

J. Roller Development +
Tack Development

April Norton
Director
Jackson/ Teton Housing Department
320 King Street Box 575
Jackson, Wyoming 83001

Dear Ms. Norton:

On behalf of the Joint Venture between J.Roller Development, Tack Development, Kay-Kay Realty Corp. and RCJ Consulting I am pleased to present our response to the Low Income Multifamily Housing Developer RFQ.

Our Joint Venture team is a combination of experienced professionals in the fields of multifamily development, LIHTC, HOME and NHTF investment structuring, and ongoing regulatory compliance and management of Low Income properties. Our Joint Venture team has extensive experience in the Town of Jackson/ Teton County with development and construction, working in partnership with the governing bodies and staff of the Town of Jackson and Teton County, and community outreach processes.

This team is uniquely qualified to assist the Town through site selection and design, incorporating public feedback, strategically preparing the QAP study and positioning the application to WCDA for an LIHTC credit allocation for the best chance of success. Additionally, we are well qualified upon receipt of a successful allocation to maximize LIHTC equity and loan proceeds, to fully develop and build beautiful and functional multifamily rental housing, and to manage/ ensure regulatory compliance over time.

I look forward to speaking with you further about the RFQ and am excited by the prospect of successfully providing extremely needed Low Income Housing to the Town of Jackson. I would note that we believe it may not be feasible to create a competitive and complete application to WCDA by September 2020, and feel March 2021 is a more realistic goal for submission.

Sincerely,

Jacob Roller
J.Roller development LLC
30 S 15th Street, 15th Floor
Philadelphia, PA 19102

Project Team

Michael Kotin (Kay-Kay Realty Corp.)

Michael will serve as the project lead for the QAP Study, Opportunity Assessment and Project Application to WCDA for LIHTC, HOME and NHTF funding.

Jacob Roller (J.Roller Development)

Jacob will focus on capital structure, project design and development as well as community outreach.

Ruben Caldwell (Tack Development)

Ruben is a Jackson resident and will focus on project design and management as well as community outreach.

Robert Jacobs (RCJ Consulting)

Robert will be focused on positioning of the application, securing of LIHTC investors and maximizing funds, as well as other transactional services.

Low-Income Multifamily Housing
Request for Qualifications

J.R + TD

Michael Kotin (Kay-Kay Realty Corp.)

Bio

Experience

References

Michael Kotin (Kay-Kay Realty Corp.)

Kay-Kay Realty Corp.

Kay-Kay Realty Corp., an Arizona corporation, has been actively engaged in property and asset management since its inception in 1979. The firm is not involved in brokerage or development; operations are limited to third-party management and training engagements.

KKR is both a HUD approved property management firm and an Accredited Management Organization as certified by the Institute of Real Estate Management. Current clients include JPMorgan Chase Bank, U.S. Bancorp, U.S. Bank, SunAmerica, as well as several private investment partnerships.

KKR has particular expertise in the management and supervision of multifamily residential properties. KKR currently provides asset management or compliance management services to approximately 400 properties in 17 states. On-site management is currently available in Arizona, Oklahoma, New Mexico, Utah and Wisconsin.

Kay-Kay is not an arm of a development or brokerage firm and represents the sole livelihood of the two principals. All asset management and training services are handled by the firm's principals, a unique composition of two close professionals with complementary areas of expertise. Educational backgrounds in accounting, economics, finance, systems management, and property management complement business careers in the national real estate market.

In addition to on-site management, the firm's key personnel have extensive experience in leading training programs. Mike speaks regularly on LIHTC compliance issues to such notable organizations as MULTIHOUSING WORLD, IPED, the National Housing & Rehabilitation Association, and the National Council of State Housing Agencies. Michael and David both have taught real estate management classes to brokers and salespersons at various schools in Arizona.

Michael Kotin (Kay-Kay Realty Corp.)

Bio

Michael Kotin, Principal, is a CPA and a licensed real estate broker with extensive tax and accounting expertise in real estate and Property Management. Mike is also an instructor in real estate in Arizona, teaching classes in Section 8 procedures, the Fair Housing Act, leasing, Low Income Housing Tax Credit compliance (including Housing Credit Certified Professional courses), and management best practices. Mike also travels extensively and is a regular speaker and contributor to Institute for Professional and Executive Development, National Housing & Rehabilitation Association, National Council of State Housing Agencies and other industry groups. He is widely acknowledged as an expert in tax credit, bond, and Rural Housing Service compliance administration. Agencies. Michael and David both have taught real estate management classes to brokers and salespersons at various schools in Arizona.

