

GENERAL APPLICATION

This application form should be used for projects seeking funding from City of Madison Request for Proposals **#2025-14027: Financing for Affordable Homeownership Development, Programs, and Services**. Applications must be submitted electronically to the City of Madison Community Development Division by **noon on September 26, 2025**. Email to: cddapplications@cityofmadison.com. Any questions, contact mdavila-martinez@cityofmadison.com.

APPLICANT INFORMATION

Applicant Name:	Anchorhaus Development LLC		
Proposal Contact Name:	Marechiel Santos-Lang		
Email (Proposal Contact):	marechiel@anchorhausdev.com		
Financial Contact Name:	Marechiel Santos-Lang		
Email (Financial Contact):	marechiel@anchorhausdev.com		
Legal Status:	☐ Non-Profit ☒ Private/For-Profit ☐ Other		
Federal EIN:	39-3223418		
Registered on SAM?	☐ Yes ☒ No	SAM/ UEI #:	
Community Housing Development Organization?	☐ Yes ☒ No ☐ CHDO Application Attached		

AFFIRMATIVE ACTION

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

LOBBYING REGISTRATION

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

CITY OF MADISON CONTRACTS

If funded, the applicant agrees to comply with all applicable local, state and federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

SIGNATURE OF APPLICANT

Name Marechiel Santos-Lang Date September 26, 2025

By submitting this application, I affirm that the statements and representations are true to the best of my knowledge. By entering your initials in this box ☒ **MSL** you are electronically signing your name as the submitter of the application and agree to the terms listed above.

ORGANIZATIONAL CAPACITY:

1. Describe your agency's experience with **current or past awards**, including challenges, successes, opportunities, and areas of improvement. If you are a **new applicant**, explain your capacity to undertake the proposed project and identify any resources, partnerships, or expertise you will rely on.

PARTNER AGENCY (Madison Area Community Land Trust)

About Us. Founded in 1991, MACLT is a 501(c)(3) nonprofit dedicated to creating and stewarding permanently affordable homeownership in Madison. Through a 98-year renewable ground lease model, MACLT owns the land while homeowners own the structure, ensuring affordability persists across generations. To date, MACLT has supported 123 low-income families through 64 permanently affordable homes—effectively doubling the long-term impact of public subsidy.

Successes

- **Sustained Affordability:** Governed by a transparent resale formula that balances equity for the seller with long-term affordability.
- **Equity Focus:** Since 2020, average buyer income decreased to 49% of county median while buyers of color increased to 67%.
- **Post-Purchase Support:** Nearly \$1M in maintenance assistance distributed since 2021, reaching 96% of homeowners.
- **Acquisition-Rehab Achievements:** Delivered homes to buyers as low as 32% AMI in partnership with City and nonprofits.

Challenges & Lessons Learned

- Buyer identification and outreach require ongoing partnerships with culturally rooted organizations and housing counseling agencies.
- Small staff size means development scale is best achieved through partnerships.

Opportunities. MACLT continues to grow its impact by pairing stewardship expertise with emerging developer capacity. The Valor Way Duplexes allow MACLT to extend affordability and sustainability while supporting the City's equity and housing justice goals.

DEVELOPMENT TEAM

Anchorhaus Development LLC – Lead Applicant

About Us. Anchorhaus Development LLC, founded in 2025, is a purpose-driven real estate development firm led by Marechiel Santos-Lang, a Top 2 graduate of the City of Madison-supported Associates in Commercial Real Estate (ACRE) program. Overseen by the Local Initiatives Support Corporation, a CDFI that champions the development of affordable housing, equitable community development, and the cultivation of diverse real estate developers, ACRE is a first-of-its kind academic partnership offered by the Center for Real Estate at Marquette University, Milwaukee School of Engineering and UW Milwaukee School of Architecture & Urban Planning.

Santos-Lang co-led the Valor Way Capstone project, which won *Best Development Capstone Project* for both written proposal and oral presentation, validating feasibility, financial rigor, and alignment with community goals.

She brings a unique blend of professional and community leadership:

- **Commercial Real Estate Finance & Construction Oversight:** Over seven years as a Commercial Construction Disbursing Escrow Officer with First American Title, managing \$2M–\$100M+ projects and ensuring strict financial controls for lenders, contractors, and owners. Later, served as Team Lead for Commercial Construction Disbursing at Guaranty Commercial Title.
- **Nonprofit & Association Leadership:** Former Executive Director of the Oregon Area Chamber of Commerce, Director of Leadership Giving at United Way of Dane County (\$3.9M managed toward an \$18.1M campaign goal), and Director of Meetings for international medical and scientific associations, where she led global conferences with up to 9,700 attendees.
- **International Development:** Deputy Project & Marketing Director for a USAID-funded credit union modernization program in the Philippines, impacting over 60,000 families; marketing consultant in Uzbekistan with Asian Development Bank support; and recipient of the WOCCU Young Credit Union Professional Award for global leadership.
- **Recognition:** Honored with In Business Magazine's 40 Under 40 Award (2010) for professional achievement and community impact, and the American Society of Association Executives DELP Award (2015), a prestigious two-year national leadership program that recognizes individuals from under-represented groups who demonstrate exemplary leadership skills and commitment to the association community.

Capacity & Strengths

- **Proven Project Management & Financial Oversight:** Extensive construction draw experience translates into strong capacity for budget monitoring, compliance, and cash flow management.
- **Equity & Inclusion:** Experienced in community engagement through leadership of the Philippine American Association of Madison and Belleville Economic Development & Tourism Committee.
- **Global to Local Perspective:** Decades of leadership in international projects and high-security global events provide transferable skills in logistics, stakeholder management, and execution.
- **Policy & Public Funding Insight:** Previous service as a Commissioner for the Dane County Community Development Block Grant (CDBG) program, that included participation in reviewing housing and community development proposals, recommending funding allocations, and ensuring alignment with HUD compliance standards. This experience provides a deep understanding of how public funding systems operate and the criteria government agencies use when awarding grants or subsidies, bringing an oversight lens of accountability and monitoring into its own development practice.
- **Credibility & Awards:** ACRE “Best Capstone Project,” multiple leadership honors, and recognition as a national and local emerging leader reinforce Anchorhaus’ credibility despite being a new firm.

Challenges & Lessons Learned. As a newly established development firm, Anchorhaus continues to build internal systems for compliance, contract management, and impact tracking. The company relies on trusted accounting, legal, and construction partners to ensure robust processes while building in-house capacity. Anchorhaus also benefits from the ACRE alumni and instructor network, drawing on mentorship, peer support, and technical expertise to strengthen decision-making and problem-solving in real time.

Opportunities. The Valor Way Duplexes will serve as Anchorhaus’ first live development project. It represents a chance to demonstrate delivery capacity, expand Madison’s stock of permanently affordable homes, and build long-term capacity for future developments, including townhomes, duplexes, and multigenerational housing.

Uplift Capital & Development LLC – Construction Oversight Partner

About Us. Uplift Capital & Development LLC, founded by Leon Bettis II, is a family-centered real estate investment and development company dedicated to building generational wealth, stabilizing neighborhoods, and creating opportunities for working families. Bettis brings a unique dual background in technology and real estate operations: a seasoned software engineer with over a decade of experience in financial systems and compliance, and an emerging developer with hands-on

property management and investment ownership across Wisconsin and the Chicago area.

Bettis has acquired, managed, and stabilized multi-family housing assets ranging from single-family housing to multi-unit buildings, serving both market-rate and Section 8 tenants. His real estate journey began with self-managed properties where he oversaw renovations, tenant relations, and financial performance, giving him direct exposure to the construction lifecycle, contractor management, and the realities of housing operations.

He is a graduate of the City of Madison-supported Associates in Commercial Real Estate (ACRE) program, where he co-developed feasibility analyses, pro formas, and project proposals for missing-middle housing in Madison.

Capacity & Strengths

- **Construction Oversight & Operations:** Hands-on experience coordinating rehab and construction projects across a growing Midwest portfolio. Skilled in contractor negotiations, work order management, and ensuring projects are delivered on time and within budget.
- **Financial & Technical Expertise:** Over 15 years as a senior software engineer managing compliance-heavy systems for federal healthcare contractors (Medicare/Medicaid), translating into transferable strengths in financial accountability, data-driven decision-making, and process optimization.
- **Property Management Experience:** Proven track record of stabilizing multi-unit housing, from leasing and tenant communication to navigating Section 8 compliance, utility allowances, and municipal requirements.
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- **Community-Centered Mission:** Uplift is rooted in Bettis' commitment to family and community. The company is driven by a belief in building wealth through ownership and uplifting neighborhoods by expanding access to quality, affordable homes.

