Inc.'s Directors or employees act as directors or employees, or is otherwise interested, is not void or made voidable solely because of such common directorship, or interest, or solely because such Director is present at the meeting of the Board of Directors or committee at which such contract or transaction is acted upon, or solely because their votes are counted for such purpose, if both of the following conditions are satisfied:

- A. The contract or other transaction is fair and reasonable to CNN, Inc., and
- B. When it is authorized, approved or ratified, or the material facts as to such Director's relationship interest and as to the contract or transaction are disclosed or known to the Board or committee thereof and the Board of Directors or committee thereof authorizes, approves, or ratifies the contract or transaction by a vote sufficient for the purpose without counting the vote of any common or interested Director.

Section 3. Procedure in Event of Potential Conflict of Interest

In the event that any Director or officer of CHN, Inc. shall have any direct or indirect interest in or relationship with an individual or organization which proposes to enter into any transaction with CNN Inc., such Director or employee shall give the Board of Directors notice of such interest or relationship and shall thereafter refrain from voting or otherwise attempting to exert any influence on CNN Inc., its Board, or its committees, to affect its decision to participate or not to participate in such transaction. On a case by

case basis, the Board may approve said transaction notwithstanding such interests or relationships.

ARTICLE III. ANNUAL MEETING AND MEETINGS OF THE BOARD OF DIRECTORS

Section 1. Annual Meeting.

The Annual Meeting of CHN, Inc. shall be held at the corporation's office, or at such other place within the State of Michigan as may be selected by the Board of Directors during the month of January each year. If the Annual Meeting is not held at that time, the Board shall cause the meeting to be held as soon as thereafter as is convenient.

Section 2. Regular Meetings.

Regular meetings of the Board shall be held at least quarterly, at such time and place as decided by the Board of Directors. Notice of such meetings shall be provided in accordance with this Article.

Section 3. Special Meetings.

Special meetings of the Board of Directors may be called by the Chairperson at such times and places as he or she may designate. The Chairperson shall call a special meeting if requested to do so in writing by the President/CEO or by any three (3) members of the Board of Directors. The call to meeting notice for a special meeting shall identify the agenda item or items and shall be given to each Director in any manner at least three (3) days before the meeting. The business of a special meeting shall be limited to those items identified on the agenda. A special meeting shall be held within fifteen (15) days of receipt of such request.

Any Director may waive, in writing, any notice required to be given by law or under these By-laws, and attendance at any meeting shall automatically waive the notice requirement.

Section 4. Notice of Meetings.

Notice of the time, place and purpose of each meeting of the Board of Directors shall be served either personally, electronically, by phone, or by mail upon each Director of the Corporation not less than ten (10) nor more than sixty (60) days before the meeting except for special meeting which shall be made not less than three (3) days before the special meeting; provided that no notice of adjourned meetings need be given. A voice mail or

answering machine message shall not constitute sufficient notice. If mailed, the notice shall be directed to each Director and member at his or her address as it appears in the record of the Corporation unless he or she shall have filed with the Secretary thereof a written request that notices intended for him or her be mailed to some other address, in which case it shall be mailed to the address designated in such request. Such further notice shall be given as may be required by law. Meetings may be held without notice if all Directors are present in person.

Section 5. Quorum.

A majority of the Board members elected and serving shall constitute a quorum for the transaction of any business of CHN, Inc. If less than a quorum is present at any meeting, those present may convene as a "Committee of the Whole". However, their actions shall have no effect unless and until ratified by at least a quorum of the Board. Actions voted upon by a majority of the Directors present at a meeting where a quorum is present shall constitute authorized actions of the Board.

Section 6. Conduct of Meetings.

Meetings of the Board of Directors shall be presided over by the Chairperson. The Secretary shall take minutes of the meeting or cause them to be taken, and shall certify the minutes upon review and ratification by the board.

Robert's Rules of Order, Modern Edition, shall be the parliamentary authority of CHN, Inc. and shall govern proceedings of the Board of Directors. Rules adopted by the Board of Directors shall supersede any rules in the parliamentary authority with which they conflict.

Section 7. Telephonic Conferences.

A Director may participate in a meeting of the Directors by a conference telephone or similar communication equipment by which all persons participating in the meeting may communicate effectively with one another if all participants are advised of the communications equipment and the names of the participants in the conference are divulged to all participants. Participation in a meeting pursuant to this Section constitutes presence in person at the meeting.

Section 8. Consent to Corporate Actions.

Any action required or permitted to be taken pursuant to authorization of the Board may be taken without a meeting if, at least 72 hour notice is given to all Board members and, before or after the action, a majority of Directors consent to the action. The notice and consents may be given either telephonically, by electronic mail or in writing. In cases where the President, in his or her sole discretion, believes that the 72 hour notice requirement is impractical, such notice may be waived. The consents shall be filed with the minutes of the Board's proceeding.

ARTICLE IV. OFFICERS OF THE CORPORATION

Section 1. Elected or Appointed.

The Board of Directors shall appoint a President, Secretary, one or more Vice Presidents, and a Treasurer of the Corporation. The Board of Directors may also appoint such other officers and agents as they may deem necessary for the transaction of the business of the Corporation. The same person may hold any two or more offices, but no officer shall execute, acknowledge or verify an instrument in more than one capacity. If the instrument is required by law, the President or by the Board, it shall be executed, acknowledge, or verified by two or more officers.

Section 2. President.

The President shall be the chief executive officer of the Corporation and shall have general and active management of the day-to-day activities of the Corporation, and shall see that all orders and resolutions of the Board of Directors are carried into effect. The President, or other staff persons so designated by the President, shall have the authorization to speak on behalf of, and to represent, the corporation in carrying out the policy direction of the Board of Directors. The President shall have the power to appoint or discharge employees, agents, or independent contractors, to determine their duties, and to fix their compensation. The President shall have the authority to enter into any agreements on behalf of the Corporation for the purchase, sale, lease or other agreements pertaining to real property. The President shall endeavor to seek prior Executive Committee approval for such transactions. However, should the President determine that action without prior approval is necessary or advantageous to the Corporation, the President is authorized to proceed. In such case, the President shall promptly provide a summary of the transaction to the Executive Committee, which transaction shall be ratified by the Executive Committee at its next meeting. The President shall sign all corporate documents and agreements on behalf of the Corporation, unless

the President or the Board instructs that the signing be done with or by some other officers, agent or employees. The President shall see that all actions taken by the Board are executed and shall perform all other duties incident to the office. This is subject, however, to the President's right and the right of the Board to delegate any specific power to any other offices of the Corporation.

Section 3. Vice President

The Vice President(s), if any, shall have the power to perform duties that may be assigned by the President or the Board. If the President is absent or unable to perform his or her duties, the Vice President(s) shall perform the President's duties until the Board directs otherwise. The Vice President(s) shall perform all duties incident to the office.

Section 4. Chairperson.

The Chairperson, if elected, shall preside at all Board meetings. The Chairperson shall have the power to perform duties as may be assigned by the Board. If the President is absent or unable to perform his or her duties, the Chairperson shall perform the President's duties until the Board directs otherwise. The Chairperson shall perform all duties incident to the office.

Section 5. Secretary.

The Secretary shall (a) keep minutes of Board meetings, or cause them to be kept; (b) be responsible for providing notice to each Director as required by law, the Articles of Incorporation, or these By-laws; (c) be the custodian of corporate records; (d) keep a register of the names and addresses of each Officer and Director; and (e) perform all duties incident to the office and other duties assigned by the President or the Board.

Section 6. Treasurer.

The Treasurer shall have custody of the funds and securities of the Corporation and shall keep or cause to be kept a full and accurate accounting of receipts and disbursements in books belonging to the Corporation and shall deposit or cause to be deposited all moneys and other valuable effects in the name and to the credit of the Corporation in such depositories as may be designated by the Board of Directors. He or she shall disburse or cause to be disbursed the funds of the Corporation as may be ordered by the President or Board of Directors, taking proper vouchers for such disbursements, and shall render or caused to be rendered to the President and the Board of Directors, at the regular meetings of the Directors, or

whenever they may require it, an account of all of his or her transactions as Treasurer and of the financial condition of the Corporation.

Section 7. Term of Office.

Each officer shall hold office for the term appointed and until a successor is appointed and qualified. An officer may resign at any time by providing written notice to the Corporation. Notice of resignation is effective upon receipt or at a later time designated in the notice.

Section 8. Removal.

Subject to any employment agreement to the contrary, an officer appointed by the Board may be removed as an officer with or without cause by vote of a majority of the Board. The removal shall be without prejudice to the person's contract rights, if any or employment with the Corporation. Appointment to an office does not of itself create contract rights.

Section 9. Vacancies.

A vacancy in any office for any reason may be filled by majority vote of the Board.

ARTICLE V. COMMITTEES

Section 1. Standing Committees.

The Board shall have the following standing committees:

- Executive
- Finance
- Fund Development
- Strategic Planning
- Nominating
- Audit

A committee designated by the Board may exercise any powers of the Board in managing the Corporation's business and affairs to the extent provided by resolution of the Board or by these By-laws; however no committee shall have the power to:

- a. Amend the Articles of Incorporation.
- b. Adopt an agreement of merger or consolidation;
- c. Amend the By-laws of the Corporation;
- d. Fill vacancies on the Board;
- e. Fix compensation of the Directors for serving on the Board or on a

committee.

Section 2. Executive Committee.

The Executive Committee shall consist of the officers of CHN, Inc. the chairs of the other committees, and such members of the Board of Directors as the Chairperson shall nominate and the Board of Directors shall approve. The Executive Committee shall be chaired by the Board Chairperson. The Executive Committee, in the interim between meetings of the Board of Directors, shall have the authority to act on behalf of the Board. A majority of those Board members appointed and serving on the Executive Committee shall constitute a quorum for the transaction of Committee business. Only Board members may vote on the business of the Executive Committee. The Executive Committee shall also provide a yearly review of the President of the organization. The Committee shall keep a record of minutes and report its action at every meeting of the Board or as often as may be required by the Board of Directors.

Section 3. Finance Committee.

The Finance Committee shall consist of the Treasurer of the Corporation, other officers of the Corporation, and Board members nominated by the Chairperson and approved by the Board of Directors one of whom shall chair this committee. The Treasurer shall ascertain and report to the Board his or her determination with respect to the total financial need of CHN, Inc. for the coming fiscal year. The Committee shall review the annual budget prepared by the President and Senior Management Staff based upon such report and recommendations. The Finance and Audit Committee shall periodically review CHN, Inc.'s expenditures and income.

Section 4. Fund Development Committee.

The Fund Development Committee shall consist of a Board member as chair, who shall be appointed by the Chairperson, and other Board members and non-Board members as approved by the Fund Development Committee, and at least one officer of the Corporation. The Fund Development Committee shall lead the Board's efforts to raise funds and services that are necessary to carry out the mission of the corporation. The Fund Development Committee shall review the financial needs of CHN, Inc. and shall recommend to the Board of Directors policies on fund raising. The Fund Development Committee shall create a fund raising plan. All fund raising initiatives shall comply with the stated mission of CHN, Inc.

Section 5. Strategic Planning Committee

The Strategic Planning Committee shall consist of the officers of the Corporation, the Board chair, and other members as appointed by the chair and approved by the Board. The Strategic Planning Committee shall develop and revise as needed long-range strategies for achieving the mission of the Corporation.

Section 6. Nominating Committee

The Nominating Committee shall consist of an Executive Committee member as chair, at least two other Board members and such other individuals as shall be appointed by the Chairperson of the Board. The President shall serve as an ex-officio non-voting member of the Committee. The Nominating Committee shall develop guidelines for the election or appointment of Officers and Directors of the corporation, taking into consideration such qualifications as education or professional training; diversity; and career or life experiences, all with the goal of furthering the mission of the corporation. The Nominating Committee shall also evaluate and, as directed by the Executive Committee, interview and recruit candidates for the Board of Directors and report its recommendations to the Executive Committee for further action.

Section 7. Audit Committee.

The Audit Committee shall consist of the Treasurer of the Corporation, and Board members nominated by the Chairperson and approved by the Board of Directors, one of whom shall chair this committee. The Audit Committee shall work with senior management to select the audit firm, with approval from the Full Board, review draft annual statements, and make recommendations for their approval.

Section 8. Other Committees; Meetings.

The Board of Directors may appoint an Advisory Committee for CHN, Inc. The Advisory Committee members shall include such persons from the community whose role as consumers, both primary and/or secondary, or advocates would enable them to assist the Corporation. The Advisory Committee may review and evaluate the programs and services provided by CHN, Inc. and make recommendations to the Board of Directors and senior managers regarding the continuation or modification in light of CHN, Inc.'s overall mission and responsibilities.

The Board of Directors may establish any other committees as determined to be in the best interest of CHN, Inc. All committees may meet by telephone conference or take action by other simultaneous means of communications.

Except as provided in this Article, all committees shall elect their Chairperson (and Vice Chairperson if such is desired).

Section 9. Meetings.

Committees shall meet as directed by the Board of Directors and their meetings shall be governed by the rules provided in Article III.

ARTICLE VI. FISCAL MATTERS

Section 1. Fiscal Year.

The fiscal year of CHN, Inc. shall be from October 1 through September 30, inclusive.

Section 2. Bank Accounts.

Upon receipt, the funds of CHN, Inc. shall be deposited in one or more financial institutions, and shall be withdrawn only upon the signature or signatures of the officer, officers, agent or agents specifically authorized by the Board and in a manner consistent with the Investment Policies of the Corporation.