Accreditations

- Arizona Society of Certified Public Accountants
- American Institute of Certified Public Accountants
- Licensed Real Estate Broker – Arizona
- Enrolled to Practice – Internal Revenue Service
- Institute of Real Estate Management Accredited Management Organization

Experience



Management Experience: Communities Currently Managed

<i>Community Name</i>	<i>Units</i>	<i>Type</i>	<i>Address</i>
* Amber Pointe Apartments (602) 296-5006 T (602) 296-5881 F Community Manager: Maria Olaguez	56	Senior	4625 S. 7 th Avenue Phoenix, AZ 85041 <i>amberpointe@kay-kay.biz</i>
* Canyon Run Apartments (928) 445-8963 T (928) 445-8263 F Community Manager: Linda Jo Safford	84	Senior	701 White Spar Prescott, AZ 86303 <i>canyonrun@kay-kay.biz</i>
* Casamera Apartments (505) 863-2700 T (505) 863-2701 F Community Manager: Steve Palacios	72	Family	350 S. Basilio Drive Gallup, NM 87301 <i>casamera@kay-kay.biz</i>
* Center Ridge Apartments (928) 474-9311 T (928) 474-9690 F Community Manager: Chandy Cofferen	48	Family	105 East Main Street Payson, AZ 85541 <i>centerridge@kay-kay.biz</i>
* Creekview Village Apartments (928) 541-9960 T (928) 445-8263 F Community Manager: Briana Newcomer	78	Family	519 Miller Valley Road Prescott, AZ 86301 <i>creekview@kay-kay.biz</i> Leasing Up Now
* Crystal Pointe Apartments (602) 971-9724 T (602) 493-5657 F Community Manager: Susana Soliz Sanchez	191	Family	15826 N. 32 nd Street Phoenix, AZ 85032 <i>crystalpointe@kay-kay.biz</i>
Desert Leaf Apartments (480) 834-2228 T (480) 834-2071 F Community Manager: Jessica Patterson	20	Family	44 S. Horne Road Mesa, AZ 85204 <i>desertleaf@kay-kay.biz</i>



<p>* Eagle Cove Apartments (928) 333-3938 T (928) 333-3950 F Community Manager: Amanda Love</p>	<p>48</p>	<p>Family</p>	<p>1856 E. Apache Drive Eagar, AZ 85925 <i>eaglecove@kay-kay.biz</i></p>
<p>* Erie Apartments</p>	<p>6</p>	<p>Family</p>	<p>1101 W. Erie Street Chandler, AZ 85225</p>
<p>* Foster Park Apartments (918) 968-0777 T (918) 968-2787 F Community Manager: Kathie Cron</p>	<p>20</p>	<p>Family</p>	<p>617 Staack Stroud, OK 74079 <i>fosterpark@kay-kay.biz</i></p>
<p>* Four Hills Apartments (575) 382-0500 T (575) 382-2005 F Community Manager: Claudia Bedford</p>	<p>72</p>	<p>Family</p>	<p>2595 Mars Avenue Las Cruces, NM 88012 <i>fourhills@kay-kay.biz</i></p>
<p>* Hayden Apartments</p>	<p>7</p>	<p>Family</p>	<p>938 N. Hayden Road Scottsdale, AZ 85257</p>
<p>Hayden Square Apartments (928) 783-0554 T (928) 376-7258 F Community Manager: Yanira Conde</p>	<p>94</p>	<p>Family</p>	<p>2100 S. Avenue A Yuma, AZ 85364 <i>haydensquare@kay-kay.biz</i></p>
<p>* Hidden Valley Village (505) 632-0004 T (505) 632-0098 F Community Manager: Lisa Langley</p>	<p>60</p>	<p>Family</p>	<p>717 Ruth Lane Bloomfield, NM 85364 <i>hiddenvalley@kay-kay.biz</i></p>
<p>* Indigo Pointe Apartments (602) 441-3347 T (602) 441-3417 F Community Manager: Andrea Robidoux</p>	<p>72</p>	<p>Family</p>	<p>475 N. 43rd Avenue Phoenix, AZ 85009 <i>indigopointe@kay-kay.biz</i></p>
<p>* La Mariposa Senior Villas (928) 314-3344 T (928) 314-3345 F Community Manager: Jasmin Serrato</p>	<p>59</p>	<p>Senior</p>	<p>701 E. 24th Street Yuma, AZ 85365 <i>lamariposa@kay-kay.biz</i></p>
<p>* La Mesita Apartments (480) 969-5233 T (480) 833-0121 F Community Manager: Bonita Frazier</p>	<p>80</p>	<p>Family</p>	<p>2254 W. Main Street Mesa, AZ 85201 <i>lamesita@kay-kay.biz</i></p>



