

August 27, 2021
REQUEST FOR QUALIFICATIONS

Community Development Authority (CDA)
of the City of Madison
Development Partner for Redevelopment/Revitalization

Triangle Site (AMP 400):
Brittingham, Gay Braxton, and Karabis Apartments,
and Parkside Towers and Townhouses



Dear members of the City of Madison Community Development Authority,

We are excited to have the opportunity to present our qualifications to create a new neighborhood within the City of Madison that will revolutionize the way affordable housing is viewed in both the city and the state. Our team believes in providing the highest standard of living, strongest opportunities and highest level of amenities for the residents of the community. To the end, we have assembled a team of professionals with the vision, qualifications and capabilities of delivering a product that will satisfy all stakeholders involved.

Our development team is led by a partnership between Peyton Group and Klein Development. These companies have worked in Wisconsin delivering both commercial and residential communities for a combined eighty years. Peyton Group is led by Scott Simon, who has thirty years of experience in the private sector and another half decade delivering for the public sector. In addition to the high volume of homes, condominiums and other properties brought to the market on the private side, his public experience includes projects of mixed-use and mixed-income in the greater Milwaukee area. Scott has worked with the Housing Authority of the City of Milwaukee as their Development Director with new projects such as The Caroline, a 405 unit mixed income community, as well as RAD conversion and renovation projects at Holton Terrace, Merrill Park and Becher Court. Additionally, his work has involved the pending complete repositioning of the 470 unit public housing project at Hillside Terrace and the future redevelopment of Riverview, Arlington Place and Lincoln Court. Scott's vision has been to take 100% public housing and repurpose the sites with an inclusive and diverse mixed-income community approach set for the new century. Westlawn Gardens is another early example of the "mixed" approach that has created the evolving vision we will be bringing to the table.

Klein Development is led by Dennis and Michael Klein. Klein Development has pioneered numerous developments in the Milwaukee area that have been examples of innovation and leadership for the city. Developments include 1633 on the Park, a mixed income community in Glendale, WI partially financed with HOME funds, 750 apartment units developed across a mix of all income levels utilizing ground up construction and rehab. In addition to the multifamily development, Klein Development owns and operates a substantial amount of single and multi tenant office buildings with institutional tenants such as the State of Wisconsin, Rexnord, UW-Milwaukee, Aurora and Marquette University. Additionally, the Klein family has been active in the Madison area, having founded KBS Construction (now merged with CD Smith).

The development partners bring a strong team of experts to lead the design and delivery of the Triangle neighborhood. Major partners are:

Graef - Urban Planning and Site design. Graef has been active since 1961 and is a statewide leader in urban planning and site engineering. Their work includes The Waukesha Central City Master Plan, the Milwaukee Park East Master Plan, and Drexel Town Square.

Korb + Associates Architects (KA) - Architecture. KA was founded in 2006 and has since been involved in numerous affordable and mixed income housing developments including the Residences at the Johnston Center, Empowerment Village National, and Villard Commons, as well as Greenwich Park Apartments, which has every income type from permanent supportive housing to market rate under one roof.

Baker Tilly - Repositioning expert. Baker Tilly is a nationally known real estate advisory firm and has worked within the public housing arena as a repositioning specialist for years. Their experience includes strategic planning and implementation of RAD conversions, Section 18 application and fulfillment (both Demo/Dispo as well as Streamlined Voluntary Conversion), and blending these two tools as well as utilization of both Tenant-Based and Project-Based Section 8 Vouchers.

Athena Communications - Community and resident engagement. Most recently, Athena successfully coordinated the redesign efforts with the HACM Hillside project including the residents, neighborhood stakeholders, business community and various levels of local and regional government. Athena has used various third-party consultants for Choice Neighborhood Planning and Implementation grants, market research and feasibility, financial planning and resident interaction.

Wagner Consulting – Government Liaison. Mark Wagner has worked in the private sector providing real estate expertise for over five decades. In addition to his private sector work, Mark has served as Board Chairman for the Housing Authority of the City of Milwaukee for eight years. Mark has also served in various leadership capacities with NAHRO as well as several Presidential Task Forces related to homelessness and redevelopment. Mark's connections with leadership at HUD and WHEDA bring a valuable intangible not easily found and often overlooked within the delicate process the CDA is undertaking in reworking an entire neighborhood.