Challenges & Lessons Learned. As an emerging developer, Uplift Capital & Development LLC will be navigating construction timelines, financing requirements, and compliance standards, which has underscored the importance of assembling strong teams, leaning on legal and accounting professionals, and building systems for growth. These experiences reinforce Uplift's pragmatic approach to risk management and its readiness to serve as a construction oversight partner.

Opportunities. The Valor Way Duplexes will mark Uplift's first joint development project in Madison. It represents a natural progression from self-managed investments to partnership-driven development, demonstrating the ability to scale

beyond acquisition and rehab into ground-up affordable housing. This project provides an opportunity for Uplift to strengthen its construction oversight systems, expand its local contractor and lender relationships, and further align its portfolio with Madison's goals for permanently affordable, family-centered housing.

Mahogany Realty LLC – Community Engagement Partner

About Us. Mahogany Realty LLC, founded by Sharon Johnson, is a joint partner with Anchorhaus Development LLC and Uplift Capital & Development LLC in advancing the Valor Way Duplexes. Johnson leads with a vision of community-centered real estate development that prioritizes access to affordable homeownership in Madison. Mahogany Realty's strengths in project management, policy advocacy, and stakeholder engagement ensure that resident voices and community priorities remain central. In collaboration with Anchorhaus, Uplift, and the MACLT, the partnership is delivering a development that is inclusive, sustainable, and permanently affordable.

Capacity & Strengths. Mahogany Realty LLC, led by Sharon Johnson, contributes strong expertise in community engagement, project management, and coalition building. With an MBA from UW–Madison, ACRE training, and experience at Eminent Development Corporation and 1000 Friends of Wisconsin, Sharon connects policy goals with practical development strategies.

Mahogany's capacity lies in authentic community relationships, disciplined project management, and entrepreneurial agility—skills sharpened through years of leadership and business development. In partnership with Anchorhaus, Uplift, and MACLT, Mahogany ensures the Valor Way Duplexes will be delivered with transparency, alignment, and long-term impact.

Challenges & Lessons Learned. As an emerging developer and founder of Mahogany Realty LLC, Johnson has navigated the transition from business development and policy advocacy into affordable housing. One challenge has been establishing credibility in an industry where women- and minority-led firms are underrepresented. Through the ACRE program, work with Eminent Development Corporation, and policy advocacy with 1000 Friends of Wisconsin, Johnson gained direct exposure to development processes, financing structures, and municipal decision-making, which helped bridge that gap.

Opportunities. The Valor Way Duplexes present an opportunity for Mahogany Realty to demonstrate its capacity as a joint development partner while advancing Madison's affordable housing goals. The project will deliver permanently affordable homes stewarded by MACLT, create a replicable model for small-scale ownership developments, and strengthen pathways for inclusive, community-driven projects led

by emerging developers of color. Mahogany is positioned to build on this success to grow its pipeline and deepen its impact in Madison's housing landscape.

Conclusion

As Joint Development Applicants, Anchorhaus Development LLC, Uplift Capital & Development LLC, and Mahogany Realty LLC bring complementary expertise in project management, construction, and community engagement, strengthened by their shared training as ACRE graduates. Partnering with MACLT ensures long-term stewardship, compliance, and community impact. Together, this team will deliver two duplex buildings (four homes total) that are accessible, energy-efficient, and permanently affordable—expanding homeownership opportunities for Madison families while also cultivating the next generation of diverse local developers.

2. Do you or any team members have outstanding legal matters or ongoing litigation? If so, provide brief details. Specifically, list:
- Any foreclosure, default, or bankruptcy within the past ten years.
 - Any litigation related to financing or construction projects within the past five years.
 - Any Chronic Nuisance Abatement or Nuisance Case notifications issued by the Madison Police Department or Building Inspection within the past five years.
 - Any unresolved Building Inspection citations resulting in Municipal Court Complaints within the past five years.
 - Any litigation with the City of Madison, or within the State of Wisconsin, within the past five years.

One member of the development team, Sharon Johnson of Mahogany Realty LLC, filed for bankruptcy in 2019. This matter has since been resolved, and there are no other bankruptcies, foreclosures, or litigation to disclose among the development team.

Importantly, Mahogany Realty LLC serves in a minority partnership role and does not hold primary financial responsibility for this project. Anchorhaus Development LLC, as the primary developer, and Madison Area Community Land Trust (MACLT), as Partner Agency, will oversee compliance per their partnership MOU. Together with Uplift Capital & Development LLC, the team is positioned to ensure financial stability and successful delivery of the proposed project.

SUBMIT THE FOLLOWING QUESTIONS

PROPOSAL

1. PROJECT SUMMARY

Name of Proposal:	VALOR WAY DUPLEXES
Proposal Type:	Development - New Construction
Proposal Summary:	Anchorhaus Development LLC, Uplift Capital & Development LLC, and Mahogany Realty LLC, in partnership with the Madison Area Community Land Trust (MACLT), propose the construction of two duplexes (four homes total) on the City-owned lots at 4301 and 4307 Valor Way in the Owl Creek neighborhood. Each duplex home will be designed for long-term affordability, accessibility, and sustainability. The homes will meet Energy Star certification requirements and incorporate the City’s accessibility standards, including no-step entries, wide doorways, reinforced bathroom walls, lever-style handles, and slip-resistant flooring. Home Design Features • Main Floor: Accessible primary bedroom with en-suite full bathroom, an additional half-bath, open-concept living, dining, and kitchen areas, plus one-car garage. • Second Floor: Two additional bedrooms with a shared full bathroom. • Rough-in Basement: Structures for plumbing, electrical, and a future bathroom/finished space will be set up but not completed at initial construction, allowing families to adapt or expand over time. Key Highlights • Size: Units will range from ~1,800–1,900 sq. ft., providing ample space for growing families. • Energy Savings: Energy Star features and efficient systems will help households save on monthly utilities, reinforcing affordability over the long term.

	● Neighborhood Fit: Duplex design aligns with Owl Creek’s existing character while responsibly adding density and supporting community cohesion. ● Flexibility for Buyers: Rough-in basements create future options for buyers to expand living space as family needs evolve, building adaptability into the design. ● Affordability Alignment: Homes will be priced for households earning up to 70% of Area Median Income (AMI)—far below market-rate homes in 53718—ensuring accessibility for working families excluded from conventional homeownership opportunities. COMMUNITY IMPACT This project will deliver four affordable, owner-occupied homes under MACLT’s proven stewardship model, preserving long-term affordability and supporting wealth-building for first-time homebuyers. By pairing MACLT’s expertise with the development capacity of three newly graduated ACRE program developers, the project also builds Madison’s pipeline of diverse emerging developers. Together, this collaboration addresses both the urgent need for affordable homeownership and the City’s goal of cultivating the next generation of local development leaders.
Number of households served:	Four (4)
Amount Requested from CDD:	\$ 800,000.00
Total Proposal Budget:	\$ 2,110,355

1A. DEVELOPMENT PROPOSAL ONLY	
Specify the target price of project homes (estimate):	\$ 346,000
Will the homes be permanently affordable? [Yes/No]	<u>YES</u>
Do you have site control? [Yes/No]	<u>NO</u>
If yes, what is the site address:	_____
Is the site currently occupied?	<u>N/A</u>
If proposing to build on Owl Creek Vacant Lots detailed above, list addresses of lots. If interested in all six lots, write “All”.	<u>4301 Valor Way Madison WI 53718</u> <u>4307 Valor Way Madison WI 53718</u>

2. PROJECT DESIGN

List any features that make your proposal unique.