* La Mesita Apartments Phase 3 (480) 969-5233 T (480) 833-0121 F Community Manager: Bonita Frazier	30	Family	2245 W. Ella Street, Bldg. C Mesa, AZ 85201 <i>lamesita@kay-kay.biz</i>
* La Mirada Apartments (928) 329-1473 T (928) 329-1595 F Community Manager: Rosa Valdez	80	Family	3900 W. 22nd Lane Yuma, AZ 85364 <i>lamirada@kay-kay.biz</i>
* La Posada Apartments (928) 343-7844 T (928) 343-7846 F Community Manager: Adelina Zambrano	80	Family	1900 W. 30th Street Yuma, AZ 85364 <i>laposada@kay-kay.biz</i>
* La Posada II Apartments (928) 343-7844 T (928) 343-7846 F Community Manager: Adelina Zambrano	64	Family	1980 W. 30th Street Yuma, AZ 85364 <i>laposada@kay-kay.biz</i>
* La Terraza Apartments (505) 324-6201 T (505) 564-3792 F Community Manager: Jessica Webb	72	Family	900 Cannery Court Farmington, NM 87401 <i>laterraza@kay-kay.biz</i>
* Lofts@10 Apartments (602) 633-2712 T (602) 687-9167 F Community Manager: Michalle Spath	78	Family	2247 E. Van Buren Street Phoenix, AZ 85006 <i>lofts@kay-kay.biz</i>
* Los Altos Apartments (575) 525-8535 T (575) 525-8620 F Community Manager: Coy Green	72	Family	2301 El Camino Real Las Cruces, NM 88007 <i>losaltos@kay-kay.biz</i>
* Main Street Townhomes (575) 769-2490 T (575) 762-2959 F Community Manager: Kathy Turner	25	Family	3205 N. Main Street Clovis, NM 88101 <i>parkside@kay-kay.biz</i>
* Marble Canyon Manor (928) 763-3434 T (928) 704-0040 F Community Manager: Fran Burdett	132	Family	1627 Mohave Drive Bullhead City, AZ 86442 <i>marblecanyon@kay-kay.biz</i>



<p>* Mesquite Village (575) 769-2490 T (575) 762-2959 F</p> <p>Community Manager: Kathy Turner</p>	<p>20</p>	<p>Family</p>	<p>412 S. Avenue F Texico, NM 88135</p> <p><i>parkside@kay-kay.biz</i></p>
<p>* Meridian@101 Apartments (480) 247-9972 T (480) 718-5707 F</p> <p>Community Manager: Jessica Patterson</p>	<p>76</p>	<p>Senior</p>	<p>2148 E. Apache Blvd. Tempe, AZ 85281</p> <p><i>meridian@kay-kay.biz</i></p>
<p>* Mira Vista Villas (575) 647-8444 T (575) 647-8401 F</p> <p>Community Manager: Isela Ruiz</p>	<p>76</p>	<p>Senior</p>	<p>2141 Solano Drive Las Cruces, NM 88001</p> <p><i>miravista@kay-kay.biz</i></p>
<p>* Mountain View Senior Apartments (575) 388-1214 T (575) 388-4390 F</p> <p>Community Manager: Yvette Valenzuela</p>	<p>69</p>	<p>Senior</p>	<p>1600 16th Street Silver City, NM 88061</p> <p><i>mountainview@kay-kay.biz</i></p>
<p>* Parkside Village (575) 769-2490 T (575) 762-2959 F</p> <p>Community Manager: Kathy Turner</p>	<p>42</p>	<p>Family</p>	<p>1100 Sycamore Street Clovis, NM 88101</p> <p><i>parkside@kay-kay.biz</i></p>
<p>* Rio Viejo Apartments (520) 325-5418 T (520) 325-5419 F</p> <p>Community Manager: Marcia Lopez</p>	<p>100</p>	<p>Family</p>	<p>5418 South Park Avenue Tucson, AZ 85706</p> <p><i>rioviejo@kay-kay.biz</i></p>
<p>Saguaro Gardens (520) 868-0648 T (520) 868-0649 F</p> <p>Community Manager: Jennifer Frazier</p>	<p>72</p>	<p>Family</p>	<p>1501 S. Highway 79B Florence, AZ 85132</p> <p><i>saguaro@kay-kay.biz</i></p>
<p>* San Tierra Apartments (505) 438-4944 T (505) 438-4400 F</p> <p>Community Manager: Sylvia Martinez</p>	<p>86</p>	<p>Family</p>	<p>3991 Camino Juliana Santa Fe, NM 87507</p> <p><i>santierra@kay-kay.biz</i></p>
<p>* Silver Cliffs Apartments (575) 538-9000 T (575) 538-9100 F</p> <p>Community Manager: Olga Franco</p>	<p>80</p>	<p>Family</p>	<p>1414 Little Walnut Road Silver City, NM 88061</p> <p><i>silvercliffs@kay-kay.biz</i></p>