Our team includes numerous specialists curated to ensure the success of the project. Johnson Controls (JCI) is partnering with our team to provide the capability of delivering a 100% renewable project with zero-net carbon emissions upon completion. JCI will guarantee long term maintenance and a high quality level of management for all the mechanical systems in our project. The JCI team bring the highest levels of security and technology to the table allowing us to provide the residents with the highest levels of safety and technology on the market.

Walker & Dunlop will work with the development team to explore various financing options including LIHTC funding, New Market Tax Credits, Historic Tax Credits, and HOME Funds. Their team has worked with WHEDA and HUD on numerous projects over the years and will bring that experience to bear for the CDA of the City of Madison.

In summary, we believe we have assembled an exceptional team and would like to thank you for the opportunity to present our qualifications for this transformational project.

Best Regards,



Scott Simon
Peyton Group

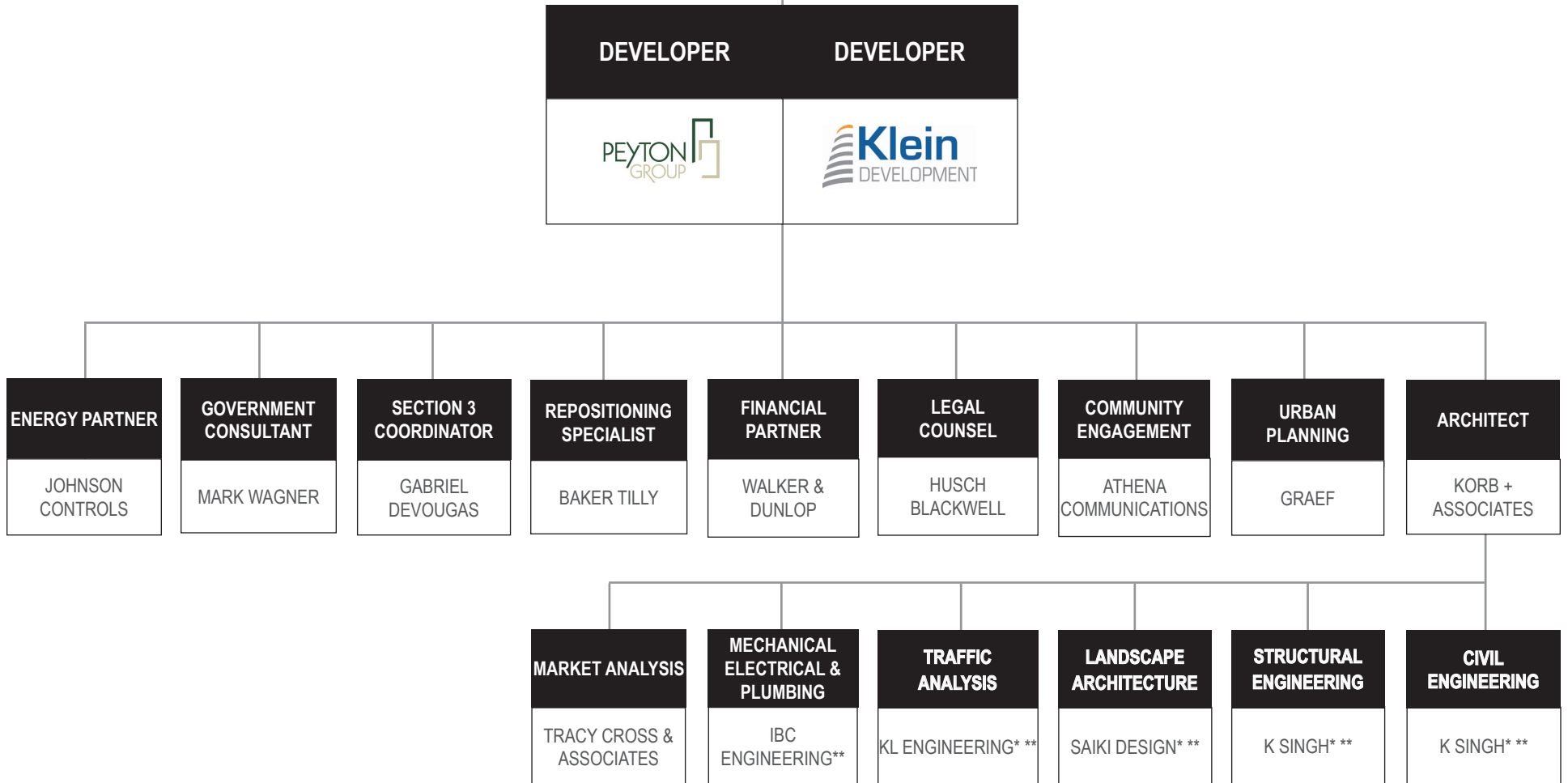


Michael Klein
Klein Development

FIRM
QUALIFICATIONS

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Team Structure/Organizational Chart