- For **Development Proposals** - Provide a detailed description of the **sustainability** and **accessibility** features incorporated into the project design, including their estimated incremental costs to construction. If any of the required sustainability or accessibility features **cannot** be met, explain why they are not feasible for this project.
 - If you are proposing **additional** sustainability or accessibility features that exceed the standard requirements, specify:
 - The specific features being added
 - How many units will include these enhancements
 - The estimated incremental cost associated with these enhancements

Our proposed development will incorporate accessibility and sustainability features to meet the 2025 City of Madison Affordable Homeownership RFP requirements. The enhancements include the following:

A. Accessibility Features

- Accessible Primary Bedroom and Toilet & Bath:
 - One accessible primary bedroom and full bath per unit will be designed to comply with universal design principles and accessibility standards.
 - Features include:
 - No-step entry to the primary bedroom
 - Doorway width of 32" (minimum), hallways 36"
 - Reinforced bathroom walls for grab bars
 - Lever handles on doors and plumbing fixtures
 - Electrical panel/switches $\leq 48"$ high, outlets $\geq 15"$ from floor
 - Low-slip flooring and flush or $\leq \frac{1}{2}"$ transitions

Estimated Incremental Cost: ~\$12,500–\$20,000 per unit

B. Sustainability Features

The development will include three categories of sustainability enhancements:

a) Energy Efficiency

- High-performance insulation
- High-efficiency HVAC system

- Energy Star-rated appliances
- High-performance windows and doors
- LED lighting and programmable thermostats
- Estimated Incremental Cost: ~\$10,000–\$20,500 per unit

b) Water Efficiency

- Low-flow faucets, showerheads, and toilets
- Efficient irrigation or drought-resistant landscaping
- Optional rainwater harvesting / greywater system

Estimated Incremental Cost: ~\$1,500–\$9,200 per unit

c) Durable & Low-Impact Materials

- Recycled or FSC-certified wood and sustainable flooring
- Low-VOC paints, sealants, and adhesives
- Long-lasting roofing and siding materials

Estimated Incremental Cost: ~\$3,200–\$8,600 per unit

Total Incremental Costs per Unit

Feature	Estimated Cost Range
Accessibility (accessible bedroom & bath)	\$12,500–\$20,000
Energy Efficiency	\$10,000–\$20,500
Water Efficiency	\$1,500–\$9,200
Durable & Low-Impact Materials	\$3,200–\$8,600
Total	\$27,200–\$58,300 per unit

3. PROJECT READINESS

Provide a summary of the steps already completed and those remaining to demonstrate project readiness.

- For **development proposals**, include land acquisition, financing, zoning approvals, or other pre-construction milestones. Reminder that multi-family proposals have additional requirements including pre-application meeting and DAT meeting that should be included in the timeline.

Since the completion of the ACRE Capstone Project in April 2025, the Joint Partners (Anchorhaus Development LLC as represented by Marechiel Santos-Lang, Uplift Capital & Development LLC as represented by Leon Bettis and Mahogany Realty LLC as represented by Sharon Johnson, have taken extensive steps to demonstrate readiness for development in response to the 2025 City of Madison Affordable Homeownership RFP. The Joint Partners have engaged proactively with City staff, potential financial partners, service providers and other development stakeholders to ensure alignment, feasibility, and compliance with City requirements.

Key Milestones Already Completed:

1. **ACRE Capstone Project Engagement Pre-RFP (November 2024 – April 2025):**

- The Joint Partners participated in four meetings with City of Madison staff during the ACRE Capstone Project discovery, research and presentation process.
- Several emails and communications were exchanged with key City staff, including:
 - Andy Miller, City of Madison Real Estate Division
 - Matthew Mikolajewski, City of Madison Economic Development Division
 - Matthew Wachter, City of Madison Department of Planning, Community & Economic Development
 - Jacob Moskowitz, City of Madison Zoning Division
 - Timothy Parks, City of Madison Planner
 - Norman Davis, City of Madison Civil Rights Division Office
 - Saran Ouk, City of Madison Office of Business Resources

2. Broader Stakeholder Engagement:

- Approximately 30 meetings were conducted with:
 - Partner Agency MACLT
 - General Contractors
 - Legal Service Providers
 - Accounting Firms
 - CDFIs including Forward Community Investments, Local Initiatives Support Corporation (LISC), and CINNAIRE
 - Other Developers with ACRE ties, including Kaba Bah and David Griggs of One 5 Olive
- These meetings addressed site feasibility, zoning, financial planning, construction strategy, legal considerations, and project coordination.

3. ACRE Capstone Project Proposal:

- The Joint Partners submitted an executable proposal for the Valor Way Townhomes Capstone Project, with the specific intent of responding to the 2025 City of Madison Affordable Homeownership RFP.
- The project was originally conceived as a fourplex, designed to meet market demand, accessibility, and sustainability goals.
- The Valor Way Townhomes project won the “Best Development Capstone Project” award, besting all other submissions in both written proposal and oral presentation. The evaluation was based on the ACRE 2024–2025 Final Project Judging Rubric (100 points possible), which assessed:
 - Written Proposal (60 points): market opportunity and highest and best use analysis, SWOT analysis, financial analysis including capital structure and pro forma, project feasibility, and completeness of submission package
 - Oral Presentation (40 points): team participation, quality and professionalism of presentation, supporting graphics, project feasibility, and Q&A response
- Coaches and Judges included academicians from Marquette University Vieth Institute for Real Estate Leadership, Milwaukee School of Engineering, UW Milwaukee School of Architecture & Urban Design, City of Milwaukee staff

representatives, commercial real estate lenders, and Milwaukee-based developers. This recognition validates the project's feasibility, financial rigor, and community alignment.

4. **Pre-Application Meeting:**

- Completed on September 8, 2025.
- Following City guidance, the Joint Partners revised the development approach: instead of a fourplex, the project now consists of two duplexes, which are allowed under current TR-C3 zoning.
- This adjustment eliminates the need for conditional use or rezoning approvals and requires only a Certified Survey Map (CSM), allowing for swifter implementation and reducing regulatory risk.

5. **Development Assistance Team (DAT) Meeting:**

- Completed on September 18, 2025, with feedback on design, accessibility, sustainability, and permitting requirements incorporated into the project.

6. **Financial Readiness:**

- The Joint Partners engaged with Community Development Financial Institution (CDFI) lenders, including Forward Community Investments (FCI) and the Local Initiatives Support Corporation (LISC). FCI provides loans, grants and advisory support to organizations and initiatives throughout Wisconsin that aim to reduce socioeconomic and racial disparities. LISC invests in affordable housing, small businesses, community safety and justice, quality education and programs that connect people with financial opportunity.

Remaining Steps Toward Project Readiness:

- **Finalization of Partnership Agreement:** Complete and formalize the joint venture and partnership structure among the Joint Partners and between MACLT.
- **Site Preparation & Due Diligence:** Complete detailed surveys, environmental assessments, and the Certified Survey Map (CSM).

- **Final Financing & Loan Closing:** Secure construction financing, finalize loan documentation, and establish funding draw schedules.
- **Construction Planning:** Finalize general contractor, subcontractor and service provider agreements, permitting applications, and construction scheduling for the two duplexes.
- **Continued Coordination with MACLT and City of Madison:** Ensure design, accessibility, and sustainability requirements are met, and that transfer and stewardship of completed units align with MACLT guidelines.

Through these completed and planned steps, the Joint Partners have demonstrated strong project readiness, addressing all pre-construction, financial, and regulatory milestones to enable timely execution upon award.

4. PROJECT FEASIBILITY – Developer/Administrator Capacity

Identify team members / partnerships for this project, along with their relevant training, certifications, licenses, experience, and contribution to the proposed project.

The Valor Way Duplexes project will be executed by a project-specific joint partnership of highly qualified professionals with complementary expertise, supported by the Madison Area Community Land Trust (MACLT) as a partner agency and steward of the completed units. This team combines extensive experience in development, construction, community engagement, project management, and real estate sales & marketing to ensure the project's successful implementation.

Madison Area Community Land Trust (MACLT): Experienced partner agency for affordable homeownership projects, providing stewardship of completed units, guidance on accessibility and sustainability, and alignment with community goals.

Dr. Olivia R. Williams, Executive Director (through end of 2025). Dr. Williams has led MACLT's strategic planning, program oversight, and project evaluation, bringing deep expertise in housing policy, real estate development, and nonprofit management. She ensures projects are aligned with city regulations, sustainability standards, and community priorities. Although Dr. Williams will leave MACLT before the end of 2025, her replacement will possess the credentials, credibility, and trustworthiness to maintain MACLT's capacity to oversee and execute projects effectively, and Dr. Williams will remain available on a consulting basis as-needed.

Deaken Boggs, Housing Director. Mr. Boggs oversees housing project planning, site acquisition, construction coordination, and regulatory compliance. He works closely with developers, lenders, contractors, and municipal staff to ensure projects meet accessibility, sustainability, and community engagement standards. His operational and technical expertise is critical in supporting the Valor Way Duplexes from planning through completion.

JOINT PARTNERS & KEY TEAM MEMBERS

Anchorhaus Development LLC – Marechiel Santos-Lang, Lead Developer & Project Manager.