<p>* Somerset Village (928) 753-4007 T (928) 753-4575 F Community Manager: Shirley Kemper</p>	<p>72</p>	<p>Senior</p>	<p>3150 Harrison Street Kingman, AZ 86401 <i>somerset@kay-kay.biz</i></p>
<p>* South 25th Place Apartments (918) 681-4651 T (918) 687-1584 F Community Manager: Kathie Cron</p>	<p>24</p>	<p>Family</p>	<p>1201 South 25th Place Muskogee, OK 74401 <i>south25thplace@kay-kay.biz</i></p>
<p>* Summerhill Apts. I & II (435) 703-9787 T (435) 703-9761 F Community Manager: Mela Tulele</p>	<p>48</p>	<p>Family</p>	<p>1279 W. 360 North St. George, UT 84770 <i>summerhill@kay-kay.biz</i></p>
<p>* Terracina Apartments (928) 539-0517 T (928) 539-0543 F Community Manager: Jacky Madrid</p>	<p>80</p>	<p>Family</p>	<p>1850 S. Avenue B Yuma, AZ 85364 <i>terracina@kay-kay.biz</i></p>
<p>* The Revello (602) 334-1015 T (602) 607-5265 F Community Manager: Jerry McNally</p>	<p>76</p>	<p>Senior</p>	<p>1600 W. Camelback Road Phoenix, AZ 85015 <i>revello@kay-kay.biz</i> Leasing Up Now</p>
<p>* Timberstone Apartments (928) 437-3983 T (928) 532-0281 F Community Manager: Lena Dorrel</p>	<p>80</p>	<p>Family</p>	<p>100 W. Cooley Street Show Low, AZ 85901 <i>timberstone@kay-kay.biz</i></p>
<p>* Timberstone Apartments II (928) 437-3983 T (928) 532-0281 F Community Manager: Lena Dorrel</p>	<p>56</p>	<p>Family</p>	<p>100 W. Cooley Street Show Low, AZ 85901 <i>timberstone@kay-kay.biz</i></p>
<p>* Tres Santos Apartments (505) 988-2846 T (505) 988-2246 F Community Manager: Malakiah Romero</p>	<p>136</p>	<p>Family</p>	<p>1899 Pacheco Street Santa Fe, NM 87505 <i>tressantos@kay-kay.biz</i></p>
<p>* Trillium Homes (608) 233-7990 T (608) 233-7995 F Community Manager: Rapunzel Abanathy</p>	<p>51</p>	<p>Family</p>	<p>2 Craig Avenue Madison, WI 53705 <i>trillium@kay-kay.biz</i></p>



* Ventana Cove Apartments (505) 865-5858 T (505) 865-9990 F Community Manager: Linda Rateliff	72	Family	450 Los Cerritos Road Los Lunas, NM 87031 <i>ventanacove@kay-kay.biz</i>
Villa Nueva Apartments (928) 329-8002 T (928) 376-0664 F Community Manager: Annakaren Reyes	80	Family	750 S. 15th Avenue Yuma, AZ 85364 <i>villanueva@kay-kay.biz</i>
* Villa Serena Apartments (928) 376-0407 T (928) 376-0408 F Community Manager: Marta Garcia	80	Family	2351 S. 37th Avenue Yuma, AZ 85364 <i>villaserena@kay-kay.biz</i>
* Washington Pointe Apartments (602) 253-3400 T (602) 253-0068 F Community Manager: Maria Olaguez	54	Senior	1555 E. Washington Street Phoenix, AZ 85034 <i>washingtonpointe@kay-kay.biz</i>

* TAX CREDIT COMMUNITY

Current Unit Count: 3,230



Management Experience: Communities Previously Managed

<i>Community Name</i>	<i>Units</i>	<i>Location</i>
* Ajo Homes	5	Ajo, AZ
* Bella Vista	14	Tucson, AZ
Bella Vita	148	Bullhead City
* Brighton Place Apartments	80	Phoenix, AZ
* Cabbage Alley Apartments	56	New Orleans, LA
* Canyon Walk Apartments	156	Bullhead City, AZ
* Casa Cibola Apartments	8	Scottsdale, AZ
Catalina Village	152	Yuma, AZ
* Chandler Terrace Apartments	16	Chandler, AZ
* Colonia Del Rey Apartments	60	Chandler, AZ
* Colony Townhomes	28	Chandler, AZ
* Coolidge Station	24	Coolidge Station, AZ
Coral Gardens Apartments	118	Phoenix, AZ
* Covington Place	400	St. Louis, MO
* Delavan Townhomes	51	Kansas City, KS
* Desert Palms Apartments	96	Mesa, AZ
* Downing Square Apartments	50	Denver, CO
* Elwood Homes	25	Elwood, KS
* Faith House (Women=s Crisis Center)	16	Glendale, AZ
* Flores Apartments	10	Tucson, AZ
* Glenn Verde Apartments	24	Tucson, AZ
* Harry Clark Residential Center	24	Mammoth, AZ
* Johnson Square Apartments	180	Milwaukee, WI
*** Kachina Apartments	96	Casa Grande, AZ
* King's Court	18	Springfield, IL
* Kingman Place	24	Bullhead City, AZ
La Serena Apartments	160	Tempe, AZ
La Terraza	160	Phoenix, AZ
* Lincoln School Historic Apartments (senior)	64	Racine, WI
Manor Apartments	54	Phoenix, AZ
Maya Condominiums	332	Scottsdale, AZ
* Maysville High School Apartments	30	Maysville, KY
* McKnight Senior Village	110	Las Vegas, NV
Melrose Villas	83	Phoenix, AZ