Section 3. Investment Policies.

Funds of CHN, Inc., deemed by the Board of Directors to be funds available for investment, shall be invested in accordance with the investment policy approved by the Board and reviewed annually by the Executive Committee.

Section 4. Contracts, Conveyances, etc.

The Board of Directors shall designate the officers and other employees who shall have authority to execute any instruments on behalf of CHN, Inc. that are aligned with the mission, philosophy, and authority of the CHN, Inc.

ARTICLE VII. INDEMNIFICATION

Section 1. Litigation.

Subject to all of the other provisions of this Article, the Corporation shall indemnify any Director, officer or other employee who was or is a party to, or is threatened to be made a party to, *any* threatened, pending, or completed action, suit, or proceeding arising out of any non-negligent, prudent and reasonable action taken by such person within the scope of his or her employment with the corporation or service as a director of the Corporation. This includes any civil, administrative, or investigative proceeding, whether formal or informal (other than an action by or in the right of the corporation). Such indemnification shall apply only to a person who was or is a Director or Officer or other employee of the corporation. The person shall be indemnified and held harmless against expenses (including attorney fees), judgments, penalties, fines, and amount paid in settlement actually and reasonably incurred by the person in connection with such action, suit, or proceeding, if the person was acting in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation.

Section 2. Contract Right; Limitation on Indemnity.

The right to indemnification conferred in this Article shall be a contract right and shall apply to services of a Director or Officer as an employee or agent of the Corporation as well as in such person's capacity as a Director or Officer. The Corporation shall have no obligations under this Article to indemnify any person in connection with any proceeding, or part thereof, initiated by such person without authorization by the Board. Further, this Article shall not limit or eliminate the liability of, or provide indemnification for, a person for any reason set forth in Article VII of the Corporation's Articles of Incorporation, or restatement thereof, as may be amended or restated in the future.

Section 3. Determination that Indemnification is Proper.

Any indemnification under this Article shall be made by the Corporation only as authorized in the specific case. The Corporation must determine that indemnification of the person is proper in the circumstances because the person has met the applicable standard of conduct. Such determination shall be made in any of the following ways:

- (a) By a majority vote of a quorum of the Board consisting of Directors who were not parties to such action, suit, or proceeding; or
- (b) If the quorum described in clause (a) above is not obtainable, then

by a committee of Directors who are not parties to the action. The committee shall consist of not less than two (2) disinterested Directors; or

(c) By independent legal counsel in a written opinion. Section 4. Proportionate Indemnity.

If a person is entitled to indemnification under this Article for a portion of expenses, including attorney fees, judgments, penalties, fines, and amounts paid in settlement, but not for the total amount, the Corporation shall indemnify the person for the portion of the expenses, judgments, penalties, fines, or amounts paid in settlement for which the person is entitled to be indemnified.

Section 5. Non-exclusivity of Rights.

The indemnification or advancement of expenses provided under this Article is not exclusive of other rights to which a person seeking indemnification or advancement of expenses may be entitled under a contractual arrangement with the Corporation. However, the total amount of expenses advanced or indemnified from all sources combined shall not exceed the amount of actual expenses Incurred by the person seeking indemnification or advancement of expenses.

Section 6. Former Directors and Officers.

The indemnification provided in this Article continues for a person who has ceased to be a Director or Officer and shall inure to the benefits of the heirs, executors, and administrators of that person.

Section 7. Insurance.

The Corporation shall purchase and maintain insurance on behalf of any person who was or is a Director, Officer, employee, or agent of the Corporation. Such insurance shall protect against any liability asserted against the person and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not the Corporation would have power to indemnify against such liability under this Article or the laws of the State of Michigan. The Executive Committee shall determine with the President the coverage amount and deductible for such insurance policy.

Section 8. Changes in Michigan Law.

If there are any changes in the Michigan statutory provisions applicable to the Corporation and relating to the subject matter of this Article, then the indemnification to which any person shall be entitled shall be determined by such changed provisions, but only to the extent that any such change permitted the Corporation to provide broader indemnification rights than such provisions permitted the Corporation to provide before any such change.

ARTICLE VIII. EXEMPT ACTIVITIES

Notwithstanding any other provision of these By-Laws, no member, Director, officer, employee or representative of this Corporation shall take any action or carry on any activity by or on behalf of the Corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or as they may be amended, or by an organization contributions to which are deductible under Section 170(c)(2) of such Code and Regulations as they now exist or as they may be amended.

ARTICLE IX. PROHIBITIONS

The Corporation will not render or deny services on the basis of race, color, religion, national origin, ancestry, sex, or disability. The corporation will not discriminate or otherwise base any matter regarding employment, election to the Board of Directors, or to any office on the basis of race, color, religion, national origin, ancestry, sex, age or disability.

ARTICLE X. DISSOLUTION

Dissolution of CHN, Inc. shall be by two-thirds vote of the Board. All assets of CHN, Inc. shall be distributed as called for in the Articles of Incorporation.

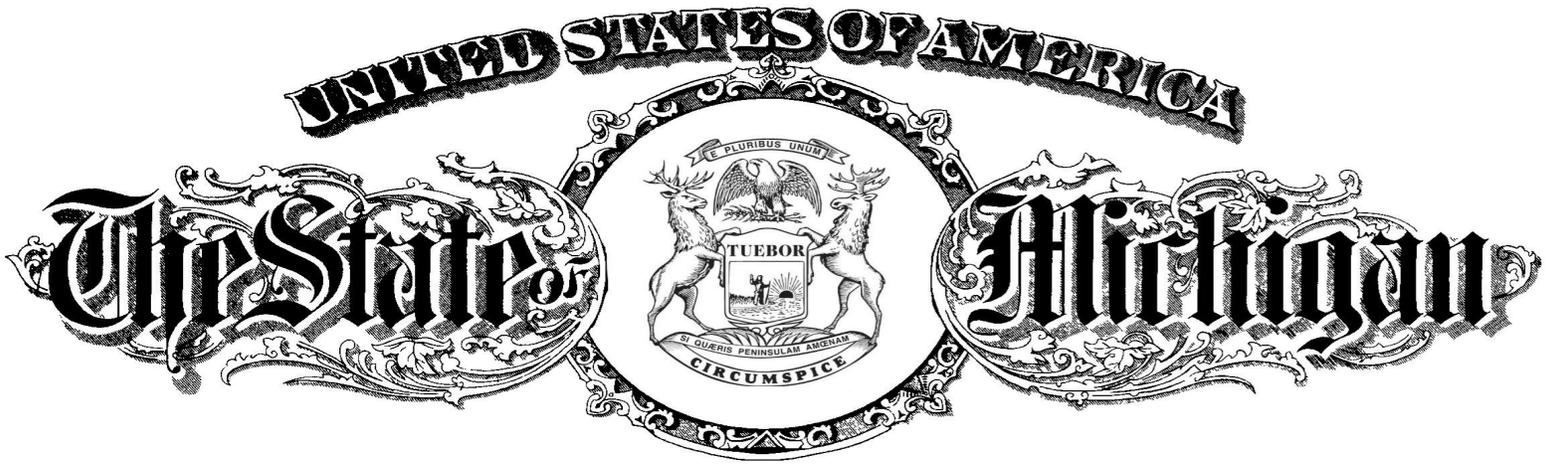
ARTICLE XI. AMENDMENT OF BYLAWS

These By-laws may be amended or repealed, or new By-laws may be adopted. at a regular or special meeting of the Board of Directors by affirmative vote of two-thirds (2/3) of the Board members duly elected and serving, provided that written notice of the proposed action is presented to each Board member in accordance with these By-laws.

(Secretary Signature & Date)



Certificate of Good Standing



Lansing, Michigan

This is to Certify That

COMMUNITY HOUSING NETWORK, INC.

was validly Incorporated on October 3 , 1997 as a Michigan nonprofit corporation, and said corporation is validly in existence under the laws of this state.

This certificate is issued pursuant to the provisions of 1982 PA 162 to attest to the fact that the corporation is in good standing in Michigan as of this date and is duly authorized to conduct affairs in Michigan and for no other purpose.

This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.



Sent by electronic transmission

Certificate Number: 23040374203

*In testimony whereof, I have hereunto set my hand,
in the City of Lansing, this 18th day of April , 2023.*

Linda Clegg, Director

Corporations, Securities & Commercial Licensing Bureau



Development Experience

Community Housing Network Project Development

Program Statement

CHN provides housing-related programs and services including: affordable housing development; supportive housing programs; property management; the Housing Resource Center; community housing programs and outreach; foreclosure prevention and homebuyer education; community education and advocacy.

Housing Development Overview

Since its inception in 2001, CHN has developed 888 units of housing. CHN has been able to accomplish this by accessing a variety of public and private funding from sources such as:

- MSHDA Low Income Housing Tax Credit (LIHTC)
- Federal Home Loan Bank of Indianapolis, Pittsburgh and Cincinnati Affordable Housing Program (AHP)
- Oakland and Macomb County HOME
- HUD Section 811
- Private financing

List of CHN Housing Development Projects

Community Housing Network has consistently and progressively developed larger and more complicated housing developments in the Southeast Michigan region. CHN has developed affordable housing and supportive housing using a variety of partnerships and funding sources. CHN has the proven ability and track record that it can deliver housing developments that benefit the people it serves, the community, financial investors and all involved stakeholders. CHN has extensive experience developing housing as demonstrated by the table below:

<i>Name of Housing Development</i>	<i>Location</i>	<i># of Units</i>	<i>Investment Amount</i>	<i>Year of Funding</i>
Palmer Pointe Townhomes	Pontiac, MI	24	\$5,695,991	2011
Unity Park NSP Single Family Homeownership	Pontiac, MI	6	\$1,371,000	2011
Unity Park Rentals I	Pontiac, MI	32	\$8,680,199	2013
Grafton Townhomes	Eastpointe, MI	48	\$11,621,515	2014
Unity Park Rentals III	Pontiac, MI	12	\$3,229,340	2015
Jefferson Oaks	Oak Park, MI	60	\$17,891,876	2015
Unity Park Rentals II	Pontiac, MI	12	\$3,258,407	2015
Unity Park Rentals IV	Pontiac MI	11	\$3,337,860	2016
Erin Park Townhomes	Eastpointe, MI	52	\$16,147,055	2019

<i>Name of Housing Development</i>	<i>Location</i>	<i># of Units</i>	<i>Investment Amount</i>	<i>Year of Funding</i>
Erin Park Townhomes	Eastpointe, MI	52	\$16,147,055	2019
Garfield Landing	Sault Ste Marie, MI	36	\$11,460,000	2021
County Annex	Sault Ste Marie , MI	11	\$3,195,471	2022

Garfield Landing 510 E Spruce St, Sault Ste. Marie, MI 49783

QUICK FACTS

Built: 1898

Units: 2 studios, 18 one-bedroom and 16 two-bedroom apartment units

Total Investment: \$11.9 million

Construction Start: November 2022

Construction Finished: December 2023

DEVELOPMENT TEAM MEMBERS

Historic Consultant: Kristine Kidorf

Architect: Hooker DeJong

Contractor: Oakwood Construction

Consultant: ACERA, Inc.

Property Management: KMG Prestige

Partners: Sault St. Marie Tribe of Chippewa Indians & Chippewa County Community Foundation.

FUNDING

Chippewa County Community Foundation

Central Savings Bank

Sault St. Marie Tribe of Chippewa Indians

Historic Tax Credits

Flagstar Bank & Alliant Capital

Owner Equity

About the Development

Historic

Working with the Michigan State Housing Development Authority, the Chippewa County Community Foundation (CCCCF), the Sault St. Marie Tribe of Chippewa Indians, and the National Park Service this development will preserve this historic sandstone, Late Victorian Ward school for generations to come.

Quality

The 20,000 square foot, three level building will be converted into 14 high quality, affordable apartments. An additional two buildings will be constructed on the site, adding 22 units. Rents will range from \$360 to \$920 a month.

Affordable

Rents will range from 30% to 80% of the Area Median Income as well as having 6 additional vouchers from the Sault Tribe Housing Commission will ensure deep affordability for the residents.



The Annex

300 Court St, Sault Ste. Marie, MI 49783

QUICK FACTS

Built: 1937

Units: 4 two-bedroom and 7 one-bedroom apartment units

Total Investment: \$3.2 million

Construction Start: November 2022

Construction Finished: December 2023

DEVELOPMENT TEAM MEMBERS

Historic Tax Credits: Impact Capital Partners

Historic Consultant: Kristine Kidorf

Architect: ASL Architects

Contractor: Oakwood Construction

Consultant: ACERA, Inc.

Property Management: KMG Prestige

FUNDING

Michigan Economic Development Corporation (MEDC)

Central Savings Bank

Sault Ste Marie DDA

Historic Tax Credits

Impact Credit Partners, LLC

Owner Equity

About the Development

Historic

Working with the Michigan Economic Development Corporation and the National Park Service this development will preserve this historic Art Deco building for generations to come.

Quality

The 14,250 square foot, three level building will be converted into 11 high quality, market rate apartments. Rents will range from \$850 to \$1,350 a month.

Mural & Sign

Thanks to grants from the Sault Ste Marie DDA, the building will be enhanced by a mural on the western side and a sign on the eastern side.

Jobs

36 short term jobs and 5 long term jobs are expected from this investment.