Training / Certifications / Licenses: Associates in Commercial Real Estate (ACRE) program, Marquette University, Top 2 of 2025 Cohort. Capstone project won Best Development Capstone Project. BA Broadcasting Communications, University of the Philippines.

Experience: Over seven years as a Construction Disbursing Escrow Officer at First American Title, managing commercial construction draws for projects ranging \$2M–\$100M+, collaborating with developers, general contractors, lenders, economic development agencies, and real estate attorneys. Former nonprofit executive and trade association manager for 15+ years.

Contribution: Provides overall project leadership, including planning, design coordination, financial structuring, construction oversight, and communication with City of Madison staff and MACLT. Manages project administration and ensures alignment with regulatory and funding requirements.

Uplift Capital & Development LLC – Leon Bettis, Construction Partner.

Training / Certifications / Licenses: Graduate of 2025 ACRE program, Marquette University. Co-leader, ACRE 2025 Best Development Capstone Project. Computer Science Minor in Entrepreneurial Studies, Carthage College.

Experience: Experienced property manager and landlord, overseeing tenant relations, maintenance, remodels, and full-scale property upgrades. Technical expertise in IT supports strategic construction planning.

Contribution: Advises on construction strategy, general contractor engagement, and construction-related decision-making. Supports implementation of cost-effective and high-quality construction practices.

Mahogany Realty LLC – Sharon Johnson, Community Engagement Partner

Training / Certifications / Licenses: Graduate of ACRE program, Marquette University, Co-leader, ACRE 2025 Best Development Capstone Project. Master of Business Administration, University of Wisconsin Madison. Bachelor of Science, Organizational Leadership & Supervision, Purdue University.

Experience: Recent Junior Development Intern at Eminent Development Corporation; policy advocacy contractor with 1000 Friends of Wisconsin; seasoned project manager with a track record in cross-functional initiatives, planning, budgeting, and stakeholder engagement.

Contribution: Leads outreach to neighborhood residents, community organizations, local leaders and local partners. Ensures the project reflects community priorities and fosters transparency.

SUPPORTING PARTNERSHIPS

Our development team is strengthened by a set of committed financial and professional partners that ensure the Valor Way Duplexes are both financially viable and operationally sound:

- **Forward Community Investments (FCI):** Engagement through their Emerging Developer Loan Program, which provides mission-aligned, flexible capital specifically to support new ACRE graduates.
- **Local Initiatives Support Corporation (LISC):** A national CDFI with a strong Madison and Milwaukee presence, offering potential access to additional financing, technical assistance, and resources for affordable housing.
- **Accounting Partner:** A woman-owned accounting firm with deep experience supporting development entities, ensuring compliance, cash flow tracking, and fiscal accountability.
- **Legal Support:** Madison-based counsel providing contract review, regulatory compliance, and transactional support throughout the development process.
- **General Contractor / Builder:** A locally owned small business with 16 years of experience and a portfolio of 480+ homes built, including more than 70 multi-family structures (duplexes, triplexes, fourplexes, and eightplexes). Their track record ensures high-quality, cost-effective construction.

- **City of Madison – Department of Planning & Community and Economic Development (PCED):** Providing pre-development grant funds to ACRE graduates, reinforcing the City’s commitment to cultivating diverse emerging developers.

Together, these partnerships provide the technical, financial, and operational backbone for successful delivery of the Valor Way Duplexes while aligning with the City’s goals for equity, affordability, and sustainability.

Roles & Decision-Making (per MACLT–Joint Developer Partners MOU):

- **Day-to-day management:** Led by Anchorhaus Development, responsible for operational oversight, scheduling, permitting coordination, and communication with MACLT.
- **Collaborative decisions:** Joint planning for design integration, sales and marketing schedule, and buyer coordination. MACLT leads marketing and buyer qualification; Developer manages construction and financial scheduling.
- **Extraordinary matters:** Any changes in budget, timeline, or major delays require timely communication with MACLT. If a home cannot be sold to an income-qualified buyer in partnership with MACLT, the \$5,000 administrative fee per home remains owed.
- **Meetings:** Monthly coordination meetings ensure alignment on schedule, financing, permitting, budget, and buyer pipeline.

This governance structure, combined with the complementary expertise of MACLT and the Joint Partners, ensures that the Valor Way Duplexes will be delivered with financial rigor, operational efficiency, community engagement, and regulatory compliance. The team is well-positioned to achieve project objectives, deliver permanently affordable housing to households at or below 70% AMI, and ensure long-term stewardship.

5. PROJECT FEASIBILITY – Financial Capacity

Explain your approach to fulfilling financial obligations for the proposal, including any secured funding:

- For **development proposals:** Address developer equity, construction financing, other funding sources you are leveraging, and subsidy needs.

The Joint Partners are fully committed to fulfilling all financial obligations for the Valor Way Duplexes project. Our approach leverages a combination of deferred developer fee, construction financing, grant funding, and municipal subsidies to ensure timely execution, cost control, and financial accountability.

1. Developer Equity and Pre-Development Funds

As graduates of the Associates in Commercial Real Estate (ACRE) program, the Joint Partners have access to \$50,000 in pre-development grant funds designated to support emerging developers.

The Joint Partners' equity contribution is structured as the deferred portion of the developer fee, which will be realized upon project completion. This approach minimizes upfront capital requirements while aligning financial incentives with project delivery.

2. Construction Financing

The project will be primarily financed through construction loans with competitive terms secured through local CDFI lenders experienced in affordable housing developments.

We have received a **Letter of Interest to Finance up to \$1.5M** from Forward Community Investments (FCI) to participate in the project under their Emerging Developer Loan Program, which specifically supports newly graduated ACRE developers like our team. This partnership strengthens our financing plan and ensures access to flexible, mission-aligned funding.

3. Additional Funding Sources and Subsidy Needs

The City of Madison's affordable homeownership funding program will provide \$800,000 in subsidy support, directly reducing purchase prices for income-eligible households.

Additional pre-development and construction funds could be accessed through programs offered by another CDFI, the Local Initiatives Support Corporation which focuses on providing additional capital to projects in low-income, disadvantaged and underserved communities at affordable rates.

4. Risk Management and Cashflow Planning

The project budget includes 10% contingencies on both hard and soft costs to mitigate cost overruns and unforeseen expenses.

All expenditures will be monitored and reported to MACLT per the MOU, ensuring transparency, accountability, and alignment with long-term stewardship and affordability requirements.

Unit sales pricing will be structured to balance affordability for eligible buyers with financial sustainability for the developer and MACLT, producing modest positive cashflow and a clear path to successful project completion.

Through this combination of deferred developer fee, pre-development grant funds, construction financing, and municipal subsidy—supported by our structured partnership with MACLT—the Valor Way Duplexes project is financially feasible and positioned for successful delivery of permanently affordable homeownership in Madison.

6. PROJECT FEASIBILITY – Project Management and Timeline

Provide a project timeline for the contract term, including key milestones:

- For **development proposals**: real estate acquisition, bid process, construction start/end, marketing, and unit sale completion, etc. (2 year-max timeline)

Valor Way Duplexes – 21-Month Project Timeline*

Contract Start: March 2026 (Notification of Award / Commitment Letter after Common Council Approval)

Projected Completion / Unit Sale Close: December 2027

Phase / Milestone	Start	End	Duration	Notes
Contract & Award Formalities	Mar 2026	Mar 2026	1 month	Commitment Letter received; execute contract with City.
Due Diligence	Mar 2026	Apr 2026	2 months	Site surveys, environmental review, utilities assessment.
Certified Survey Map (CSM) Submission & Approval	Apr 2026	Jun 2026	2 months	Coordinate with the City for CSM and zero-lot line adjustments.
Final Financing & Loan Documentation	May 2026	Jul 2026	3 months	Secure construction loan, finalize draw schedule. Runs concurrently with CSM in part.
Permitting (Building, Site, Utility)	Jun 2026	Aug 2026	3 months	Submit plans, review, obtain permits. Coordination with City staff is essential. ²⁵
Pre-Construction & Contractor Mobilization	Aug 2026	Sep 2026	2 months	Select GC, subcontractors, order long-lead items (windows, HVAC, cabinetry, etc.).
Construction Start (Sitework & Foundation)	Sep 2026	Nov 2026	3 months	Excavation, foundation, utility connections, slab.
Framing & Exterior Envelope	Nov 2026	Feb 2027	4 months	Framing, roof, siding, windows, exterior doors.
MEP & Interior Rough-In	Jan 2027	Mar 2027	3 months	Mechanical, Electrical, Plumbing, insulation, drywall.