* Miracle Point Apartments	40	Tucson, AZ
Missouri Crossing	108	Phoenix, AZ
* Palm Cove Apartments	76	Mesa, AZ
* Palm Oasis Apartments	157	Phoenix, AZ
* Palm Terrace Apartments	180	Chandler, AZ
The Palms	16	Scottsdale, AZ
* The Palms (co-managed)	288	New Orleans, LA
** Paradise Harbor Apartments	60	Phoenix, AZ
* Parkcrest Village Apartments	80	Kingman, AZ
* Pickwick Plaza Apartments	233	Kansas City, MO
Pinchot Towers	104	Phoenix, AZ
* Rally Point Apartments	30	Tucson, AZ
* Roeser Senior Village	80	Phoenix, AZ
San Jose at Maddox Estates	60	Eloy, AZ
* Scottsdale Cheery Lynn Apartments	8	Scottsdale, AZ
* Scottsdale Palm Villas	9	Scottsdale, AZ
Scottsdale Villas Apartments	96	Scottsdale, AZ
Shelby=s Creek Apartments	296	Las Vegas, NV
Silver Mesa Apartments	96	Casa Grande, AZ
* Sonoma Palms	238	Las Vegas, NV
Sonoran Ridge Apartments	78	Tempe, AZ
* Spring Meadows Apartments	84	Springfield, IL
**** Spring Valley Manor	20	Mayer, AZ
* Spring Valley Terrace	20	Mayer, AZ
* St. Theresa Apartments	80	Baton Rouge, LA
* Stanford Court Apartments	436	Phoenix, AZ
* Storacle Point Apartments	66	Tucson, AZ
* Sueno Nuevo Apartments	17	Tucson, AZ
* Sun River Apartments	48	Edwardsville, KS
Sundowner Apartments	156	Phoenix, AZ
* Sunnyside Pointe Villas	90	Tucson, AZ
* Sunnyside Pointe Villas II	92	Tucson, AZ
* Sunrise Senior Village	90	Las Vegas, NV
The Village at Lindsay Park	256	Mesa, AZ
* West Point Apartments	50	Tucson, AZ
* Whispering Palms	208	North Las Vegas, NV



* TAX CREDIT COMMUNITY
** SECTION 8
*** SECTION 8 & 515
**** 202

Major LIHTC Consulting Contracts

Sun America Affordable Housing Partners, Inc.

JPMorgan Chase (Banc One) Community Development Corp.

Raymond James Tax Credit Funds

Mountain Plains Equity Fund

Red Capital Group

U. S. Bancorp

Michael Kotin (Kay-Kay Realty Corp.)

References

- **Mr. James E. Christensen, President/CEO**
Gateway Bank
6860 E. Warner Road
Mesa, AZ 85212
(480) 358-1000, ext. 205 O
(480) 357-9000 F
(480) 292-5527 C
jamesc@gcbaz.com
- **Scott M. Clark, Esq.**
Scott M. Clark PC
4222 E. Thomas Road, Suite 230
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- **Tyler Gibbs, Partner,**
Novogradac & Company,
4000 Town Center, Suite 1400
Southfield, MI, 48075

**Low-Income Multifamily Housing
Request for Qualifications**

J.R + TD

Jacob Roller (J. Roller Development)

Bio

Experience

References

Jacob Roller (J. Roller Development)

Bio

Jacob Roller was born and raised in Philadelphia and has been a real estate entrepreneur for over 16 years with expertise in urban redevelopment, multifamily and mixed use developments, as well as intimate knowledge of how to source and structure alternative capital stacks using grants, tax credits and more. He has developed, leased and managed over 300 units, 400k SF and \$70mm of total investment. Previously, Mr. Roller co-founded MMPartners, LLC in 2008 with the goal of comprehensively redeveloping the Brewerytown neighborhood of Philadelphia through a combination of residential, multi-family, mixed use and commercial real estate. Prior to forming MMPartners, Mr. Roller developed infill real estate opportunities under the name Addison Development, concentrating on the Poplar to Girard corridor in the Fairmount, Brewerytown, and Francisville neighborhoods, as well as projects in Center City Philadelphia. Mr. Roller first entered the development field while working for Tower Investments, Inc., where he worked on all aspects of Tower's large-scale commercial and residential redevelopment plan for the Northern Liberties neighborhood of Philadelphia. In addition, Mr. Roller was involved with the property management and leasing of Tower Investments' commercial developments on Columbus Boulevard. Mr. Roller left Tower Investments for Prague, Czech Republic, where he provided real estate brokerage services to Prague's lucrative foreign market.