Erin Park 15106 Erin Park Avenue, Eastpointe, MI 48021

QUICK FACTS

Built: 2021

Units: 6 one-bedroom, 20 two-bedroom,
and 26 three-bedroom duplex units

Total Investment: \$16.1 million

Construction Start: July 2020

Construction Finished: October 2021

DEVELOPMENT TEAM MEMBERS

Development Partner: Cove Investments

Site Control: Eastpointe Community Schools

Architect: Hooker DeJong

Contractor: Rohde Construction

Consultant: ACERA, Inc.

Property Management: KMG Prestige

FUNDING

Michigan State Housing Development
Authority (MSHDA)

JP Morgan Chase

Macomb Community Action

Alliant Capital

Owner Equity

About the Development

Site

The Deerfield School property was demolished and transformed into a mixed-income development consisting of 52 duplex style units. All units are long term lease to purchase.

Quality

The 9-acre site was developed into 52 quality, affordable duplex units. A community center and playground were also built for the residents.

Affordable

Rents will range from 30% to 80% of the Area Median Income with rents ranging from \$550 to \$1,500. CHN secured Section 811 and MSHDA rental assistance for 25 of the units. 17 units provide Permanent Supportive Housing for families transitioning from homelessness and 8 units are reserved for those with disabilities and low income.



Unity Park Rentals - Phases I-V 333 Auburn Ave., Pontiac, MI 48342

QUICK FACTS

Built: 2013 to 2022

Units: 10 one-bedroom, 14 two-bedroom, 33 three-bedroom and 22 four-bedroom scattered site, single family homes

Total Investment: \$22.1 million

Construction Start: 2013

Construction Finished: 2022

DEVELOPMENT TEAM MEMBERS

Site Control: Michigan Land Bank, City of Pontiac and Oakland County

Architects: TDG Architects, Economides Inc.

Contractor: West Construction Services & Rohde Construction

Consultant: ACERA, Inc.

Property Management: KMG Prestige

FUNDING

Michigan State Housing Development Authority (MSHDA)

PNC Bank

FHLB Pittsburgh & Indianapolis

Oakland County

Owner Equity

About the Development

Site

CHN has transformed the Unity Park neighborhood of Pontiac. The 79 single family homes development demonstrates CHN's large-scale community revitalization efforts in the neighborhood.

Community

Anchoring the development is the community center and outdoor space where residents can receive services from CHN staff and build a sense of community with their neighbors.

Affordable

Rents will range from 30% to 80% of the Area Median. 38 units provide Permanent Supportive Housing for families transitioning from homelessness.

Grafton Townhomes

14800 E 9 Mile Rd, Eastpointe, MI 48021

QUICK FACTS

Built: 2015

Units: 24 two-bedroom and 24 three-bedroom townhome units

Total Investment: \$11.5 million

Construction Start: March 2015

Construction Finished: December 2015

DEVELOPMENT TEAM MEMBERS

Site Control: City of Eastpointe

Architect: Fusco Shaffer & Pappas

Contractor: O'Brien Construction

Consultant: ACERA, Inc.

Property Management: KMG Prestige

FUNDING

Michigan State Housing Development Authority (MSHDA)

PNC Bank

Federal Home Loan Bank of Indianapolis

About the Development

Site

Grafton Townhomes is targeted for low and very low-income residents (30%-60% AMI), including 12 units of Permanent Supportive Housing for families that are homeless or have special needs. It offers community space, a community garden, and a playground for the residents to enjoy.

Quality

All 48 units are energy efficient, with one or two full baths, a modern kitchen, walk-in closets, and central air. 5 of the units are barrier free with zero-step entrances.

Support

Rents range from 30% to 60% of the Area Median Income. CHN and 7 service providers are available to help with the residents' different needs including mental health, legal services, and job training.



Jefferson Oaks

22001 Republic Ave, Oak Park, MI 48237

QUICK FACTS

Built: 2018

Units: 9 one-bedroom, 11 two-bedroom, 24 Three-bedroom, & 16 four-bedroom units

Total Investment: \$17.9 million

Construction Start: May 2017

Construction Finished: August 2018

DEVELOPMENT TEAM MEMBERS

Site Control: Ferndale Public Schools

Architect: Fusco Shafer & Pappas, Inc.

Contractor: O'Brien Construction Company

Consultant: ACERA, Inc.

Property Management: KMG Prestige

FUNDING

Michigan State Housing Development Authority (MSHDA)

UnitedHealthcare

Cinnaire

Owner Equity

About the Development

Adaptive Resuse

Jefferson Oaks features the adaptive reuse of the vacant Thomas Jefferson School building, including 20 one- and two-bedroom apartments and community space. The community also includes an additional 40 three- and four-bedroom new construction, townhome-style units. 21 of the homes are Permanent Supportive Housing units, with project based vouchers and additional supportive services.

Community

Jefferson Oaks tenants have access to a variety of community amenities, including a community room, playscapes, and a privately funded Community Revitalization Coordinator.

Affordable

Rents will range from 30% to 60% of the Area Median Income.



Palmer Pointe Townhomes 580 Palmer Dr, Pontiac, MI 48342

QUICK FACTS

Built: 2013

Units: 16 two-bedroom, 8 three-bedroom townhomes

Total Investment: \$5.7 million

Construction Start: February 2012

Construction Finished: September 2013

DEVELOPMENT TEAM MEMBERS

Site Control: Oakland County Treasurer

Architects: Economides Inc.

Contractor: West Construction Services

Consultant: ACERA, Inc.

Property Management: KMG Prestige

FUNDING

Michigan State Housing Development Authority (MSHDA)

Huntington Bank

Federal Home Loan Bank of Indianapolis

Owner Equity

Cinnaire

About the Development

Site

CHN built 24 units on the vacant 1.8 acre site. This project is intended to increase affordable and accessible housing, promote community development, and attain community stabilization within the City of Pontiac.

Community

The development was constructed on a tax foreclosed parcel of land that was intended to be a phase 2 of a townhome development. The architect matched the construction materials and style of the adjacent townhomes so the units blend in seamlessly with the community.

Affordable

Rents range from 30% to 60% of the Area Median. 9 units provide Permanent Supportive Housing for families coming from homelessness.



Organizational Structure and Profiles of Key Staff

Organizational Structure and Profiles of Principles and Key Staff

Community Housing Network (CHN) is a leader in developing affordable and permanent supportive housing across Southeast Michigan. The organization's mission is to strengthen communities by connecting people to housing resources. CHN is a 501(c)(3) nonprofit organization, based in Troy, Michigan and operating in Michigan. Our staff totals over 100, including employees, AmeriCorps members, and interns.

Corporate governance comes from a nine-member board of directors. Our board members bring with them considerable real estate development, affordable housing development, finance, and legal experience, enabling them to provide effective guidance and governance of CHN.

Key staff of CHN that will be involved with this development include:

Marc Craig, President

Marc Craig will provide project oversight and guidance. He is the founding president of CHN. Since 2001, CHN has leveraged investments from MSHDA, HOME, FHLBI, LIHTC, HUD section 811, and more. Marc has over 25 years of experience and has served as Board President for the Alliance for Housing, Oakland County Continuum of Care, and has served as a board member for CEDAM, AHAC, Opportunity Resource Fund, the FHLBI advisory council, and the Oakland County Community and Home Improvement Advisory Council. He is an executive member of MSHDA's Building Together Committee. In 2013, he received Leadership Oakland's "Leader of Leaders" award.

Kirsten Elliott, Chief Operating Officer and Vice President

Kirsten Elliott joined CHN in 2001 and is the Chief Operating Officer and Vice President. Kirsten has secured \$76 million in LIHTC credits, \$6.8 million in HOME grant programs, \$13.3 in section 811, \$2.5 Million in FHLBI grants, and has developed over 873 units of high-quality affordable housing. Kirsten has leveraged her expertise to help Oakland County Continuum of Care receive more than \$42.8 million from HUD in awards to service providers. She is also a licensed real estate salesperson in Michigan. Kirsten is President of the CEDAM board and is a board member of the Furniture Bank of Southeast Michigan. She is the recipient of the 2015 Leadership Oakland's "Leader of Leaders" award, 2018 CEDAM Community Development Advocate of the Year, the 2018 Corrie Blair Building Inclusive Communities Award, and was named by Crain's Detroit as a notable woman in real estate in 2019.

Shelley Brinkmann, Vice President of Real Estate

Shelley has worked for CHN since its inception in 2001. Starting as a Property Manager, Shelley moved on to become the Director of the Property and Asset Management and is currently the Vice President of Real Estate. As Vice President of Real Estate, Shelley oversees all building, rehabilitation and property management aspects of CHN housing. Shelley and her team identify, apply and manage all grants and funding that allow CHN to develop housing across Michigan.

Shelley has a BA in Finance from Michigan State University. She is a Licensed Real Estate Agent, Licensed Social Worker, and Certified HQS Inspector. Shelley team including development project managers, property and asset managers, an inspection specialist, support brokers and a software analyst. She also oversees maintenance and compliance for 23 different companies with various funding streams to obtain affordable housing grants: HOME funds, HUD 811's, Section 8, and FHLB funds.

Carrie Mendoza, Vice President and Chief Financial Officer

Carrie Mendoza will provide financial oversight, direction, and compliance. She joined CHN in 2014 and is the Vice President and Chief Financial Officer. Carrie has over 18 years of experience and is specialized in non-profit organizations and has served clients with net assets of \$300,000 to over \$4 billion. Carrie has strategically enhanced and diversified CHN's financial portfolio, implemented policies and procedures to support CHN's ongoing compliance and a risk management program, and has led CHN to achieving 3 year CARF accreditation.

CJ Felton, Director of Real Estate Development

C.J. Felton will assist Shelley Brinkmann with construction management and deal structuring, and he will manage approval processes. He joined Community Housing Network in 2009 and is the Director of Real Estate Development. In this role he works primarily on new development sourcing and relationship management in the communities CHN is either currently working or hopes to work. He is also a licensed real estate salesperson in Michigan. C.J. serves on the PNC Bank Community Development Banking Advisory Board, was a member of Leadership Oakland Cornerstone class XXIII and Advanced Leadership Institute class II and was named to the Leadership Oakland Board of Directors in 2015, where he just finished serving as President.

Allan Martin, President, Innovative Community Solutions

Allan Martin will provide technical assistance, deal structuring assistance, tax credit and funding consultancy, and construction draw management. He has served as an extension of CHN's real estate development team for the past ten years and is president of ACERA, Inc, a consulting firm whose portfolio includes over \$270 Million of developments. He brings strong expertise and 29 years of experience developing affordable and permanent supportive housing. He has worked on numerous deals, especially including multilayered financing sources such as Affordable Housing Program funds, HOME, Section 811, bonds, and others. He also has countless relationships that he leverages to assemble strong, experienced, expert development teams. Allan has served as City of Hart Planning Commission Member, Hart Main Street Board Member, Silver Lake Hart Chamber of Commerce Board Member, and more. He's received an Award of Merit for Affordable Housing from the Builders Association of Metro-Flint, an Outstanding Initiative in Affordable Housing from the Flint Area Association of Realtors, and the Great Lakes Capital Fund Peterson Award for Supportive Housing Developer of the year.



Opening Doors • Transforming Lives.

Resumes of Key Staff

Marc Craig
Kirsten Elliott
Carrie Mendoza
Shelley Brinkmann
C.J. Felton
Greg Holman
Dave Rose
Al Martin

Marc Craig

248.269.1300, mcraig@chninc.net

PRESIDENT

Over 25 years successful experience providing fiscal, strategic and operations leadership in creating affordable housing, ending homelessness and strengthening communities.

A passionate advocate for sustainable inclusive communities, securing permanent solutions through proven strategies of prevention and responsive to the changing needs of the community, Marc has spent more than 25 years building on his vision of helping disenfranchised members of society attain the dream of living in homes of their choice, in communities of their choice. A leading provider of homeless prevention resources and programs in the community, including housing counseling, foreclosure prevention counseling and financial education, CHN has become the largest provider of permanent supportive housing in both Oakland and Macomb counties.

Additional areas of expertise include:

- Strategy, Vision & Mission Planning
- Contract Negotiations & Strategic Alliances
- Public Policy
- Creating Sustainable, Inclusive Communities
- Securing Permanent Housing Solutions
- Homeless Prevention Strategies
- Finance, Budgeting & Cost Management
- Public Relations & Media Affairs
- Policy & Procedure Development
- Government Regulations & Relations
- Human Resources Management
- Team Building & Performance Improvement

PROFESSIONAL EXPERIENCE

FOUNDING PRESIDENT/CEO

2001-

Present

COMMUNITY HOUSING NETWORK, TROY, MI

President and CEO leading a team that has leveraged more than \$122.3 million in resources to create and maintain the stock of affordable housing in metro Detroit, maintaining offices in Oakland and Macomb Counties. Provides fiscal, strategic and operational leadership to reduce indebtedness, create growth and improve operating results. Creates internal procedures and controls, organized/allocated staff and implements best practices and performance monitoring systems in support of continuous improvement.

Notable Accomplishments:

- CHN named one of the Detroit Free Press Top 100 Workplaces in Michigan every year since 2012
- Providing supportive housing programs, housing more than 536 adults and children with disabilities who had been homeless
- Fielding more than 2,000 calls a month to the Housing Resource Center from people in a housing crisis
- Managing 813 leases for 671 properties and houses, approximately 2,172 people in residences for people with disabilities in Oakland, Macomb, Wayne and St. Clair counties
- Creating 823 units of affordable housing, including supportive housing units

**FOUNDING PRESIDENT
2001**

1990-

SPRINGHILL HOUSING CORPORATION

Served in various volunteer capacities including President and Executive Director of a successful non-profit housing organization. Had primary responsibility for board and organizational development, housing development, and administration. Certified CHDO receiving HOME funds and a recipient of HUD 811 grants, FNMA programs, and others. Springhill now owns and manages dozens of properties with a total value in excess of \$8 million, and manages the first Pooled Accounts Trust formed in Michigan. Currently participates in management through an Administrative Services Agreement between Springhill and Community Housing Network.