Interior Finishes & Punchlist	Mar 2027	Jun 2027	4 months	Flooring, cabinetry, painting, appliances, final touches. Includes inspections.
Marketing & Sales Launch	Sep 2026	Sep 2027	12 months	Start marketing as construction begins; stagger showings to align with turnover.
Closing & Homeowner Occupancy / MACLT Stewardship	Jul 2027	Dec 2027	6 months	Final sales, documentation, CO issued, handoff to homeowners, MACLT stewardship.

**Timeline provides six (6) buffer months*

7. COMMUNITY NEED

Alignment: Explain how your project aligns with the City’s goals for affordable housing and community development and identify the target population served for your project (including income levels and other demographic factors). Note if your proposal aligns with any of the preferences identified in the RFP.

The Valor Way Duplexes project aligns directly with the City of Madison’s goals for affordable housing and community development. Madison faces a growing housing challenge: rising costs and historically low vacancy rates limit options for residents, while population growth continues to drive increased demand. According to the City’s Housing Tracker, there were approximately 134,800 housing units at the start of 2025, and projections indicate that by 2030, the city will add over 9,300 new households, accommodating an estimated 18,400 additional residents. The City has set an ambitious target of 15,000 new homes by 2030, with at least 3,750 units (25%) planned to be permanently affordable at below-market rates, supporting housing equity across income levels.

The Valor Way Duplexes project contributes to these objectives by:

- Providing four permanently affordable homes (two duplexes) for income-qualified buyers, targeting households earning up to 70% of Area Median Income (AMI), consistent with the City’s preference for accessible homeownership options for moderate-income families.
- Incorporating accessible design features, such as primary bedrooms with full bathrooms on the main floor and rough-in basements with plumbing, electrical, and structures for a future bathroom and finished space supporting households of varied ages, abilities and future expansion and growing needs..

- Engaging the community through MACLT, ensuring neighborhood priorities are reflected and homes are stewarded for long-term affordability.

This development is led by emerging developers who are recent graduates of the City of Madison-supported Associates in Commercial Real Estate (ACRE) program held at Marquette University. The City of Madison provided financial support for these Madison-based ACRE students, demonstrating the City’s commitment to developing diverse, local talent in real estate. The RFP notes a preference for ACRE participants, and Valor Way Duplexes demonstrates that emerging developers—particularly those supported by the City—can successfully deliver thoughtfully designed, affordable homes that meet local housing needs.

By delivering affordable, accessible, and community-integrated homes through emerging, locally trained developers, the Valor Way Duplexes project advances the City’s housing production targets, equity goals, and commitment to nurturing diverse talent in real estate, while providing meaningful homeownership opportunities for Madison residents.

Economic Mobility: How will your proposal help participants or residents achieve economic mobility, particularly in underserved communities?

- For **development proposals**, explain how the project aligns with the income levels of the area (describe what the median income of the census tract where the development will be located) and promotes generational wealth-building and well-being.

Our proposal will help participants and residents achieve economic mobility by delivering four permanently affordable, for-sale homes in the Owl Creek neighborhood. These homes will be stewarded under the Madison Area Community Land Trust (MACLT) model, which ensures long-term affordability while allowing buyers to build equity and generational wealth. By converting households from renting to ownership at prices aligned with households at or below 70% AMI, this project addresses the structural barriers that have excluded many families—particularly families of color—from homeownership in Madison.

Alignment with Local Income and Market Conditions: The project is located in ZIP code 53718, where the median household income is about \$94,900 (ACS 2023). However, despite higher average incomes, many residents in the area remain cost-burdened, spending more than 30% of their income on housing. The median sale price for homes in 53718 was \$392,450 as of February 2025, with new three-bedroom homes selling as high as \$574,000. These prices are out of reach for many working families, even those earning close to the area’s median income.

By contrast, MACLT homes for three-bedrooms will be offered in the \$335K-\$346K range, directly targeting the “missing middle” market: households who earn too much to qualify for deep subsidies but not enough to compete in Madison’s hot housing market. By offering duplexes with accessible features, Energy Star certification, and shared equity resale

controls, this project creates a realistic ownership path for underserved households while aligning affordability levels with the City’s Housing Forward goals.

Generational Wealth-Building & Well-Being: Homeownership remains one of the most reliable vehicles for long-term wealth creation. Each family that purchases one of these homes will gain:

- Equity growth through principal paydown and modest appreciation at resale.
- Reduced cost burden via lower-than-market monthly housing costs.
- Ongoing stewardship through MACLT, which supports homeowners in staying current, avoiding foreclosure, and accessing post-purchase resources.
- Stable, healthy housing with modern, efficient design that reduces utility bills and increases long-term sustainability.

Broader Economic Mobility Impact: This project also advances system-level equity goals. The City of Madison projects it will need 15,000 new homes by 2030, with at least 3,750 permanently affordable units. Missing middle developments like these duplexes are essential to closing the gap—expanding options for working families, seniors, and young professionals. At the same time, by partnering with emerging ACRE-trained developers (Anchorhaus Development, Uplift Capital & Development, and Mahogany Realty), the project strengthens the pipeline of diverse developers in Madison, ensuring that future projects continue to expand opportunities for underrepresented communities.

In short, this proposal creates a bridge: from renting to ownership, from cost-burden to stability, and from exclusion to generational wealth.

Expand: Explain how your project will expand opportunities for first-time homebuyers and reduce existing disparities in rates of homeownership between different segments of the Madison population.

Our proposal will expand opportunities for first-time homebuyers by delivering four permanently affordable, for-sale duplex homes in the Owl Creek neighborhood, stewarded under the Madison Area Community Land Trust (MACLT) model. These homes will be reserved for households earning at or below 70% of Area Median Income (AMI), directly addressing barriers to ownership for working families who are otherwise priced out of Madison’s rising housing market.

Reducing disparities. Madison continues to face stark racial disparities in homeownership: White households own at a rate of ~52%, while rates for Black (21%), Hispanic (35%), Asian (33%), and American Indian (18%) households are much lower.

This project tackles those disparities head-on by:

- **Affordability & Access:** Homes will be priced between \$335K and \$346K, reflecting 2026 inflation and aligned with affordability for households of four (4) or more earning at or below 70% AMI. This range is still well below the median home sale price in the 53718 area (~\$427,500 as of July 2025) and ensures households excluded from the conventional market gain a realistic path to ownership. Each unit will feature three bedrooms plus a rough-in basement, creating additional growth opportunities for a family living space that increases functionality for multigenerational families.
- **Inclusive Design:** Each duplex will feature universal design elements—such as no-step entries, main-floor bedrooms, and accessible bathrooms—making homes available to buyers with mobility challenges and multigenerational households.
- **Targeted Outreach:** Guided by the City’s Affirmative Marketing Plan Standards, MACLT and partners will conduct outreach in multiple languages, build partnerships with culturally rooted organizations, and ensure that populations “least likely to apply” are proactively invited into the process

Wealth-building and stability. By converting renting households into owners, this project creates generational wealth opportunities. Buyers will build equity while MACLT’s stewardship ensures affordability is preserved for future families, extending benefits beyond the first wave of homeowners.

Expanding the ecosystem. The project is also co-developed with emerging ACRE-trained developers (Anchorhaus Development, Uplift Capital & Development, and Mahogany Realty), aligning with the City’s priority to expand opportunities for new developers

This approach not only benefits first-time buyers today but also strengthens the pipeline of diverse developers who can deliver future affordable housing solutions.

Lead Applicant:

Anchorhaus Development LLC

1. AGENCY OVERVIEW

This chart describes your agency's total budget for 3 separate years. Where possible, use audited figures for 2023 Actual.