Jacob Roller (J. Roller Development)

Experience

LIV, Philadelphia

LIV is a 9 unit, 20k SF high end condominium project consisting of 2 buildings and 5 parking spaces, located in the Queen Village neighborhood of Philadelphia, constructed in 2019 with a total project cost of \$6.5 million.

Portico Place, Philadelphia

Portico Place is a 10 unit and 15k square foot historic building that was repositioned by J. Roller Development with a total project cost of \$5 million.

Braverman Building, Philadelphia

The Braverman Building is an 18 unit and 20k square foot mixed use new construction building located on the historic Girard Avenue corridor in the Brewerytown neighborhood of Philadelphia. Its black brick and Zinc facade give it a classic yet modern feel. This project was completed in 2015 with project costs of \$3.6 million.

A.F. Bornot Dyeworks, Philadelphia

A.F. Bornot Dyeworks is the adaptive reuse, and historically accurate restoration, of 4 former factory buildings totaling over 65k square feet into mixed use spaces with 17 condo quality apartments, 5 commercial units, 2 luxury single family homes and 27 parking spaces, all at the intersection of 17th Street & Fairmount Avenue in in the Art Museum Area of Philadelphia. Total project costs were \$11 million. Completed in 2016.

North 28, Philadelphia

North 28 is a 15 unit new construction apartment building located at 1238 N 28th Street in the Brewery-

town neighborhood of Philadelphia. This project was completed in 2012 using modular construction and features an original mural by Icy Signs. Total project costs were \$2.3 million.

30 Baltz, Philadelphia

30 Baltz is a 7 unit new construction condominium building completed in 2014. The project features Corten steel as a unique design and architectural element. It is located on 30th Street in the Brewerytown neighborhood of Philadelphia. Total projects costs were \$1 million, and all units were successfully sold.

Cambrige Row, Philadelphia

Cambridge Row featured 10 renovated and new construction single family homes, built from vacant properties purchased from the the Philadelphia Housing Authority. The project was completed in 2013, and proudly included 10% Affordable Housing in partnership with Fairmount CDC. Total project costs were \$2.3 million, and all homes were successfully sold.

Historic West Girard Avenue, Philadelphia

Diverse storefront holdings on the Historic West Girard Avenue commercial corridor were comprehensively conceptualized as one would a shopping mall. Over 16 new businesses were attracted and leased in newly renovated storefronts, many of which successfully utilized City of Philadelphia grant programs such as the InStore Program and Storefront Improvement Program. Tenants include a bike store, brewpub, soul food restaurant, coffeeshop and cafe, craft beer and sandwiches, woman's salon, wood burning pizza restaurant, offices and more.

Jacob Roller (J. Roller Development)

AIA Philadelphia

April 17, 2019

RE: 440 W. Kelly RFP Response

To Whom it May Concern:

I am writing to express my strong recommendation for Jacob Roller of J.Roller Development LLC. Jacob is an experienced real estate developer who also understands and values the importance and role of community residents in the development process.

The American Institute of Architects

AIA Philadelphia
1218 Arch St
Philadelphia, PA 19107-2816

T (215) 569 3186
F (215) 569 9226

www.aiaphiladelphia.org

I had the pleasure of working with Jacob during my tenure as Executive Director of the Fairmount CDC, where we collaborated on several real estate development projects in our neighborhood. Jacob was always genuinely interested in identifying projects that moved the neighborhood strategic plans forward and he participated in the community engagement and outreach around our projects. He is honest and candid with community members about the project and would answer as many questions as they had. He never underestimated the importance of the community process because he understands that the social impact of the project is inextricably linked to the success of the real estate development project.

I've spent the past 13 years working with real estate developers in various capacities and I can enthusiastically endorse Jacob as a developer with integrity, vision, and capacity.

I hope you will consider him for the 440 W. Kelly project.

Sincerely,



Rebecca Johnson
Executive Director

Jacob Roller (J. Roller Development)

AIA Philadelphia



40 MORRIS AVENUE, SUITE 230
BRYN MAWR, PA 19010
TELEPHONE: 610-525-7525

April 16, 2019

Ms. April Norton
Director
Jackson/Teton County Affordable Housing Department
320 S. King Street
Jackson, WY 83001

Dear Ms. Norton:

I am writing to provide a reference for Mr. Jacob Roller.