**MACOMB OAKLAND REGIONAL CENTER and MORC, INC.
2001**

1980-

Positions of progressively increasing responsibility in the area of program and housing development for people with disabilities. Diverse responsibilities including recruitment and licensing of foster care families, developing group homes, and property management.

EDUCATION

Strategic Perspectives in Nonprofit Management, Harvard Business School
Central Michigan University, MSA
Michigan State University, BA, Psychology

LICENSURE

Michigan Real Estate Broker

BOARDS & MEMBERSHIPS (partial listing)

Oakland County Community and Home Improvement Division Advisory Council
Community Economic Development Association of Michigan (CEDAM)
Board Chair, 2010-2014

Federal Home Loan Bank of Indianapolis' Affordable Housing Advisory Council (AHAC)
Chairman, 2013

The Alliance for Housing, Oakland County Continuum of Care, Board President, 2011-Present
Trustee and Loan Committee Chair, Opportunity Resource Fund

HONORS & AWARDS

2013 Leadership Oakland, "Leader of Leaders" award for professional leadership

Kirsten Elliott

248.269.1302, kelliott@chninc.net

CHIEF OPERATING OFFICER AND VICE PRESIDENT

19 years as a successful, experienced administrator of project and program development in creating affordable housing for people in need

Kirsten has spent over 19 years helping disenfranchised members of society attain the dream of living in homes of their choice, in communities of their choice. Kirsten is a committed, experienced, non-profit administrator of a federally funded community development organization with additional leadership experience in diverse non-profit activities. She is a passionate advocate for sustainable inclusive communities, securing permanent solutions through proven strategies of prevention and responsive to the changing needs of the community. Her extensive experience utilizing strong analytical and problem solving skills to develop and implement procedures and projects.

Additional areas of expertise include:

- Federal Grant Writing
- Program Development
- Creating Sustainable, Inclusive Communities
- Securing Permanent Housing Solutions
- Homeless Prevention Strategies
- Community Outreach/Facilitation
- Public/Private Partnerships
- Effective Public Speaker
- Affordable Real Estate Development
- Knowledge of Disability Issues
- Writing and Developing CoC Applications
- Non-profit management

PROFESSIONAL EXPERIENCE

COMMUNITY HOUSING NETWORK, TROY, MI.

2001-Present

CHIEF OPERATING OFFICER AND VICE PRESIDENT

2021-Present

As Chief Operating Officer and Vice President, Kirsten collaborates with the President in setting and driving organizational vision, operational strategy, overseeing company operations and building a highly inclusive culture ensuring the organizational outcomes are met. Kirsten translates strategy into actionable goals for performance and growth helping to implement organization-wide goal setting, performance management and annual operating planning.

VICE PRESIDENT OF DEVELOPMENT

2006-2021

As Vice President of Development, Kirsten oversaw all aspects of real estate development including site selection, due diligence exploration, financial analysis, budgeting, contract negotiation, development consultant management, site acquisition, investment package creation, coordination of the permitting process, execution of the construction documents, and general contractor management. Kirsten also oversaw program and fund development initiatives. She advocated for increases in funding for affordable housing at the local, state and federal levels. Kirsten analyzed proposed legislation, regulations, or rule changes in order to determine how agency services could be impacted and functions as consultant to agency staff and other

community programs regarding the interpretation of program-related federal, state and county regulations and policies. Kirsten is an active speaker to community groups to explain and interpret agency purposes, programs and policies.

Notable Accomplishments:

- Secured \$54.1 million in Low Income Housing Tax Credits since 2011.
- Created more than 744 units of affordable housing for people with low to moderate incomes, including supportive housing units.
- Led the effort to revitalize and stabilize Unity Park, Pontiac MI utilizing Neighborhood Stabilization Program (NSP2). NSP2 is a partnership approach addressing a region-wide concern: foreclosed or abandoned homes, empty lots, and plummeting home values. Worked in partnership with Venture, Inc., the development featured 12 new-construction upscale homes at starter-home prices for less than \$70,000.
- Supervised the development and administration of \$6.8 million of HOME grant programs used to acquire and rehabilitate homes for individuals with disabilities and others in need, both rental and homeownership.
- Successfully developed 17 HUD Supportive Housing Programs for homeless families that created more than 410 units of housing with an annual budget of more than \$2.7 million.
- Successfully developed and implemented four HUD Section 811 grants resulting in \$13.3 million to produce 47 new units of affordable housing for people with disabilities.
- Accessed more than \$2.5 million in grants from the Federal Home Loan Bank of Indianapolis and other sources to leverage housing development program funds.
- Coordinated four county-wide homeless street counts deploying hundreds of volunteers.
- Lead the effort to develop and implement the Homeless Management Information Systems (HMIS) in Oakland County.
- Served at the co-chair of the Oakland County Continuum of Care, wrote the Consolidated Application to HUD, resulting in more than \$42.8 million awarded to homeless service providers since 2002.

HOUSING RESOURCE CENTER MANAGER

2001-2006

Kirsten worked as a National Center for Housing Management (NCHM) Certified Occupancy Specialist, and provided technical assistance to consumers applying to multi-family housing and assistance in annual recertification. Kirsten is a Certified MSHDA Home-buyer Counselor, providing home-buyer counseling for MSHDA, Rural Development and HUD and she had extensive knowledge of Fannie Mae and other low-income home-buying programs. During her time as Housing Resource Center Manager, Kirsten represented Community Housing Network in relevant meetings at county and state levels.

Notable Accomplishments:

- Researched, developed, and maintained Housing Resource Center.
- Provided consultation and direct technical assistance to individuals with disabilities and their families regarding housing issues.
- Coordinated the development of a web-enabled housing information database, roommate database, and organization website.
- Maintained daily operations of the organization's website and databases.

EDUCATION

Bachelors of Fine Art, Wayne State University, Detroit, MI

CERTIFICATIONS

Leadership Oakland – Class XVI

Grantsmanship Training Program Certificate

Community Economic Development Association of Michigan (CEDAM) - Real Estate
Development Training Program Certificate

Corporation for Supportive Housing (CSH) - Michigan Supportive Housing Institute Certificate

National Center Housing Management (NCHM) - Certified Occupancy Specialist

Michigan State Housing Development Authority (MSHDA) - Housing Quality Standards
Inspector

Michigan State Housing Development Authority - Certified Home-Buyer Counselor

BOARDS & MEMBERSHIPS (partial listing)

1. Board Member, Community Economic Development Association of Michigan (CEDAM)

2. Board Member, Furniture Bank of Southeastern Michigan

3. Member, Alliance for Housing, Oakland County Continuum of Care

4. Alumni member, Leadership Oakland.

HONORS & AWARDS

2019 Crain's Most Notable Women of the Year Award

2019 CEDAM CED Advocate of the Year

2018 Corrie Bair Building Inclusive Communities Award

2015 Leader of Leaders- Exemplary Public Leadership, Leadership Oakland

2004 Homeless service award- Oakland County Taskforce on Homelessness and Affordable Housing

Carrie Mendoza

EXECUTIVE SUMMARY

Executive leader with more than 20 years of experience in not-for-profit accounting and a strong background in financial and compliance audits. Significant experience leading all aspects of financial reporting. Provides strategic leadership for planning, executing and leading the financial management of the organization including implementation of policies, procedures and controls. Excellent project and people manager with exceptional organizational skills.

PROFESSIONAL EXPERIENCE

COMMUNITY HOUSING NETWORK INC

Troy, MI

Vice President/Chief Financial Officer

2014- Present

- Directs the fiscal functions of the organization in accordance with generally accepted accounting principles, with consolidated assets of over \$57 million.
- Ensures continued innovation, inclusion, integrity, passion and a diversified financial portfolio into the future.
- Supervises directly or indirectly all employees in the accounting and compliance areas
- Maintains compliance with internal and external audits and reporting requirements for the organization and over forty-five grants and contracts, including twenty-five federal grants through the Department of Housing and Urban Development.
- Oversight of Community Housing Network and its more than thirty-three affiliated entities.
- Develops, implements and enforces policies and procedures of the organization by way of systems that will improve overall operation and effectiveness and mitigate risk.
- Improved timeliness and effectiveness in budgeting and other areas by implementing electronic and streamlined process solutions.
- Created a 401(k) Administrative committee and made changes to the Plan that has led to increased utilization and reduced expenses
- Led strategic plan work groups within the organization which led to increased efficiencies and staff satisfaction
- Oversight over cash reserve and investment policies

PLANTE & MORAN, PLC

Auburn Hills, MI

Audit Manager

2001 – 2014

Accounting/Audit/Finance Experience

- Specialization in not-for-profit (NFP) organizations: including emphasis in foundations, country clubs, health and human service organizations and employee benefit plans (EBP) including pensions, 401 (k), and 403(b) plans (including "church"

plans). Also, significant experience with higher education institutions, single (A-133) compliance audits and Form 990.

- Served various clients with net assets of \$300,000 to over \$4 billion
- Prepared and conducted effective presentations to the Board of Directors and management regarding financial statements/internal controls and communicated opportunities for improving operational controls and accounting efficiencies
- •Understanding of complex accounting standards, including research, consultation of matters and ability to communicate technical issues clearly
- Extensive investment audit experience, specifically focused on the valuation of alternative investments and client assistance with the implementation of accounting standard code (ASC) 820: Fair Value Measurements
- Completed effective financial analysis, including review of budgets/forecasts and related variances and analytical review of data and reporting
- Member of the NFP and ESP professional standards technical team, responsible for the final quality review of financial statements/reports prior to report issuance
- Participated in audit program re-engineering, streamlining and development and organized the testing approach of the Case Ware (audit technology) changes

Team Management Experience

- Conducted individual performance evaluations with team members concentrating on firm and personal selected core competencies
- Supervised multiple concurrent staff and projects.
- Prioritized to meet client deadlines, including the timely review of staff work product and suggested improvements
- Led decision-making process for teams regarding proper application of accounting to auditing approach
- Formal and informal "Buddy" to staff, ensuring understanding of firm policy and procedures

Training Experience

- Seasoned presenter for the firm. Led trainings for several annual boot camp technical trainings (for new employees) and experienced regional technical trainings for all levels (including partners) for several years,
- Designed, presented and annually updated a self-study and webinar training for new auditors that is part of the core training for auditors
- Performed internal efficiency and compliance reviews for other audit engagements, suggested audit approach improvements and communicated any deficiencies in compliance with audit and accounting standards
- Developed and presented educational webinars available internally and externally available on Plante Moran website

Leadership Experience

- Volunteered time to help organizations, including participation in the judging of the *Crain's Detroit Business* best managed not-for-profit contest and leading a presentation to the International Delegation of NGO leaders from Belarus regarding not-for-profits in the United States
- Implemented an intranet page providing central and standardized auditor best practice guidance

- Co-authored articles for Plante Moran Industry Perspectives (industry-based informational newsletters provided to clients and prospects of the firm)
- *Office Co-Champion* for benefit plan audits, involved working with the practice leader to grow the practice with focus on the coordination of staffing and scheduling, acted as a technical resource and led practice development efforts
- Active participant in the *Women in Leadership Initiative*: Mentor | Mentee program and designated representative at networking events targeted at women leaders in business, advanced networking and practice development skills

EDUCATION

Oakland University
December 2000

Rochester, MI
Bachelor of Science- *Accounting*
Minor- *Applied Technology in Business*

- Graduated with high distinction, Magna Cum Laude
- Served as officer Beta Alpha PSI Professional Business Fraternity and member of OASIS (Oakland Accounting Students Information Society)

PROFESSIONAL DESIGNATIONS & ORGANIZATIONS

- Certified Public Accountant - State of Michigan
- American Institute of CPAs. (AICPA), member
- Michigan Association of Certified Public Accountants (MICPA), member and previous member of the Employee Benefits Task Force
- Speaker at the Compensation and Benefits Conference of the American Society of Employers.- "Weaving Your Way Through Common Employee Benefit Plan Audit And Compliance Pitfalls"
- Speaker at the Audits of Employee Benefit Plans Conference of the MICPA- "Navigating Employee Benefit Plan Internal Controls"
- Leadership Oakland Alumna
- Speaker at the Talent Strategy Summit of the Michigan Nonprofit Association

TECHNOLOGY

- Advanced knowledge of Microsoft Office including Excel, PowerPoint, and Word, and communication databases including Microsoft Outlook and CRM
- Experience with Financial Edge accounting software, Prosystems FX tax software, CaseWare Audit software, and IDEA

Professional Profile

I have over 20 years of experience helping disenfranchised members of society attain the dream of living in the homes of their choice. I am a committed, experienced, non-profit administrator of a federally funded community development organization. My passion is advocating for sustainable inclusive communities by securing permanent solutions through proven strategies of prevention while responding to the changing needs of the community. I have extensive experience utilizing strong analytical and problem solving skills to develop and implement procedures and projects.

Additional areas of expertise include:

- Creating sustainable, inclusive communities
- Increasing accountability
- Team building
- Housing and Support Coordination
- Detail oriented with excellent time management skills
- Developing and implementing innovative Programs
- Creating excellent work environments
- Housing and Support coordination
- Grant implementation and compliance
- Non-profit management

Experience

Community Housing Network, Inc. **2001 - Present**

Vice President of Real Estate **2021 - Present**

- Oversee all aspects of real estate development including site selection, due diligence exploration, financial analysis, budgeting, contract negotiation, development consultant management, site acquisition, investment package creation, coordination of the permitting process, execution of the construction documents, and general contractor management.
- All responsibilities listed in position below remain.