Account Description	2023 Actual	2024 Budget	2025 Proposed
A. PERSONNEL			
Salary (including benefits)			
Taxes			
Subtotal A	-	-	-
B. OPERATING			
All "Operating" Costs			
Subtotal B	-	-	-
C. SPACE			
Rent/Utilities/Maintenance			
Mortgage/Depreciation/Taxes			
Subtotal C	-	-	-
D. SPECIAL COSTS			
Subcontracts			
Deposits to Reserves			
Debt Service (Excl Mortgage)			
Other: (Specify)			
Subtotal D	-	-	-
Total Operating Expenses:	-	-	-
REVENUE			
Direct Public Grants			
Direct Public Support			
Indirect Public Support			
Miscellaneous Revenue			
Restricted Funds Released			
Program Income			
Total Income	-	-	-
Net Income	-	-	-

Lead Applicant: Anchorhaus Development LLC

Summary

Total Units	4
Total Gross SF	1900

	Total	Per Unit	Per Sq Ft
Committed Sources of Funds			
Permanent Financing - 1st Lien:	\$ -	\$ -	\$ -
Permanent Financing - 2nd Lien:	\$ -	\$ -	\$ -
Other:	\$ 1,255	\$ 314	\$ 0.66
Other:	\$ -	\$ -	\$ -
Total Committed Sources of Funds	\$ 1,255	\$ 314	\$ 0.66

Pending/Proposed Sources of Funds			
City of Madison CDD Funds	\$ 800,000	\$ 200,000	\$ 421.05
Other:	\$ 1,259,100	\$ 314,775	\$ 662.68
Other:	\$ 50,000	\$ 12,500	\$ 26.32
Total Pending/Proposed Sources of Funds	\$ 2,109,100	\$ 527,275	\$ 1,110.05

Total Sources of Funds	\$ 2,110,355	\$ 527,589	\$ 1,110.71
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Uses of Funds

Acquisition			
Purchase Price	\$ 1	\$ 0	\$ 0
Earnest Money	\$ -	\$ -	\$ -
Appraisal Costs	\$ -	\$ -	\$ -
Closing Fees	\$ -	\$ -	\$ -
Title Insurance	\$ -	\$ -	\$ -
Title Search	\$ -	\$ -	\$ -
Transfer Taxes	\$ -	\$ -	\$ -
Financing Fees	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Total Acquisition	\$ 1	\$ 0	\$ 0

Hard Costs			
General Requirements	\$ -	\$ -	\$ -
Demolition	\$ -	\$ -	\$ -
Site Work	\$ -	\$ -	\$ -
Offsite Improvements	\$ -	\$ -	\$ -
Environmental Remediation	\$ -	\$ -	\$ -
Construction	\$ 1,368,000	\$ 342,000	\$ 720.00
Builder's Overhead	\$ -	\$ -	\$ -
Bond Premium	\$ -	\$ -	\$ -
Building Permits	\$ -	\$ -	\$ -
Other:	\$ 80,000	\$ 20,000	\$ 42.11
Other:	\$ -	\$ -	\$ -
Hard Cost Contingency (%) of Hard Costs	\$ 136,800	\$ 34,200	\$ 72.00
Total Hard Costs	\$ 1,584,800	\$ 396,200	\$ 834.11

Fees			
Developer Fee	\$ 190,176	\$ 47,544	\$ 100.09
Architectural Fee (Design & Admin)	\$ 50,000	\$ 12,500	\$ 26.32

Co-Applicant: JOINT PARTNERS (ACRE) ANCHORHAUS DEVELOPMENT, UPLIFT CAPITAL & MAHOGANY REALTY & MACLT
Address: 4301 & 4307 VALOR WAY, MADISON WI 53718
Project 1: VALOR WAY DUPLEXES

Total Units	4	Bedrooms	3
Total Gross SF	1900	Baths	2.5

	Total	Per Unit	Per Sq Ft
Committed Sources of Funds			
Permanent Financing - 1st Lien:		\$ -	\$ -
Permanent Financing - 2nd Lien:		\$ -	\$ -
Other: Equity	\$ 1,255	\$ 314	\$ 0.66
Other:		\$ -	\$ -
Total Committed Sources of Funds	\$ 1,255	\$ 314	\$ 0.66

Pending/Proposed Sources of Funds			
City of Madison CDD Funds	\$ 800,000	\$ 200,000	\$ 421.05
Other: CONSTRUCTION LOAN	\$ 1,259,100	\$ 314,775	\$ 662.68
Other: ACRE PREDEVELOPMENT GRANT FUNDS	\$ 50,000	\$ 12,500	\$ 26.32
Total Pending/Proposed Sources of Funds	\$ 2,109,100	\$ 527,275	\$ 1,110.05

Total Sources of Funds	\$ 2,110,355	\$ 527,589	\$ 1,110.71
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Uses of Funds

Acquisition			
Purchase Price	\$ 1	\$ 0	\$ 0
Earnest Money		\$ -	\$ -
Appraisal Costs		\$ -	\$ -
Closing Fees	\$ -	\$ -	\$ -
Title Insurance	\$ -	\$ -	\$ -
Title Search		\$ -	\$ -
Transfer Taxes		\$ -	\$ -
Financing Fees	\$ -	\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
Total Acquisition	\$ 1	\$ 0	\$ 0

Hard Costs			
General Requirements		\$ -	\$ -
Demolition		\$ -	\$ -
Site Work		\$ -	\$ -
Offsite Improvements		\$ -	\$ -
Environmental Remediation		\$ -	\$ -
Construction	\$ 1,368,000	\$ 342,000	\$ 720.00
Builder's Overhead		\$ -	\$ -
Bond Premium		\$ -	\$ -
Building Permits	\$ -	\$ -	\$ -
Other: SEWER & LATERALS	\$ 80,000	\$ 20,000	\$ 42.11
Other:		\$ -	\$ -
Hard Cost Contingency (%) of Hard Costs	\$ 136,800	\$ 34,200	\$ 72.00
Total Hard Costs	\$ 1,584,800	\$ 396,200	\$ 834.11

Fees			
Developer Fee	\$ 190,176	\$ 47,544	\$ 100.09
Architectural Fee (Design & Admin)	\$ 50,000	\$ 12,500	\$ 26.32

Legal	\$ 50,000	\$ 12,500	\$ 26.32
Civil Engineering & Survey	\$ 50,000	\$ 12,500	\$ 26.32
Design & Permitting	\$ 6,234	\$ 1,559	\$ 3.28
Soils/Structural Report	\$ 10,000	\$ 2,500	\$ 5.26
Environmental Reports	\$ 10,000	\$ 2,500	\$ 5.26
Energy & Green Audits/Consulting	\$ -	\$ -	\$ -
Capital Needs Assessment	\$ -	\$ -	\$ -
Bridge Loan Fee	\$ -	\$ -	\$ -
Organizational Fee	\$ -	\$ -	\$ -
Syndication Fee	\$ -	\$ -	\$ -
Appraisal	\$ -	\$ -	\$ -
Market Study	\$ -	\$ -	\$ -
Cost Certification	\$ -	\$ -	\$ -
Other:	\$ 10,000	\$ 2,500	\$ 5.26
Other:	\$ 15,000	\$ 3,750	\$ 7.89
Total Fees	\$ 391,410	\$ 97,853	\$ 206.01

Miscellaneous Development Expenses			
Utility Tap, Hook Up, Municipal Fees	\$ -	\$ -	\$ -
Lease Up Reserve (If lease component in Project)	\$ -	\$ -	\$ -
Relocation	\$ -	\$ -	\$ -
Other: Sustainability Features	\$ -	\$ -	\$ -
Other: Accessibility Features	\$ -	\$ -	\$ -
Total Miscellaneous Development Expense	\$ -	\$ -	\$ -

Construction & Permanent Loan Financing Charges			
Construction Loan Interest	\$ 21,490	\$ 5,373	\$ 11.31
Construction Loan Fees (Origination, Credit Enhancements, App)	\$ 18,887	\$ 4,722	\$ 9.94
Taxes During Construction	\$ -	\$ -	\$ -
Insurance During Construction	\$ 41,040	\$ 10,260	\$ 21.60
Title Insurance	\$ 10,000	\$ 2,500	\$ 5.26
Recording	\$ -	\$ -	\$ -
Construction Monitoring Fee	\$ -	\$ -	\$ -
Permanent Loan Fees	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Soft Costs Contingency (excl. Dev Fee)	\$ 22,727	\$ 5,682	\$ 11.96
Total Construction & Financing Charges	\$ 114,144	\$ 28,536	\$ 60.08

Total Development Costs	\$ 2,090,355	\$ 522,589	\$ 1,100.19
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Transaction Fees			
Real Estate Agent Fee	\$ -	\$ -	\$ -
Marketing Fee	\$ 20,000.00	\$ 5,000.00	\$ 10.53
Other:	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Total Transaction Fee	\$ 20,000.00	\$ 5,000.00	\$ 10.53