I have known Jacob since 2016 when we were introduced via a mutual contact in the Philadelphia real estate community. My firm subsequently invested in a condominium redevelopment project in Center City Philadelphia that Jacob sourced, planned, designed, managed, and executed.

My experience working with Jacob has been very positive. He brought a keen aesthetic to the project which he balanced with disciplined decision-making regarding costs and budgets. Whenever issues arose Jacob was reasonable, transparent, and thoughtful. I look forward to finding additional opportunities to work with Jacob in the future.

Please feel free to reach out if I can be helpful.

Sincerely,

A handwritten signature in black ink, appearing to read "Jamie Barrett", with a stylized flourish at the end.

Jamie Barrett
Managing Director

610-525-7525
jwb@acrewoodholdings.com

Jacob Roller (J. Roller Development)

Kevin William Moran

KEVINWILLIAMMORAN

879 N Pennock Street, Philadelphia, PA 19130 | 610.909.6020 | kmoran08@gmail.com

April 18, 2019

To Whom it May Concern:

I am writing to lend my enthusiastic support for Jacob Roller's RFP response for Workforce Housing in Jackson, WY. As the former Executive Director of the Fairmount Community Development Corporation in Philadelphia, PA I have seen firsthand Jacob's impressive ability to develop projects that integrate with the existing built environment while advancing the social and human capital of the local community.

It was a pleasure to partner with Jacob on multiple projects, often complex in nature, to deliver diverse housing options in the Fairmount and Brewery town communities of Philadelphia, PA.

Please do not hesitate to contact me to provide further support for Mr. Roller's submission.

Best,

A handwritten signature in black ink, appearing to read 'K. Moran', with a long horizontal flourish extending to the right.

Kevin Moran

Jacob Roller (J. Roller Development)

Midtown



April 18, 2019

To Whom it May Concern:

We have worked with Jacob Roller over the past year as part of a unique project exploring how to pursue racially equitable outcomes in real estate development processes and projects in our neighborhood. Jacob is not only incredibly knowledgeable about the nuts and bolts of real estate development, but is skilled at meaningfully engaging with and listening to community voices. His insight into community and equity have been invaluable and have helped add value to our organization and community. We wouldn't hesitate to work with Jacob again and he is the type of real estate developer we'd welcome working with on a project in the future.

Regards,

A handwritten signature in blue ink, appearing to read "Jeff Epstein", is written over the typed name.

Jeff Epstein
Executive Director

Low-Income Multifamily Housing
Request for Qualifications

J.R + TD

Ruben Caldwell (Tack Development)

Bio
Experience
References

Ruben Caldwell (Tack Development)

Tack Development

Tack Development, a fully-integrated hospitality company, develops, operates and designs distinctive hospitality-driven real estate. We aim to create memorable experiences for travelers and locals across rooms, food & beverage, public spaces, amenities and retail.

We believe in the power of design to create compelling and lasting experiences. Studio Tack's award-winning brand and design team will create and execute a vision for each property that fits the market, asset, and concept narrative. Founded in 2012, Studio Tack is a design group based in New York City specializing in hospitality, and pursuing unique opportunities to create uncommon and lasting experiences.

Bio

Ruben leads architectural development and construction, utilizing 15+ years in the field to drive projects from concept through execution. Ruben has extensive experience in architectural documentation, contracting, carpentry, and the building trades. Prior to, he was an Adjunct Assistant Professor at Columbia University and Visiting Professor at the University of Arizona, where he ran the school's design-build studio. Ruben received his Master of Architecture from Columbia University and holds a degree in history from Colgate University.

Ruben Caldwell (Tack Development)

Experience

Anvil Hotel + Glorietta

Developer: Eagle Point Hotel Partners
47 Room Hotel, Lobby , Restaurant + Bar,
Branding.
Year: 2016

Ruben led the design, build-out, and construction management for the hotel and restaurant renovation and repositioning. The hotel has garnered national and international press for creating a contextual and experiential lodging product in the heart of downtown Jackson.

Cache House

Developer: Eagle Point Hotel Partners
50 Bed Hostel and Lobby (Extension of Anvil)
Year: 2019

Ruben designed and managed the construction of an innovative pod/hostel concept located on the lower floor of the Anvil Hotel. The concept provides individual sleeping capsules and a community lobby for those travelers wishing to spend on unique experiences vs. more expensive nightly hotel rates.