Director of Property and Asset Management **2016 – 2021**

- Oversee property and asset management including maintenance and inspections for 23 companies with various funding streams to assure compliance with affordable housing grants. This includes single family scattered sites as well as multifamily housing with HOME funds, HUD 811's grants, various Federal Home Loan Bank's affordable housing grants and Low Income Housing Tax Credit developments.
- Lead a team in creating a new website for community mental health partners in Oakland County. This tool allows community partners to search for openings in group homes and find housing that is best suited for the individuals they serve. There is also a roommate matching component to help those who would like or need to live with others to connect. This tool creates transparency and affords individuals greater choice in their living options.

Manager of Property and Asset Management **2014 -2016**

- Oversight of a team of property and asset managers, maintenance manager and an inspection specialist. Responsible for maintaining compliance in affordable housing developments located throughout Oakland, Macomb, Wayne and St. Clair counties.
- All duties listed in position below remained.

Property and Asset Manager

2001 – 2014

- Manage property maintenance and leasing budget in excess of \$4 million dollars for up to 225 licensed homes in Oakland County. This included negotiating and writing leases, conducting Housing Quality Standards inspections, assess, schedule and authorize payments for rehabilitation projects and preventative maintenance, and maintain accurate and up to date property management records.
- Accurate tracking and budgeting of property management expenses by forecasting maintenance, preparing annual budgets, analyzing variances.
- Assist people with disabilities, their families, and professionals in assessing, selecting, and securing various housing arrangements.
- Maintain compliance with affordable housing developments located in Oakland County.

Licensure

Licensed Social Worker

Licensed Real Estate Salesperson

Michigan State Housing Development Authority(MSHDA) – Housing Quality Standards Inspector

Education

Bachelor of Arts in Finance, Michigan State University, East Lansing

C.J. FELTON

PROFESSIONAL PROFILE

Experienced leader with a unique combination of leadership and management skills developed in both the nonprofit and for-profit sectors. Collaborative, team focused, energetic, positive, and hands-on professional who embraces accountability and diversity and thrives in a dynamic environment.

SKILLS & ABILITIES

- Real estate, fund & resource development
- Relationship building & stewardship
- Top & bottom line management
- Grant writing
- Sales, marketing, operations & administrative expertise
- Program development & implementation
- Event planning & execution
- Written and verbal communications
- Presentation development & delivery
- Customer service

EXPERIENCE

COMMUNITY HOUSING NETWORK

2009 – Present

Serving in progressively responsible leadership positions for the nonprofit organization that provides housing and housing resources for people with disabilities, people who are homeless, people with low-income, and other vulnerable residents of SE Michigan.

➤ DIRECTOR OF REAL ESTATE DEVELOPMENT

2019 - Present

Leading a team of three other staff members, responsible for real estate development activities including project identification, community engagement, site control, funding resourcing, and project management.

➤ DIRECTOR OF DEVELOPMENT

2017- 2018

In this newly created role, continued to be responsible for all aspects of the Director of Resource Development and Communications position and added responsibility for assistance with real estate development including project identification, site control, funding resourcing, and project management.

➤ DIRECTOR OF RESOURCE DEVELOPMENT & COMMUNICATIONS

2012 – 2017

Led a team of seven staff members, directing fund and resource development including grant development; communications, public relations, and marketing; community engagement; and special events. Also manages the Housing Counseling program that provides homebuyer, financial capabilities, and renter education.

- Directed the development and successful application for the organization's first significant private foundation grant program

- Developed a relationship with The Mars Agency resulting in a \$30,000 in-kind donation of rebranding services for the organization's annual event
- Played a central role in bringing more than \$20 million in revitalization funds that are transforming the Unity Park neighborhood in Pontiac, and personally guided 10 low- and moderate-income households through the qualification and purchase process as they achieved their dreams of homeownership
- Won two state-wide Housing Counseling agency of the year awards in 2013

➤ **PROGRAM DEVELOPMENT SUPERVISOR**

2010 – 2012

Managed a team of three overseeing grant development and management, program development, and new business development

- Created, proposed, and was awarded \$225,000 from the Developmental Disability Council of Michigan for a new program to help people with disabilities advocate for additional housing options and choices
- Managed portions of the creation and submission of the organization's first successful Low Income Housing Tax Credit application, a \$5.8 million development in Pontiac
- Developed, secured funding, and successfully implemented a business plan to expand Housing Counseling services from one part-time Homeownership counselor to a 10 member team providing homebuyer, foreclosure prevention and mitigation, and financial education services with an annual budget of over \$300,000

➤ **COMMUNITY DEVELOPMENT COORDINATOR**

2009 - 2010

Responsible for volunteer and intern recruitment and engagement, managing the annual Adopt A Family holiday giving program, co-managing the annual signature fundraising event, and building relationships with community stakeholders

- Increased Adopt A Family participation from 200 individuals in 2008 to over 450 in 2010 through a campaign to generate new cash and in-kind donations to the program
- Collaborated on the redesign the organization's annual fundraising event, increasing attendance by over 40% and event revenues by over 65% over a two year period
-

**PROFESSIONAL
AFFILIATIONS**

- Leadership Oakland Board of Directors
- Leadership Oakland Cornerstone Class XXIII and Advanced Leadership Institute Class II
- PNC Bank Community Development Banking Advisory Board
- Licensed Real Estate Salesperson, State of Michigan

GREG HOLMAN, AICP

1234 ST AUBIN PLACE, DETROIT, MI 48207 • 248-798-9877 • HOLMANGR@GMAIL.COM

EDUCATION

University of Michigan | Ann Arbor, MI | May 2011

Master of Urban Planning, Taubman College of Architecture and Urban Planning; Master of Public Policy, Gerald R. Ford School of Public Policy

Michigan State University | East Lansing, MI | December 2006

Bachelor of Arts, Social Relations and Policy, James Madison College; Minor, African American History

EXPERIENCE

Community Housing Network, Inc. | Troy, MI | May 2021 – Current

Assistant Project Manager | Contact: C.J. Felton, Director of Real Estate Development

- Responsible for implementing multi-pronged, place-based real estate development strategy throughout all project phases and (funding applications, site acquisition, contracts, programming, design, financing, construction, marketing selling or leasing) adhering to all guidelines and regulations.
- Provide accurate documentation, reporting, and data collection to ensure compliance of grants and/or public-private partnerships.
- Manage all aspects of the homebuyer qualification and approval processes for CHN's homeownership initiatives.
- Review proposal requirements and develop checklists and/or summaries of material needed.
- Write reports and summaries in response to funding source inquiries and to provide program information.
- Conduct research to determine the impact of federal regulations, to keep informed of new housing programs and to determine the need for housing in the local community.
- Maintain project management tasks and timelines.
- Create and organize project files and coordinate letters of support, leveraging letters and MOUs.

City of Ferndale | Ferndale, MI | November 2020 – May 2021

Project Planner | Contact: Jordan Twardy, Director of Community and Economic Development

- Conducted policy research on sustainability, urban planning, community development, and economic development.
- Managed planning applications, including but not limited to zoning determination requests, lot splits, and sign permits.
- Helped prepare for and attend community meetings on development and policy including BZA and Planning Commission.

Detroit Land Bank Authority | Detroit MI | December 2013 – May 2020

Program Manager III | May 2018 to May 2020 | Contact: Carrie Lewand-Monroe, Executive Director

- Worked in a fast-paced environment, responding to 80 to 100 property applications every month for land-based projects throughout the City of Detroit. Vetting proposals for viability, coordinating with the City of Detroit, and working with the applicant to ensure successful implementation of the project.
- Worked closely with community partners to sell land for a myriad of development projects from gardens to parking lots to building affordable housing.
- Worked with different City departments on land-based projects such as park expansions or holding land for future city developments/RFPs.
- Extensive experience with residential real estate valuation, zoning, permitting, title, marketing, and site plans.
- Project Managed close to 200 unique real estate development projects through a complex approval process.

Senior Data Manager | December 2013 to May 2018 | Contact: Carrie Lewand-Monroe, Executive Director

- Managing the allocation of over \$200 million for the Hardest Hit Fund demolition program, leading to the demolition of over 10,000 homes over the past four years. This includes using large data sets and mapping work to strategically select the most viable neighborhoods and demolishing in and around them to ensure their long term viability. This is the largest demolition program in the country and quite possibly the world.
- Created and managed the data systems that ensured the success of the Hardest Hit Fund demolition program.
- Worked on awarding hundreds of demolition, environmental survey, and other contracts in excess of \$150 million
- Worked closely with State of Michigan regulatory agencies to ensure compliance
- Managing the inventory of the Detroit Land Bank Authority (DLBA) and creating the process to transfer property from the City of Detroit to the DLBA. When I started the DLBA owned around 700 parcels and today owns close to 100,000 parcels. I helped to streamline the process that normally took months to transfer a couple of hundred parcels to a couple of weeks to transfer thousands of properties. To date we transferred over 50,000 properties from the City of Detroit to the DLBA.
- Worked closely with the Wayne County Treasurer to create "blight bundles" of thousands of properties for 2014 and 2015 to ensure that strategic properties in foreclosure were not sold and transferred to either the DLBA or the City of Detroit for future productive use.
- Strategic planning and creating maps for economic development projects in the City of Detroit.

GREG HOLMAN, AICP

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EXPERIENCE [CONTINUED]

Planning and Development Department of Detroit | Detroit, MI | June 2011 — November 2013

Special Projects Coordinator | Contact: Karla Henderson, Group Executive Planning and Facilities

- Worked with City departments, banks and non-profits to create a vacant adjacent lot program selling over 300 parcels in one year.
- Instrumental in selling over 1,500 parcels of City owned property for the Hantz Woodlands project. This tree planting and beautification on the near east side brought in \$500,000 of revenue plus additional tax revenues going forward.
- Developed a tracking report on the progress of spending federal funds totaling over \$150 million dollars and provided it to the Director and Mayor's office every two weeks.
- Worked with the County and City agencies to acquire over a million dollars in tax-foreclosed property for strategic reasons.
- Worked with staff on RFP's for the sale and rental of City-owned property.
- Brought in over 1 million dollars in real estate sales and rentals over the last 2 years.
- Worked closely with the Mayor's Office to answer questions relating to Planning and Development.

Downtown Development Authority of Adrian | Adrian, MI | May 2010 — May 2011

Intern and Work Study | Contact: Chris Miller, Director of DDA

- Organized and managed Student Town Initiative; focused on bringing together students with the business and nonprofit community to revitalize the city and downtown of Adrian.
- Helped to design and develop a pilot launch of a fixed bus route connecting the institutions of higher education to the downtown and the rest of the city. Created time tables, stops, and worked with a company to provide real time bus info via the internet or texting.
- Wrote and won a CDBG grant for a \$280,000 farmer's market structure and was responsible for selecting the location.
- Spearheaded a "Redevelopment District Liquor License" resolution to encourage restaurants to rehabilitate downtown buildings and more than doubled the number of liquor licenses available.

Massachusetts Department of Housing and Economic Development | Boston, MA | Summer 2009

Intern | Contact: Robert Pulster, Director of Housing Stabilization

- Developed evaluation tools for pilot homelessness program with 150 participants.
- Helped to manage and audit a pilot program, working with case workers when problems arose.
- Wrote report on the current data management practices with ideas to improve the data collection process.

Northwest Initiative (AmeriCorps Member) | Lansing, MI | December 2007 — July 2008

Program Development Assistant | Contact: Peggy Vaughn-Payne, Director of NorthWest Initiative

- Organized community members, groups, and businesses to advocate for a road diet (removing a lane) on Saginaw and Oakland Road.
- Planned a music festival (2,000 people) and a 3 on 3 basketball tournament (100 kids).
- Developed and ran an after-school homework program (25 kids) and a Saturday boys group (10 kids) for at risk youth.

AWARDS

2013 American Institute of Certified Planners Student Project Award for Applied Research

Recognizing Master's Thesis: "From Revenue to Reuse: Managing Tax-Reverted Properties in Detroit"

2014 Crain's Twenty in their Twenties

Recognizing work on the Hantz's Woodlands development and the Hardest Hit Fund Demolition Program

SKILLS

- Microsoft Office (especially Excel), Smartsheets, Salesforce, Database Management, Adobe Suite, and ArcGIS (Geospatial mapping software)
- Working in diverse and minority communities to achieve goals benefiting all
- Organizing communities, governmental units, and businesses around strategic initiatives
- Understanding and evaluating complex systems of data management and bureaucracy
- Acquisition, disposition, and management of real estate
- Managing federal money and ensuring the efficient execution of those funds
- Understanding the urban planning process and executing plans based on thoughtful data driven planning merged with input from residents and other stakeholders

DAVE ROSE

313.701.2495
6roseds@gmail.com

SKILLS AND PROFICIENCIES

- Building relationships and trust through listening, empathy, and respect
- Spatial analysis using ArcGIS and other geographic information systems
- Data visualization and analysis using Microsoft Excel and Power BI
- Communicating clearly in emails and written correspondence
- Developing and implementing data-driven strategies to solve problems

WORK HISTORY

Housing Development Project Associate Community Housing Network, Inc.