Total Uses of Funds	\$ 2,110,355	\$ 527,589	\$ 1,110.71
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Legal	\$ 50,000	\$ 12,500	\$ 26.32
Civil Engineering & Survey	\$ 50,000	\$ 12,500	\$ 26.32
Design & Permitting	\$ 6,234	\$ 1,559	\$ 3.28
Soils/Structural Report	\$ 10,000	\$ 2,500	\$ 5.26
Environmental Reports	\$ 10,000	\$ 2,500	\$ 5.26
Energy & Green Audits/Consulting	\$ -	\$ -	\$ -
Capital Needs Assessment	\$ -	\$ -	\$ -
Bridge Loan Fee	\$ -	\$ -	\$ -
Organizational Fee	\$ -	\$ -	\$ -
Syndication Fee	\$ -	\$ -	\$ -
Appraisal	\$ -	\$ -	\$ -
Market Study	\$ -	\$ -	\$ -
Cost Certification	\$ -	\$ -	\$ -
Other: ACCOUNTING SERVICES	\$ 10,000	\$ 2,500	\$ 5.26
Other: LANDSCAPING SERVICES	\$ 15,000	\$ 3,750	\$ 7.89
Total Fees	\$ 391,410	\$ 97,853	\$ 206.01

Miscellaneous Development Expenses			
Utility Tap, Hook Up, Municipal Fees	\$ -	\$ -	\$ -
Lease Up Reserve (If lease component in Project)	\$ -	\$ -	\$ -
Relocation	\$ -	\$ -	\$ -
Other: Sustainability Features est. \$14,700-\$38,300/per unit	\$ -	\$ -	\$ -
Other: Accessibility Features est. \$12,500-\$20,000/per unit	\$ -	\$ -	\$ -
Total Miscellaneous Development Expense	\$ -	\$ -	\$ -

Construction & Permanent Loan Financing Charges			
Construction Loan Interest (const. period: 6 months)	\$ 21,490	\$ 5,373	\$ 11.31
Construction Loan Fees (Origination, Credit Enhancements, App)	\$ 18,887	\$ 4,722	\$ 9.94
Taxes During Construction	\$ -	\$ -	\$ -
Insurance During Construction	\$ 41,040	\$ 10,260	\$ 21.60
Title Insurance	\$ 10,000	\$ 2,500	\$ 5.26
Recording	\$ -	\$ -	\$ -
Construction Monitoring Fee	\$ -	\$ -	\$ -
Permanent Loan Fees	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Soft Costs Contingency (excl. Dev Fee)	\$ 22,727	\$ 5,682	\$ 11.96
Total Construction & Financing Charges	\$ 114,144	\$ 28,536	\$ 60.08

Total Development Costs	\$ 2,090,355	\$ 522,589	\$ 1,100.19
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Transaction Fees			
Real Estate Agent Fee	\$ -	\$ -	\$ -
Marketing Fee	\$ 20,000.00	\$ 5,000.00	\$ 10.53
Other:	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -
Total Transaction Fee	\$ 20,000	\$ 5,000	\$ 10.53

Total Uses of Funds	\$ 2,110,355	\$ 527,589	\$ 1,110.71
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Total Sources of Funds	\$ 2,110,355	\$ 527,589	\$ 1,110.71
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Applicant	Anchorhaus Development LLC
Project 1 Co-Applicant	JOINT PARTNERS (ACRE) ANCHORHAUS DEVELOPMENT, UPLIFT CAPITAL & MAHOGANY REALTY & MACLT
Project 2 Co-Applicant	
Project 3 Co-Applicant	

	Property Address	Project Type	Anticipated Sales Price
1	4301 & 4307 VALOR WAY, MADISON	#N/A	\$ 346,000.00
2		#N/A	
3		#N/A	

Program Summary

		Project #1	Project #2	Project #3
Total Proposed	Project Name	VALOR WAY DUPLEXES		
4	#Units	4		
\$ 2,110,355.00	Total Uses	\$ 2,110,355.00	\$ -	\$ -
\$ 2,110,355.00	Total Sources	\$ 2,110,355.00	\$ -	\$ -
		Per Unit Costs Below		
\$ 527,588.75	Total Dev. Cost + Trans Cost	\$ 527,588.75		
\$ 527,588.75	Total Dev. Funding	\$ 527,588.75		
\$ 313.75	Committed Sources	\$ 313.75		
\$ 527,275.00	Pending Source	\$ 527,275.00		
\$ 200,000.00	CDD Funding	\$ 200,000.00		
\$ 314,775.00	Pending: Other Source	\$ 314,775.00		
\$ 12,500.00	Pending: Other Source	\$ 12,500.00		

Note that all figures present below row 30 are estimates intended to provide general insight into the potential affordability of the proposed homes. While the table includes scenarios of rhousehold at 60% and 50% of the Area Median Income (AMI), applicants are only required to ensure affordability for households at or below 80% AMI. Applicants may also include pass-through assistance to the homebuyer—structured as a second mortgage—from the allocation provided to the developer as part of the affordability calculation.

	#N/A	#N/A	#N/A
80% AMI	no		
60% AMI	no		
50% AMI	no		

Affordability Assumptions : must input anticipated sales price first.

#N/A	AMI	80%	60%	50%
	Household Size	4-person	4-person	4-person
	Annual Income	\$ 103,850.00	\$ 77,880.00	\$ 64,900.00
	Monthly Household Income	\$ 8,654.17	\$ 6,490.00	\$ 5,408.33
	Affordability Cap as a % of Income	30%	30%	30%
	Monthly "Affordable" Expenditure Cap	\$ 2,596.25	\$ 1,947.00	\$ 1,622.50
	Down Payment	\$ 3,460.00	\$ 3,460.00	\$ 3,460.00
	HBAD			
	Other: [insert name here of dpa]			
	Other: [insert name here of dpa]			
	Other: [insert name here of dpa]			
	Buyer Contribution	\$ 3,460.00	\$ 3,460.00	\$ 3,460.00
	House Price	\$ 346,000.00	\$ 346,000.00	\$ 346,000.00
	Down Payment	\$ 3,460.00	\$ 3,460.00	\$ 3,460.00
	Interest Rate	6.90%	6.90%	6.90%
	No. of Years	30	30	30
	Closing Costs as a % of Loan	3.00%	3.00%	3.00%
	Estimated Property Tax Rate	\$ 0.018	\$ 0.018	\$ 0.018
	Estimated Annual Homeowners Insurance (Annual)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
	Monthly "Affordable" Expenditure Cap	\$ 2,596.25	\$ 1,947.00	\$ 1,622.50
	Monthly Homeowners Insurance	\$ 125.00	\$ 125.00	\$ 125.00
	Output: Loan Amount	\$ 342,540.00	\$ 342,540.00	\$ 342,540.00
	Output: Monthly P&I	\$ 2,255.97	\$ 2,255.97	\$ 2,255.97
	Output: Monthly Property Taxes	\$ 519.00	\$ 519.00	\$ 519.00
	Output: Total Expense (PITI)	\$ 2,899.97	\$ 2,899.97	\$ 2,899.97
	Difference (Cap minus Expenditures)	\$ (303.72)	\$ (952.97)	\$ (1,277.47)

	AMI	80%	60%	50%
	Household Size			
	Annual Income	#N/A	#N/A	#N/A
	Monthly Household Income	#N/A	#N/A	#N/A
	Affordability Cap as a % of Income	30%	30%	30%
	Monthly "Affordable" Expenditure Cap	#N/A	#N/A	#N/A
	Down Payment	\$ -	\$ -	\$ -
	HBAD	\$ -	\$ -	\$ -

#N/A	Other: [insert name here of dpa]	\$ -	\$ -	\$ -
	Other: [insert name here of dpa]	\$ -	\$ -	\$ -
	Other: [insert name here of dpa]	\$ -	\$ -	\$ -
	Buyer Contribution	\$ -	\$ -	\$ -
	House Price			
	Down Payment	\$ -	\$ -	\$ -
	Interest Rate	6.90%	6.90%	6.90%
	No. of Years	30	30	30
	Closing Costs as a % of Loan	3.00%	3.00%	3.00%
	Estimated Property Tax Rate	\$ 0.018	\$ 0.018	\$ 0.018
	Estimated Annual Homeowners Insurance (Annual)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
	Monthly "Affordable" Expenditure Cap	#N/A	#N/A	#N/A
	Monthly Homeowners Insurance	\$ 125.00	\$ 125.00	\$ 125.00
	Output: Loan Amount	\$ -	\$ -	\$ -
	Output: Monthly P&I	\$ -	\$ -	\$ -
	Output: Monthly Property Taxes	\$ -	\$ -	\$ -
	Output: Total Expense (PITI)	\$ 125.00	\$ 125.00	\$ 125.00
	Difference (Cap minus Expenditures)	#N/A	#N/A	#N/A