Hotel

The Chow Kit Hotel
Kuala Lumpur, Malaysia

Marram
Montauk, New York

Brentwood Hotel
Saratoga Springs, New York

Sound View
Greenport, New York

Casa Bonay
Barcelona, Spain

Anvil Hotel & Cache House
Jackson, Wyoming

The Sandman
Santa Rosa, California

Scribner's Catskill Lodge
Hunter, New York

Coachman Hotel
Lake Tahoe, California

Dogfish Inn
Lewes, DE

Tilden Hotel
San Francisco, California

Restaurant & Bar

Whitney's
Longboat Key, Florida

Tsukimi
New York, New York

The Halyard
Greenport, New York

Elephant, Crocodile, Monkey
Barcelona, Spain

Satan's
Barcelona, Spain

Glorietta
Jackson, Wyoming

Gaskins
Germatown, New York

The Prospect
Hunter, New York

Ruben Caldwell (Tack Development)

References

- **Marc Chodock, Principal**
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Robert Jacobs (RCJ Consulting)

Bio

Experience

References

Robert Jacobs (RCJ Consulting)

Bio

Robert Jacobs is currently a new market, historic and low income tax credit consultant to low income housing developers, low income housing developers, market rate housing developers, senior housing developments, supermarkets, charter schools, colleges and universities, both non-profit and for-profit. He has in excess of 35 years of professional experience of advising developers and owners of real estate throughout the continental United States. With respect to new market transactions, he has represented real estate developers, both nonprofit and for profit, as well as operating business, such as supermarket owners, and non profits, including universities and theatrical organizations, in the structuring of new markets transaction, as well as the procurement of new market allocations for such clients. He has worked extensively with investors such as US Bank, PNC, JP Morgan, Wells, TD, and Capital One among others. He has worked with numerous CDEs, both local, regional and national. The type of NMTC transactions he has closed include but are not limited to, YMCAs, supermarkets, medical centers, charter schools, mixed use projects and hotels. He has worked on projects located in New Jersey, Pennsylvania, New York, Maryland Delaware, Florida, Mississippi and Alabama. His clients included many for profit owners and developers and nonprofit schools, hospitals among others. With respect to Federal and state historic tax credit transactions, he has represented both for profit and non for profit developers in many of the states east of the Mississippi. His projects have ranged from small community centers with less than \$500,000 of HTC to large NYC apartments

projects with credits in excess of 60 million. He has worked with almost all of the HTC investors, including US Bank, PNC, Bank of America, Chevron, Sherwin Williams and many small regional banks and insurance companies. As a senior partner in the law firm of Wolf Block and Chairman of the Government Assisted Housing Practices from 1992-2001, he directed a staff of attorneys, from various departments of that firm, included the real estate and corporate departments in the completion real estate transactions. He led multi-disciplinary teams that included accountants, appraisers, government agencies (federal, state and local) and lenders in order to produce the successful real estate transactions. He has represented numerous low income housing developers in transactions throughout the United States, both as a partner at Wolf Block and as a consultant since 2002. These developers include for-profit and not for profit developers as well as local government agencies. The transactions that he has worked on include 9% credit, 4% tax exempt bond, HOPE VI and HUD Section 202 conversion transactions. He has worked with many major tax credit syndicators, for example, Related Capital Company, MMA, The Richman Group, Wachovia, PNC, etc. Representative development clients include Bucknell University, Pennrose Properties, Michaels Development Company, Roizman Companies, Jewish Federation of Greater Philadelphia Housing Inc., Philadelphia Housing Authority, Wakefern Food Corporation, many ShopRite supermarket owners, Cooper Health Center, Buccini Pollen Companies, PMC Property Group, LLC to name just a few.

Robert Jacobs (RCJ Consulting)

Experience

Name	Location	Year	Units	LHTC Per Annum
Clifford Brown Walk	Wilmington, DE	2011	80	\$483,000
Country Commons	Bucks County, PA	2017	350	\$2,200,000
Donora Towers	Donora, PA	2020	108	\$418,000
Dynasty Court	Philadelphia, PA	2017	56	\$350,000
Sandy Hill	Norristown, PA	2019	175	\$1,051,000
Rio Viego Partners	Tucson, AZ	2016	100	\$750,000
University City Apartments	Philadelphia, PA	2016	442	\$4,000,000

Robert Jacobs (RCJ Consulting)

References

- Jay Reinhard, President, Orbach Affordable Housing Solutions, LLC
- Ricahrd Barnhart, Chairman and CEO, Penrose Properties, LLC
- Eric Naftulin, Ex V.P. Federation Housing

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Fees

Fees

	Total	J. Roller + Tack Development	Kay-Kay Realty Corp. + RCJ Consulting
Property Identification	\$15,000	\$15,000	\$0
QAP Study and Opportunity Assessment, Preliminary Design	\$45,000	\$15,000	\$30,000
Project Application	\$65,000	\$20,000	\$45,000
Total	\$125,000	\$50,000	\$75,000

*3rd party fees for reports, studies, architectural and engineering, travel, etc. will be in addition to fees paid to the Joint Venture team.