August 2021 to Present

- Collaborate with the real estate development team members to ensure the needs of each project are well defined
- Coordinate to ensure timely submission of reports and applications
- Assist in preparing contracts including funding applications and contracts, including Low Income Housing Tax Credit, Federal Home Loan Bank, and other gap financing applications
- Coordinate real estate and grant project documentation such as submittals, requests for information, contracts, certificates of insurance

Parking Analyst

September 2020 to April 2021

Bedrock Detroit – Parking

- Provided insight and quantitative analysis to inform strategic decision-making
- Developed strategies to maximize the strategic value of Bedrock's parking assets
- Assessed parking demand and multimodal transportation accessibility for new Bedrock developments and acquisitions

Logistics Coordinator

November 2017 to September 2020

Bedrock Detroit – Parking & Mobility

- Allocated and managed monthly parking assignments for 14,000+ team members
- Created business intelligence dashboards to track key performance indicators
- Developed and implemented programs to provide free bus and light rail passes to team members in Phoenix and Detroit

Client Experience Ambassador

October 2016 to November 2017

Bedrock Detroit – Parking & Mobility

- Assisted monthly and transient parkers on a daily average of 100+ inbound calls
- Prepared and analyzed call volume reports to identify trends and resolve problems
- Operated access control systems for monthly cardholders and transient parkers

DAVE ROSE

Assistant Manager
Detroit Hardware Co.

May 2013 to May 2015

- Advised homeowners with home repair questions and recommended solutions and products
- Assisted with application process for lighting and facade improvement grants
- Supervised sales and customer service operations

Mortgage Banker
Quicken Loans, Inc.

October 2016 to November 2017

- Originated home refinance mortgage loans
- Worked with clients to determine eligibility for government and conventional loan programs
- Conducted credit checks and analyzed clients' financial histories

Program Assistant
North End Woodward Community Coalition

August 2012 to December 2012

- Conducted GIS analysis of public transit systems and transit-dependent populations
- Participated in public comment sessions during City Council and Mayoral meetings
- Prepared policy briefs and presentations for community members and leaders

Customer Service Clerk
Detroit Hardware Co.

August 2010 to December 2012

- Assisted customers with questions and problems regarding products and procedures.
- Communicated with suppliers to obtain technical data and troubleshoot products.
- Trained new employees in customer relations, product applications, and machine operation.

EDUCATION

Bachelor of Arts in Urban Studies
Wayne State University, Detroit MI

Class of 2012

EXPERIENCE:

October 2005 - Present ACERA, Inc., Owosso, MI
Owner/President

As owner of ACERA, Inc. provides leadership on all aspects of multi-family housing developments. Works with the Client to successfully complete housing developments throughout the state of Michigan. Current portfolio includes over \$270,000,000 of developments.

Current and former housing development clients include:

- Oceana County Housing Commission, Hart MI
Dave Spitler, Chair
- General Capital Group, Milwaukee WI
Josh Hafron, Member
- Venture, Inc., Pontiac, MI
Susan Harding, Chairman
- Community Housing Network, Troy, MI
Kirsten Elliott, Chief Operating Officer
- Homestretch Non-profit Housing Corporation, Traverse City, MI,
William Merry, Executive Director
- Moore Living Connections, Lansing MI,
James Rooker, Executive Director

October 2002 - September 2005 Rosewood Housing Development Corporation, Flint, MI
Executive Director

Provide oversight for all facets of agency operation. Implement strategic plan as adopted by Board of Directors. Serve as lead for all facets of housing development projects. Function as staff liaison to board. Serve in liaison/leadership capacity with local, state, national organizations.

March 1998 - September 2002 Shelter of Flint, Inc., Flint, MI
Chief Operating Officer

Provided supervision of financial operations, business office, and financial reporting of 501(c)(3) corporation with a \$1,100,000 annual budget. Additional responsibilities included all aspects of Agencies' Housing Development Department, including 120-unit multifamily development, Rosewood Park.

February 1995 - February 1998 Catholic Social Services, Flint, MI
Vice President of Finance

Provided supervision of financial operations, business office, and financial reporting of 501(c)(3) corporation with a \$1,200,000 annual budget.

December 1989 -
January 1995

Northwest Michigan Child Guidance Center, Inc., Traverse City, MI
Controller

Provided supervision of financial operations, business office and financial reporting of 501(c)(3) corporation with a \$3,000,000 annual budget.

October 1987 -
December 1989

Tobin & Co. PC CPAs, Traverse City, MI
Staff Accountant

Responsibilities included preparation of monthly financial reports; monthly and quarterly payroll tax reports; annual tax returns for individuals, partnership and corporations; audit field work; and write up for private and non-profit entities.

EDUCATION:

Bachelor of Science in Business Administration, August 1987
Central Michigan University, Mt. Pleasant, MI
Major: Accounting Minor: Mathematics

HONORS/AWARDS:

Award of Merit for Affordable Housing Development
- Builders Association of Metro-Flint
Outstanding Initiative In Affordable Housing
- Flint Area Association of Realtors
Great Lakes Capital Fund Peterson Award
- Supportive Housing Developer of the Year

TRAININGS:

Project Development Program
- Development Training Institute
Nonprofit Housing Management Specialist
- Neighborhood Reinvestment Training Institute

VOLUNTEER/COMMUNITY SERVICE:

Hart Main Street Board Member
City of Hart Planning Commission Member
Silver Lake Hart Chamber of Commerce Board Chair
Community Economic Development Association of MI Board Member
Hillsdale County Senior Services Center Board Member
Little League Coach, Fenton, MI



Background Information on Architect and Historic Firms

AFFORDABLE HOUSING LEADERS



We've been improving lives through design since 1936.
It's the *why* behind what we do every day.



Hooker DeJong, Inc.
Architects | Engineers | Planners

smart **FACTS**
about **HDJ:**

hookerdejong.com



more than
190
affordable housing
projects in last five
years alone!

ARCHITECTS
ENGINEERS
INTERIOR DESIGN
BIM/REVIT

Successful outcomes with acquisition rehab, adaptive reuse renovation, new construction, historic preservation, RAD, mixed-use, low- mid- and high-rise apartments, stacked flats, townhomes, and scattered sites. families, seniors, veterans, special needs, single-family, duplexes, townhouses & apartments.

SERVING ALL 50 STATES



Muskegon | Grand Rapids | Chicago | Cleveland | Indianapolis | Phoenix

231.722.3407

About HDJ

Hooker DeJong, Inc., (HDJ), a full-service design firm providing architectural and engineering expertise, supports the affordable housing industry throughout the United States. HDJ's diverse portfolio includes successful outcomes with acquisition rehab, adaptive reuse renovation, new construction, historic preservation, RAD, mixed-use, low- mid- and high-rise apartments, stacked flats, townhomes, and scattered sites.

With over 80 years of continuous investment in the evolving affordable housing marketplace, HDJ has witnessed firsthand the life-changing impacts that safe, secure, and affordable homes have on people. We take tremendous pride in our role and overall contribution to affordable housing.

Architecture



HDJ, established in Michigan in 1936, is a multidisciplinary team of architects, engineers, interior designers, and BIM specialists. Our team combines creativity, experience, resourcefulness, and collaboration to provide the best possible design solutions to achieve our client's project objectives.

Our full range of services include site selection assistance, LIHTC application services support, pre-project planning, schematic design, design development, construction documentation, bid negotiation, and construction administration. HDJ has the capacity of talent-base to deliver complex projects in a timely manner.

Engineering



HDJ's engineers are experienced and respected experts in the affordable housing industry. Our engineering design team is composed of licensed engineers whose main focus is the working knowledge and understanding of current requirements and technologies for integration with current projects.

HDJ's experience with technology, planning, cost estimating and problem solving enables us to provide innovative and cost-effective solutions for clients. HDJ places a high degree of emphasis on the reliability, efficiency and quality of any proposed systems while ensuring the systems meet codes and requirements.

MEP

HDJ's in-house engineering team supports affordable housing projects, including Mechanical, Electrical, and Plumbing (MEP) design expertise. HDJ's engineers are experienced and respected experts in the affordable housing industry. Our engineering design team is composed of licensed engineers whose main focus is the working knowledge and understanding of current requirements and technologies for integration with current affordable housing projects. HDJ's experience with technology, planning, cost estimating and problem-solving enables us to provide innovative and cost-effective solutions for clients. HDJ places a high degree of emphasis on the reliability, efficiency and quality of any proposed systems while ensuring the systems meet codes and requirements.

Interior Design



HDJ interior designers conceive interiors that create the vision of our clients, while still meeting demands set forth by regulatory, code and maintenance requirements. HDJ supports our clients with the analysis, planning, design, documentation, and management of interior projects.

Our interior design support includes collaborating with clients to determine factors that impact planning interior environments, such as budget, architectural preferences, purpose and function. HDJ also advises clients on interior design factors, such as space planning, layout and utilization of furnishings and equipment, and color coordination.

BIM/Revit

The process of control and management of building information data from the first design meeting to the operation of a facility is known as Building Information Modeling (BIM). BIM allows for 3D dynamic and real time collection of data that can be easily communicated to project team members. HDJ has actively integrated BIM into our workflow process. Ask HDJ how BIM can be advantageous to your project.

HDJ has also invested heavily in Autodesk Revit Building software, the state-of-the-art modeling system. Revit allows for 3D presentation of concepts and ideas, while simultaneously creating working drawings. The software allows us to create a more realistic visual presentation and to provide data-ready models.





**DAVID J. LAYMAN,
AIA, NCARB**

PRESIDENT/CEO

EDUCATION

University of Michigan

Master of Architecture,
College of Architecture & Urban
Planning

Bachelor of Science, College of
Architecture & Urban Planning

davidl@hdjinc.com

PROJECT ROLE

As President and CEO, David provides broad oversight on all aspects of Hooker DeJong projects from concept through completion. His primary responsibility is to ensure that all Hooker DeJong work meets the highest quality standards and that client expectations are fully satisfied.

David is comfortable in the role of project “visioning” and in the creation of construction plans that follow. As a “hands-on” architect David takes an active role in each project and has developed a practice that is based on principal level engagement at all phases of the work.

His over twenty years of experience has included all phases of professional design services from the crucial first step stakeholder participation, through building design and construction administration.

PROJECT EXPERIENCE

- St. Antoine Gardens | Detroit, MI
- St. George Towers | Clinton Township, MI
- VanDyke Apartments | Detroit, MI
- Birch Park | Saginaw, MI
- Calumet Townhouses | Detroit, MI
- Ashton Ridge Apartments | Jackson, MI
- Autumn House | Paw Paw, MI
- Berkshire Senior Housing | Paw Paw, MI
- Berkshire Muskegon | Muskegon, MI
- Baldwin Housing Application Services | Baldwin, MI
- Cadillac Oleson Apartments | Cadillac, MI
- Grand View Place | Grand Rapids, MI
- Gaylord Apartments LIHTC Application | Gaylord, MI
- Regency at Bluffs Park | Ann Arbor, MI
- City Center Apartments | Hillsdale, MI
- Northwind Apartments | Gaylord, MI

PROFESSIONAL REGISTRATIONS

Registered Architect: States of Alabama, Arkansas, Arizona, Connecticut, Colorado, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Minnesota, Missouri, New Jersey, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Texas, Virginia, West Virginia & Wisconsin

National Council of Architectural Registration Boards
36 CFR 61 Qualified Historical Architect
Licensed Residential Builder,
State of Michigan
Licensed Real Estate Agent,
State of Michigan

PROFESSIONAL AFFILIATIONS

- AIA Grand Valley Chapter
- American Heart Association,
Past Volunteer
- American Institute of Architects (AIA)
- American Red Cross,
Past Board Member
- Baker College Interior Design
Department Advisory Board
- Gerald R. Ford Boy Scout Council,
Lifelong Eagle Scout
- Habitat for Humanity, Past Volunteer
- Lakeshore United Way,
Past Board Member
- Leadership Muskegon,
Advisory Committee
- Michigan Housing Council,
Board Member
- Muskegon Area Chamber of Commerce,
Past Volunteer
- Muskegon Area Sister Cities,
Board Chairman
- Service 1 Credit Union,
Board Member



**ROB GUSTAFSON, PE,
LEED AP®**

DIRECTOR OF OPERATIONS
SR. PROJECT MANAGER

EDUCATION

Michigan State University
Bachelor of Science, Mechanical
Engineering

C.C.A.F., Maxwell AFB, GA
AAS Avionics System Technology

robgs@hdjinc.com

PROJECT ROLE

Rob’s primary responsibility is to oversee contract, schedule and budget. Rob works in concert with the Lead Project Architect to help ensure that resources and communications are aligned and maintained in order to carry out projects objectives effectively and expeditiously. His attention to detail and responsive communication with the entire team allow him to address issues early and decisively which helps projects run smoothly, on schedule.