#N/A	AMI	80%	60%	50%
	Household Size	4-person	4-person	4-person
	Annual Income	\$ 103,850.00	\$ 77,880.00	\$ 64,900.00
	Monthly Household Income	\$ 8,654.17	\$ 6,490.00	\$ 5,408.33
	Affordability Cap as a % of Income	30%	30%	30%
	Monthly "Affordable" Expenditure Cap	\$ 2,596.25	\$ 1,947.00	\$ 1,622.50
	Down Payment	\$ -	\$ -	\$ -
	HBAD	\$ -	\$ -	\$ -
	Other: [insert name here of dpa]	\$ -	\$ -	\$ -
	Other: [insert name here of dpa]	\$ -	\$ -	\$ -
	Other: [insert name here of dpa]	\$ -	\$ -	\$ -
	Buyer Contribution	\$ -	\$ -	\$ -
	House Price			
	Down Payment	\$ -	\$ -	\$ -
	Interest Rate	6.90%	6.90%	6.90%
	No. of Years	30	30	30
	Closing Costs as a % of Loan	3.00%	3.00%	3.00%

	Estimated Property Tax Rate	\$ 0.018	\$ 0.018	\$ 0.018
	Estimated Annual Homeowners Insurance (Annual)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
	Monthly "Affordable" Expenditure Cap	\$ 2,596.25	\$ 1,947.00	\$ 1,622.50
	Monthly Homeowners Insurance	\$ 125.00	\$ 125.00	\$ 125.00
	Output: Loan Amount	\$ -	\$ -	\$ -
	Output: Monthly P&I	\$ -	\$ -	\$ -
	Output: Monthly Property Taxes	\$ -	\$ -	\$ -
	Output: Total Expense (PITI)	\$ 125.00	\$ 125.00	\$ 125.00
	Difference (Cap minus Expenditures)	\$ 2,471.25	\$ 1,822.00	\$ 1,497.50

Area Median Income by Household Size (2025)	80%	60%	50%
1-person	\$ 72,700	\$ 54,540	\$ 45,450
2-person	\$ 83,100	\$ 62,340	\$ 51,950
3-person	\$ 93,500	\$ 70,140	\$ 58,450
4-person	\$ 103,850	\$ 77,880	\$ 64,900
5-person	\$ 112,200	\$ 84,120	\$ 70,100
6-person	\$ 120,500	\$ 90,360	\$ 75,300
7-person	\$ 128,800	\$ 96,600	\$ 80,500
8-person	\$ 137,100	\$ 102,840	\$ 85,700

City of Madison | Community Development Division
2025 Financing for Affordable Homeownership Development, Programs and Services
RFP #2025-14027

ANCHORHAUS DEVELOPMENT LLC.

Valor Way Duplexes (Development - Owl Creek)

Response Submission Due Date: October 31, 2025 at Noon Central Time.

Instructions to applicants:

Please respond briefly and succinctly to the questions below, in-line, unless otherwise specific (e.g. if additional documentation is requested), with a maximum 1/3 page response per question. Use this Word document to record your answers and return the completed document to CddApplications@CityOfMadison.Com with cc: to MDavila-Martinez@CityOfMadison.Com. Please refrain from submitting additional documentation not specifically requested at this time or using alternative formats.

Questions:

- 1. Your proposal identifies 4301 and 4307 Valor Way as the preferred development lots. If those lots are not awarded to this team, would you be open to developing on any of the other Owl Creek lots available through this RFP? If so, which ones, and what criteria would guide your selection of alternate sites?**

ANSWER: Yes, we are open to considering other lots within Owl Creek if 4301 and 4307 Valor Way are not awarded. Our current design is optimized for those parcels to accommodate an accessible ground-floor primary bedroom and one-car garage consistent with our partner agency's (Madison Area Community Land Trust, MACLT) preferred layout and universal design goals.

If reassigned, our team would evaluate alternate lots based on:

- ability to meet accessibility and sustainability design criteria
- lot depth and width sufficient for zero-lot-line duplex orientation and driveway access
- efficient construction logistics for subcontractors and material delivery

Based on that criteria, 5117 and 5133 Great Gray Drive appear to be the most viable alternative pair, as they are adjacent on the same street and may support similar building efficiency and construction sequencing. Final feasibility would require confirming site fit and maintaining accessibility standards, which are a core priority.

- 2. In your proposal, you note incremental costs associated with the sustainability and accessibility features. Can you explain how those incremental costs were calculated? What are they based on (e.g. consultant estimates or standardized cost assumptions)?**

ANSWER: The incremental cost estimates for sustainability and accessibility features were developed using a blended approach:

Standardized cost assumptions: We referenced industry benchmarks for Energy Star–level performance, high-efficiency mechanicals, universal design elements, and materials that support long-term durability and health.

Contractor review: Three general contractors provided preliminary input, and our selected GC reviewed the full list of features and cost assumptions. He confirmed that these features are feasible within our overall cost framework and that many of them align with his standard construction practices.

As part of validating the RFP assumptions, the GC advised that incorporating the full suite of features may require a modest adjustment above conventional baseline construction costs — which we have already anticipated in our budgeting model and contingency planning.

With a 10% hard-cost contingency and continued collaboration with our GC during pre-development, we are confident the project can successfully deliver the proposed accessibility and sustainability goals within responsible budget parameters.

- 3. You mention that your team, in partnership with MACLT, will proactively invite populations “least likely to apply” into the process. Elaborate on what that outreach looks like in practice? What partnerships, community networks, or engagement strategies will you use to connect with those populations?**

ANSWER: MACLT will proactively ensure that households least likely to apply are welcomed, informed, and supported throughout the homebuying process. Our outreach will be both multilingual and community-centered, grounded in longstanding partnerships and equitable access strategies.

Marketing Channels & Supportive Buyer Pathways:

- Homes will be marketed in both Spanish and English across MACLT’s established platforms, including social media, our website, and our email newsletter.
- Prospective buyers will be connected with our ten partner mortgage lenders who specialize in down-payment assistance programs, credit-building resources, and creative financing strategies such as ITIN mortgages. Partner lenders are listed at: <https://maclt.org/partner-lenders/>.
- MACLT Program Orientations, required for buyers, help households understand the CLT model, affordability terms, and homeownership responsibilities. Interpretation services are provided upon request to ensure accessibility for all language needs.

Digital & News Media Outreach:

- Property listings and promotional content will be shared through MACLT’s Facebook and Instagram channels, e-newsletters, and website News page, with clear descriptions of accessibility and program features.
- Spanish-language versions of marketing materials will be distributed to ensure equitable access.
- Homes will also be advertised in at least two local media outlets such as Cap Times, Madison365, or Isthmus.

Community & Service-Provider Partnerships: MACLT will notify and collaborate with organizations serving underrepresented and marginalized community members, including:

- The Road Home
- Tenant Resource Center
- Urban Triage
- Joining Forces for Families (JFF)
- Neighborhood Resource Teams
- Centro Hispano
- UNIDOS
- MMSD Community Schools
- Disability service organizations (Movin’ Out, Access to Independence, Developmental Disability Coalition, ADRC, Options in Community Living, supportive home-care providers)

These partners receive program flyers in both English and Spanish and may refer clients directly to MACLT’s waiting list and orientation sessions.

Commitment to Equity & Measurable Impact: MACLT prioritizes households with the greatest barriers to homeownership through a need-based point system that favors larger households, lower income per person, individuals with disabilities, and first-time/first-generation homebuyers.

Since implementing this selection framework in 2020, MACLT has seen measurable equity gains:

- Average buyer income decreased from 60% to 49% AMI
- Buyers of color increased from 39% to 67%

For context, in Dane County, only 16% of residents identify as people of color (U.S. Census). These outcomes demonstrate MACLT's commitment to advancing racially equitable homeownership and supporting households historically excluded from traditional paths to homeownership.

4. **The proposal lists a target sales price of approximately \$346,000. Walk us through what the financing structure would look like for the end household (at or below 80% AMI) to affordably purchase a home at that price? Specifically, can you break out the anticipated *sources and uses* at the buyer level (e.g., buyer contribution, first mortgage amount, down payment assistance, developer or external subsidies, etc.)?**

ANSWER:

\$3,460: Buyer contribution (1% of purchase price as required)

+\$35,000: DPA [Home Buy the American Dream \(City of Madison\)](#)

+\$10,000: DPA [FHLBC Down Payment Plus](#)

+\$297,540: Buyer's First Mortgage

= \$346,000: Total Home Purchase Price