PROJECT EXPERIENCE

- Falcon Woods Apartments | Holland, MI
- Globe Apartments | Grand Rapids, MI
- Longfellow Towers | Ludington, MI
- Midtown Senior Village | Holland, MI
- St. Antoine Gardens | Detroit, MI
- St. George Towers | Clinton Township, MI
- Ashton Ridge Apartments | Jackson, MI
- Autumn House | Paw Paw, MI
- Berkshire Senior Housing | Paw Paw, MI
- Berkshire Muskegon | Muskegon, MI
- Baldwin Housing Application Services | Baldwin, MI
- Cadillac Oleson Apartments | Cadillac, MI
- Grand View Place | Grand Rapids, MI
- Gaylord Apartments LIHTC Application | Gaylord, MI
- Regency at Bluffs Park | Ann Arbor, MI
- City Center Apartments | Hillsdale, MI
- Northwind Apartments | Gaylord, MI
- The Reserve at Rivertown Master Planning Wyoming, MI
- Washington School Adaptive Reuse | Holland, MI
- Autumn House | Paw Paw, MI
- Liberty Hyde Bailey Center | East Lansing, MI
- Northport Apartments | Northport, MI

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer: States of New York, Michigan, Tennessee, Missouri, Illinois, Virginia,
LEED (Leadership in Energy and Environmental Design) Accredited Professional Technician of the Year for 1999, 7th BombWing, Dyess AFB, TX and Air Combat Command, USAF

PROFESSIONAL AFFILIATIONS

- American Society of Heating, Refrigeration & Air Conditioning Engineers (ASHRAE)
- American Society of Mechanical Engineers (ASME)
- Gerald R. Ford Boy Scout Council (Lifelong Eagle Scout)
- Muskegon Exchange Club
- Pioneer Arbour, Active Board Member
- Egelston Township Planning Commission Board Chairman, Active Board Member
- Egelston First- Economic Development Organization, Active Board Member



**BRION BOUCHER, AIA,
LEED AP, NCARB**

SENIOR PROJECT MANAGER

EDUCATION

University of Michigan

Master of Architecture
Bachelor of Science Architecture

brionb@hdjinc.com

PROJECT ROLE

Brion’s primary responsibility as Senior Project Manager is to oversee contract, schedule and budget. Brion works in concert with the Lead Project Architect to help ensure that resources and communications are aligned and maintained in order to carry out projects objectives effectively and expeditiously. His attention to detail and responsive communication with the entire team allow him to address issues early and decisively which helps projects run smoothly, on schedule.

PROJECT EXPERIENCE

- Ashton Ridge Apartments | Jackson, MI
- Autumn House | Paw Paw, MI
- Berkshire Senior Housing | Paw Paw, MI
- Berkshire Muskegon | Muskegon, MI
- Baldwin Housing Application Services | Baldwin, MI
- Barwell Manor | Waukegan, IL
- Berkshire Niles | Niles, MI
- Post Office Apartments | Niles, MI
- Albert Kahn Apartments | Jackson, MI
- Forest Glen 1 & 2 | Centreville, VA
- Ironwood Village Apartments | Mishawaka, IN
- Four Flags Plaza Apartments Renovation | Niles, MI
- Berkshire Johnsbury | Johnsbury, IL
- Northwind Apartments | Gaylord, MI
- The Reserve at Rivertown Master Planning | Wyoming, MI
- Washington School Adaptive Reuse | Holland, MI

PROFESSIONAL REGISTRATIONS

Registered Architect: States of Arizona and Michigan AIA- American Institute of Architects
LEED Accredited Professional
United States Green Building Council’s Leadership in Energy & Environmental Design
National Council of Architectural Registration Boards

PROFESSIONAL AFFILIATIONS

- Leadership in Green Building Lecture Series (keynote speaker) – Building and Construction Authority, Singapore
- BIM Symposium – University of Southern California (presenter)
- Green Building Design and Strategies Seminar (keynote speaker) – PAM/ ACEM, Kuala Lumpur, Malaysia
- Eagle Award, Boy Scouts of America
- XED, Executive Education & Professional Development (presenter) University of Southern California

AFFORDABLE HOUSING



Roosevelt School Senior Living Muskegon, Michigan

QUICK GLANCE

PROJECT: INDEPENDENT SENIOR LIVING,
HISTORIC ADAPTIVE REUSE RENOVATION
AND EXPANSION

COST: \$9.9 MILLION

DATE: 2016

STATS: 51 SENIOR APARTMENTS

HDJ SERVICES:

ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)

INTERIOR DESIGN

HDJ provided architectural and engineering design services for the renovation and addition to the existing historic school. The building as 18 senior apartments and a new addition that includes 33 senior apartments, community room and offices. A large portion of the existing building will be retained and renovated per sensitivities associated with historic tax credits.

AFFORDABLE HOUSING



Midtown Senior Village Holland, Michigan

QUICK GLANCE

PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION
COST: \$5.31 MILLION
DATE: 2011
STATS: 30 UNITS
HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

A project that exemplifies urban renewal. The obsolete 1930s brick school building in downtown Holland was transformed into affordable apartments for senior citizens.

Extensive renovations and exterior restoration created the 30-unit affordable senior housing independent-living apartments site planning to accommodate mixed-use retail, market rate townhouses, and a facility for supportive services. The design balanced the need to maintain historical accuracy while remaining on budget. The final result combines historical integrity with high quality comfort and convenience.

AFFORDABLE HOUSING



Lloyd House I Menominee, Michigan

QUICK GLANCE

PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION AND EXPANSION, FOUR-STORY
MULTI-USE BUILDING
COST: \$8 MILLION
DATE: 2016
STATS: 44 HOUSING UNITS AND COMMUNITY
AND COMMERCIAL SPACE
HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

HDJ provided architectural and engineering services for the renovation/rehab to the existing historic building known as Lloyd's Department store is a four story multi-use building.

The adaptive re-use renovation to the 1920's Lloyd's Department Store created living units on the top three floors. Four ground level units coexist with two minor retail tenants, central lobby and community space. Parking spaces are located in the basement portion of the ground level with street access and outdoor vehicle ramps.

This magnificent rehabilitation of the largest vacant building in the downtown area offers much needed affordable housing units to residents in Menominee. Lloyd House One is a treasured historical asset that can be enjoyed by many generations to come.

Historic Services Parts 1, 2 & 3 were also provided.

AFFORDABLE HOUSING



Lloyd House II Menominee, Michigan

QUICK GLANCE

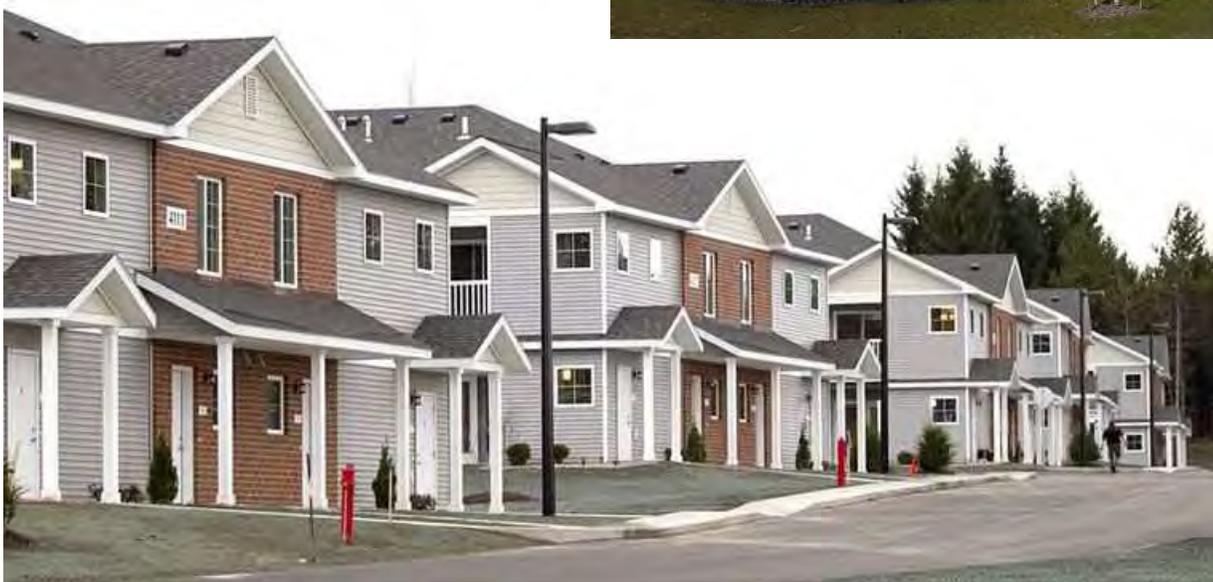
PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION AND EXPANSION
COST: \$3.9 MILLION
DATE: 2017
STATS: 13 LIVING UNITS
HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

Lloyd House II (located next to Lloyd House I) is an adaptive re-use renovation with 13 living units as well as common space and commercial/retail spaces on the ground floor while retaining the historical accuracy of the building.

The solid white brick building with limestone trimmings and metal cornice was built in 1892. The building has had many various uses over the years including at one point a bowling alley on the second floor. The last use was office space on the ground floor and warehouse storage on the second floor. The building has been unoccupied for about ten years.

- Mixed use housing & commercial
- Adaptive reuse renovation
- 13 living units
- Historic services

AFFORDABLE HOUSING



Brookside Commons Grand Traverse County, Michigan

QUICK GLANCE

PROJECT: RENOVATION REHAB, USDA
FUNDED
COST: \$9 MILLION
DATE: 2015
STATS: 72 UNITS

HDJ SERVICES:
ARCHITECTURE, ENGINEERING
(MECHANICAL HVAC, PLUMBING,
ELECTRICAL) INTERIOR DESIGN

HDJ provided architectural and engineering design services for the renovation and rehabilitation of Brookside Commons Apartments and a standalone community center.

AFFORDABLE HOUSING



Portland School Apartments Portland, Michigan

QUICK GLANCE

PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION

COST: \$7.42 MILLION

DATE: 2017

STATS: 29 APARTMENTS

HDJ SERVICES:

ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)

INTERIOR DESIGN

This project is an historic adaptive reuse renovation of Portland School built in 1919. The rehabilitation will make room for 29 apartments. Outdoor amenities to include play area, a gazebo, a community garden and tenant parking.

AFFORDABLE HOUSING



Grand View Place Grand Rapids, Michigan

QUICK GLANCE

PROJECT: NEW CONSTRUCTION; LIHTC, HUD221D4

COST: \$9 MILLION

DATE: 2018

STATS: 68 UNITS (21 RESERVED FOR VETERANS)

HDJ SERVICES:

ARCHITECTURE, ENGINEERING
(MECHANICAL HVAC, PLUMBING,
ELECTRICAL) INTERIOR DESIGN

HDJ is providing architectural and engineering services for the Grand View Place development. The development will consist of a mix of multifamily residential buildings including townhomes and apartments. The main pavilion building will include community space for use by residents and their guests. A management office and supportive service manager office will be included plus other indoor and outdoor amenities. A recreational path will be provided along the Grand River frontage in compliance with future development plans.

AFFORDABLE HOUSING



Cavalier Greene Apartments Corunna, Michigan

QUICK GLANCE

PROJECT: ADAPTIVE REUSE RENOVATIONS & NEW CONSTRUCTION; LIHTC, MSHDA WITH GREEN CERTIFICATION

COST: \$10 MILLION
DATE: 2018
STATS: 40-UNITS

HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

HDJ provided architectural and engineering design services for this adaptive reuse project of an existing 3-story school building and a 3-story addition to create 40 apartment units.

AFFORDABLE HOUSING



Midtown Senior Village Holland, Michigan

QUICK GLANCE

PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION

COST: \$5.6 MILLION

DATE: 2011

STATS: 30 UNITS, INDEPENDENT SENIOR
LIVING

HDJ SERVICES:

ARCHITECTURE, ENGINEERING
(MECHANICAL HVAC, PLUMBING,
ELECTRICAL) INTERIOR DESIGN

The obsolete 1930s brick school building in downtown Holland was transformed into affordable apartments for senior citizens.

Extensive renovations and exterior restoration created the 30-unit affordable senior housing independent-living apartments, as well as site planning to accommodate mixed-use retail, market rate townhouses, and a facility for supportive services—a project that exemplifies urban renewal. The design balanced the need to maintain historical accuracy while remaining on budget. The final result combines historical integrity with high quality comfort and convenience.

AFFORDABLE HOUSING



Heritage Lane Residences Jonesville, Michigan

QUICK GLANCE

PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION, LIHTC, HISTORIC TAX CREDITS
COST: \$ 8.5 MILLION
DATE: 2016
STATS: 46-UNITS, SENIOR + MULTI-FAMILY

HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

The adaptive reuse of the former Kiddie Brush and Toy warehouse and manufacturing facility into a distinct, multi-family housing development featuring senior and family units as well as commercial space.

HDJ accomplished this by leveraging and enhancing the distinct characteristics of the existing structure while adding new elements to give it a fresh, urban feel cohesive with its downtown location.

The project will feature a complete interior renovation with exposed brick and ductwork, bright colors, new wall coverings and flooring. Old exterior windows will be replaced with larger, more energy efficient windows to save on energy costs and maximize use of natural light.

AFFORDABLE HOUSING



Stuyvesant Apartments Grand Rapids, Michigan

QUICK GLANCE

PROJECT: RENOVATIONS, PRIVATE FUNDING, AFFORDABLE SENIOR HOUSING

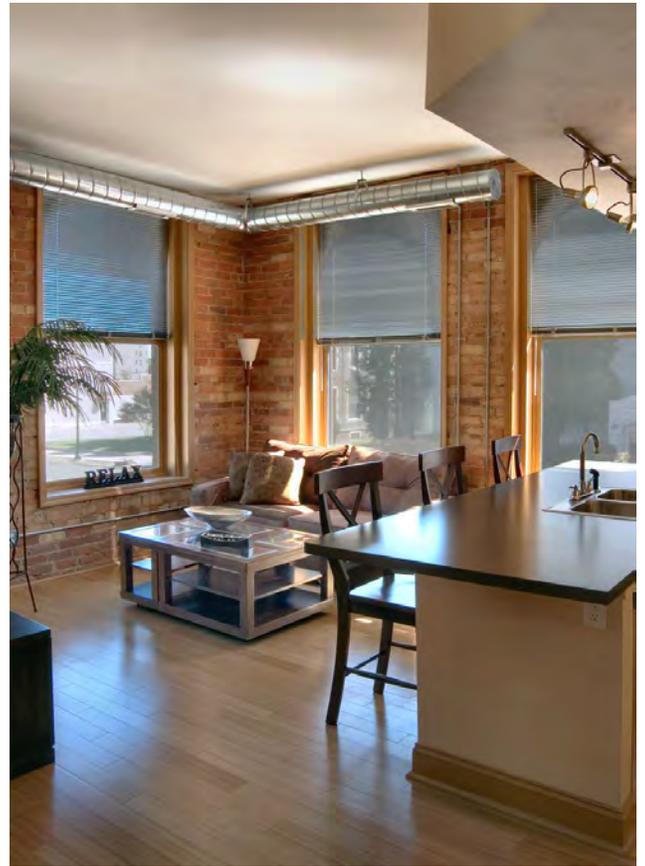
STATS: 85 UNITS

HDJ SERVICES:

ARCHITECTURE, ENGINEERING (MECHANICAL HVAC, PLUMBING, ELECTRICAL) INTERIOR DESIGN

The Stuyvesant Apartments are located in the National Register listed Heritage Hill Historic District in Grand Rapids, MI. It is a three-story u-shaped brick building constructed in 1924 by Ben H. Bollinger of Chicago. The building which has a full English basement and a flat roof surrounded by a parapet currently contains 81 one-bedroom, 5 two-bedroom apartments, community room and recycling center.

AFFORDABLE & MARKET-RATE HOUSING



310 S. Mechanics Jackson, Michigan

QUICK GLANCE

PROJECT: HISTORIC ADAPTIVE REUSE
RENOVATION, MARKET-RATE AND
AFFORDABLE MULTI-FAMILY APARTMENTS
LIHTC, HISTORIC TAX CREDITS
COST: \$ 2.7 MILLION
DATE: 2007
STATS: 18-UNITS

HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

An adaptive reuse of an old Elks Lodge into a distinct, multi-family housing development featuring both market rate and affordable units. HDJ leveraged and enhanced the distinct characteristics of the existing structure while adding new elements to give it a fresh, urban feel cohesive with its downtown location.

The project features a complete interior renovation with exposed brick and ductwork, bright colors, new wall coverings and flooring. Attic space was converted into spacious lofts exposing the giant timber trusses from the original structure while the basement was converted into indoor parking for tenant comfort and convenience. Old exterior windows were replaced with larger, more energy efficient windows to save on energy costs and maximize use of natural light.

AFFORDABLE HOUSING



Birch Park Saginaw, Michigan

QUICK GLANCE

PROJECT: HUD SECTION 8 PRESERVATION
FAMILY TOWNHOMES
COST: \$1.6 MILLION
DATE: 2007
STATS: 120-UNITS
HDJ SERVICES:
ARCHITECTURE, ENGINEERING (STRUCTURAL
CIVIL MECHANICAL ELECTRICAL PLUMBING)
INTERIOR DESIGN

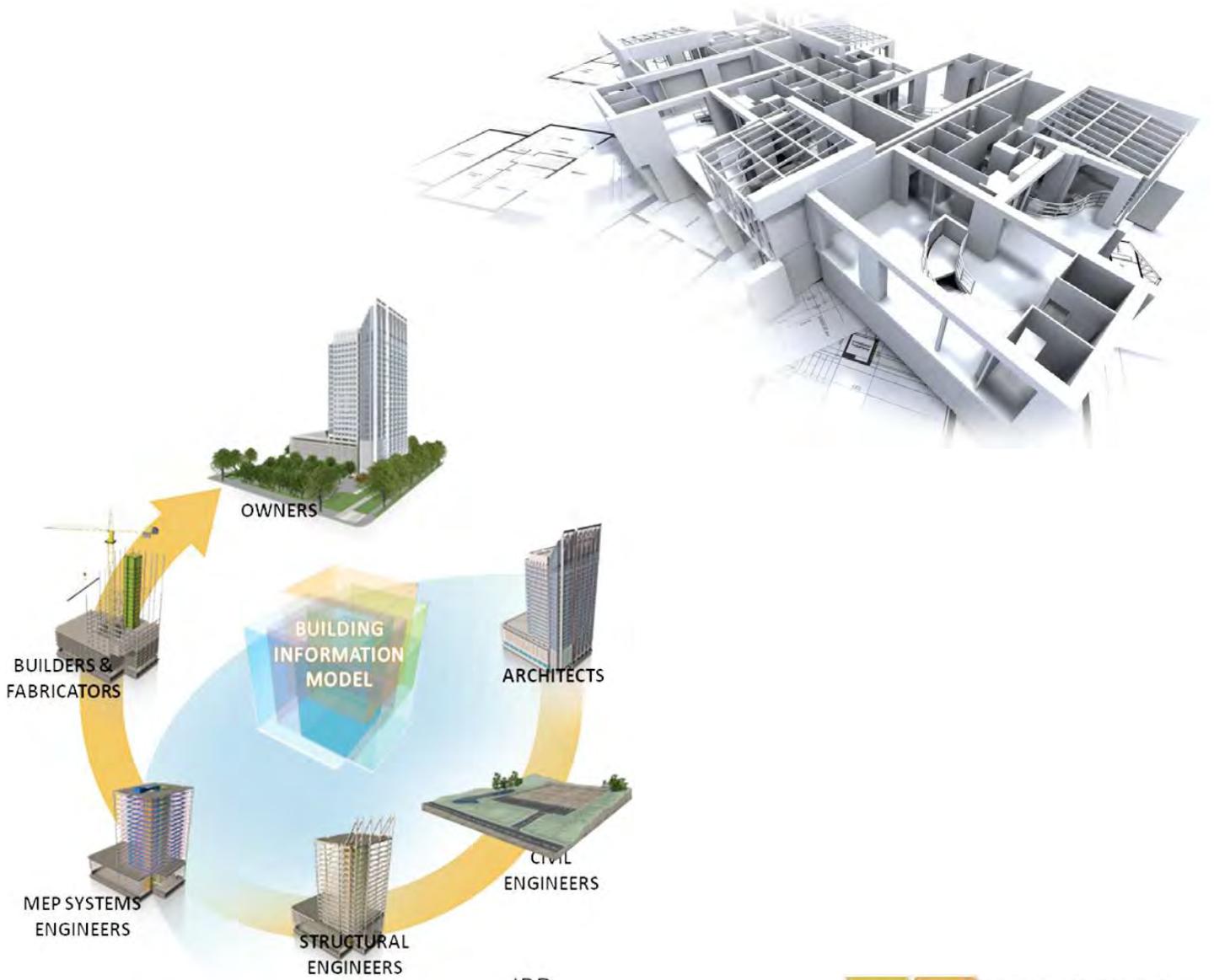
Working closely with MSHDA, Hooker DeJong conducted a complete review of the Critical Needs Assessment (CNA) and performed on-site investigations. Record drawings and design development redlines were then produced to secure an initial commitment from MSHDA. With the initial commitment in place, construction documents were developed and reviewed by MSHDA to ensure compliance and construction administration was administered. The total rehab included new carpet, cabinets, high efficiency furnaces & water heaters, siding, windows, doors and central air for all townhomes. The result is an energy efficient, sustainable development with lower life-cycle costs.

BUILDING INFORMATION MODELING TECHNOLOGY

BIM | REVIT

With respect to technologies and their relevance to design in the AE industry, our firm is ahead of the pack. In 2005 Hooker DeJong recognized a major technological shift in the architectural, engineering and construction industries. This shift was in the way project information flows from client to architect to engineer to contractor and back to client. The overall process of control and management of building information data from the first design meeting to the operation of a facility is known as Building Information Modeling (BIM). This allows for three-dimensional, dynamic and real time collection of data that can be easily communicated to all members of the project team. We have actively integrated this technology into our workflow process. While efforts to do so are, and always will be, ongoing given the ever-changing technologies, we believe that our firm is well ahead of our peer group in the AE industry. Our firm is eager to show how BIM can be advantageous to your project.

In addition to full AutoCAD and MicroStation capabilities, Hooker DeJong has invested extensively in Autodesk Revit Building software, the state-of-the-art modeling system that allows for three dimensional presentation of concepts and ideas all while simultaneously creating working drawings. The software allows us to create a more realistic visual presentation of work to our clients, as well as to provide data ready models for team consultants and construction partners. We use BIM because it is the cutting edge of data information modeling in our industry.



IPD

SUSTAINABLE DESIGN

Sustainable design has been defined as the “balancing of environmental, economic and social concerns”. However it may be viewed, sustainable design makes environmental sense and business sense because it often reduces operating costs, reduces waste management costs, and increases productivity. HDJ has staff architects and engineers that are LEED AP (Leadership in Energy and Environmental Design Accredited Professionals) through the USGBC (US Green Building Council). While obtaining the appropriate certifications are not for every project, we encourage our clients to design and develop their facilities with an eye on sustainable criteria. Many features can be incorporated into building design to help increase energy efficiency, reduce environmental waste and provide better indoor air quality without pursuing LEED certification. LEED and sustainable design are important aspects of our design culture.

Importantly, HDJ has LEED Accredited Professionals (LEED AP) in each discipline of our firm. Our company has several LEED Certified projects among our portfolio. We are adept at designing facilities according to LEED criterion and/or other principles of sustainability. Staying well informed about current technologies and best practices is a key ingredient, and our team stays engaged in both LEED and sustainable design in numerous ways. First, we are long standing members of the US Green Building Council (USGBC) which is the parent corporation to LEED. Our team is also active in the West Michigan Chapter of the USGBC. Our engineers are members of American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE), to whom the USGBC references minimum energy standards for all of their LEED certified buildings. ASHRAE offers many sustainable design classes in which our engineers participate regularly. Our Engineers are also members of American Society of Plumbing Engineers (ASPE) and participate in their annual training classes on sustainable design. ASPE publishes the minimum design standards for water efficiency that the USGBC references in their LEED criteria. Overall, our team knows how to develop sustainable strategies that are ecologically smart and cost-effective. Our sustainable design recommendations are typically engineered around proven technologies in clever applications and grounded by sensible pay-back periods. With our clients, we have incorporated many sustainable design features such as green roofs, daylight harvesting, wind generation, geothermal installation, automated controls, as well as high efficiency lighting and equipment into projects.

Overall, our team knows how to develop sustainable strategies that are ecologically smart and cost-effective. Our sustainable design recommendations are typically engineered around proven technologies in clever applications and grounded by sensible pay-back periods. With clients like you, we have incorporated many sustainable design features such as green roofs, daylight harvesting, wind generation, geothermal installation, automated controls, as well as high efficiency lighting and equipment into projects.

Sustainable features we’ve incorporated into recent projects:

- Wind generator
- Ground source heat pumps
- Day light harvesting
- Light tubes
- Light shelves
- Photovoltaics
- Passive solar
- Recycled materials
- Automated lighting
- Skylights
- Roof gardens
- Nature & drought resistant landscaping
- Energy star & high efficiency systems
- New urbanism
- Low VOC
- Water conserving fixtures
- High efficiency lighting



*Midtown Senior Village
Historic Adaptive
Reuse/Renovation
Maintained historical integrity by
restoring the skylights to functional,
sustainable and stunning design
features.*



Thank you!

Improving lives through design since 1936.
It's the **why** behind what we do every day.

KIDORF PRESERVATION CONSULTING

OFFERING A VARIETY OF HISTORIC PRESERVATION CONSULTING SERVICES

INTRODUCTION

In April, 2005, Kristine M. Kidorf launched her own consulting business with 15 years of experience in the historic preservation field.

She provides a variety of consulting services for public and private clients, including Historic District Commissions, Historic Study Committees, Preservation Planning, Section 106 Reviews, and Historic Tax Credit Applications.



HISTORIC TAX CREDIT APPLICATIONS

Kidorf Preservation Consulting provides assistance with historic rehabilitation projects, including:

- Determination of historic tax credit eligibility.
- Review of work to assess compliance with *The Secretary of the Interior's Standards.*
- Preparation of parts 1, 2, and 3 of the federal and state historic tax credit applications.
- Coordination with the State Historic Preservation Office.
- Coordination with local historic district commissions.



KIDORF PRESERVATION CONSULTING

OFFERING A VARIETY OF HISTORIC PRESERVATION CONSULTING SERVICES

EXPERIENCE

Kristine M. Kidorf

Professional Experience

Michigan Historic Preservation Network – April, 2000 – present

President, Board of Directors, volunteer for statewide non-profit preservation organization. Coordinate all volunteer board and staff activities. Train historic district commissions statewide.

City of Detroit Planning & Development Department – February, 1997 - April, 2005; Detroit, Michigan

Historic Preservation Specialist, conducted design review in all of Detroit's historic districts, coordinated commission meetings, and assisted the public. Oversaw the city's Section 106 process and supervised a consultant team of 4 people. Made numerous presentations at City Council and community meetings on behalf of the Historic District Commission.

Michigan State Historic Preservation Office – August, 1992 - February, 1997; Lansing, Michigan

Environmental Review Coordinator, coordinated and reviewed Section 106 submissions. Made recommendations on the eligibility of sites for the National Register of Historic Places as well as the effect of federal projects on historic properties. Drafted memoranda of agreements, programmatic agreements, and provided assistance to federal, state and local agencies.

Education

University of Vermont – M.S. Historic Preservation; May, 1990

The Pennsylvania State University – B. S. Architecture; May, 1988