* Indicates a Dane County Certified Business Directory - Targeted Business Directory 2013-2015

**Indicates a State of Wisconsin Certified WBE/ DBE



Peyton Group was inspired by the work of Allen Simon and his brothers commencing in the 1950's in the Greater Milwaukee markets. The Simons built residential and commercial projects throughout their careers while participating in the energy, real estate marketing and risk management sectors. Scott Simon carried on their tradition beginning in 1992, creating development and construction businesses that provided residential and commercial product to Southeastern Wisconsin. Among the projects highlighted for Simon:

- Completed over 20 residential single-family subdivisions, creating over 1,000 homes for families in the counties surrounding Milwaukee. Simon implemented the use of conservation design, advanced storm water management, green-building techniques prior to their popularity, neighborhood amenities and destination point neighborhoods among others.
- Built over 500 units of condominium residences in multiple counties.
- Simon projects have included multiple "Subdivision of the Year" awards from the Metropolitan Builders' Association as well as accolades for construction including the Milwaukee Business Journal's Real Estate Award for Office Building of the Year.

Peyton Group was created to advance operations into the mixed-income and mixed-use sectors of various urban populations throughout our country. With the strong working knowledge of the public sector, Simon is taking the best of the market rate offerings and mixing in multiple levels of affordable housing to generate generation changing products not previously seen in the Wisconsin. By maximizing the amenities available to residents of all income levels, the quality of life seen in Peyton Group communities surpasses the offerings presently available to our neighborhoods.

The entire Peyton/Klein team members are proud to be Equal Opportunity Employers meaning that we will not discriminate against any employee or applicant regardless of race, creed, color, sex, age, national origin, religion, handicap, or sexual orientation.

Our dedication to diversity and inclusion starts with our values. Each Peyton/Klein team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. We lead with integrity and purpose, focusing on the future and aligning with our clients' vision for success.



Klein Development was founded by Dennis Klein in 1981 and became one of the largest privately held development companies in Wisconsin. From 1981 to 2000, Klein Development completed numerous commercial and residential developments in Wisconsin, Florida, Arizona and Indiana:

- Completed residential projects in Wisconsin and Arizona include 15 single family subdivisions, a combination of 1,500 apartment and condo units including the 27 story, 275 unit Landmark on the Lake apartment building in Milwaukee, WI
- Completed over 1.5 million square feet of commercial developments in Wisconsin, Florida, Indiana and Arizona including the 275,000 SF GE Medical Training Center in Pewaukee, WI

In 2000, Dennis Klein put a hold on Klein Development and founded KBS Construction and since has completed over \$800MM in construction and grew KBS to one of the largest general contractors in the state of Wisconsin. KBS Construction was sold to CD Smith Construction in the spring of 2015. CD Smith continues to be a strategic partner Klein Development began its renaissance when Michael Klein moved back to Milwaukee in 2014. Under the authority of Michael, Klein Development is again thriving as one of the most active developers in Milwaukee, WI – Current assets under management include 2 hotels, 450 apartments, 50,000 SF of industrial, 2 grocery anchored retail centers and 500,000 SF of single and multi-tenant commercial buildings leased to institutional quality tenants such as the State of Wisconsin, Aurora Healthcare, Children's Hospital of Wisconsin, Rexnord and Marquette University.



Korb + Associates Architects is a design firm located in Milwaukee, Wisconsin. Our team is driven by the principal of creating authenticity in our designs and relationships. We achieve this through an approach that is comprehensive, inclusive and personalized. We have executed projects throughout the United States, each time embracing the opportunity to enhance the community and environment.

We are motivated by the opportunity to:

identify new solutions
contribute to the community
shape the human experience

We are committed to:

research
the environment
the art & science of our profession

Korb and Associates is proud to be an Equal Opportunity Employer meaning that Korb and Associates Architects, Inc. will not discriminate against any employee or applicant regardless of race, creed, color, sex, age, national origin, religion, handicap, or sexual orientation. All efforts will be made to hire the best-qualified candidate for all positions. This policy is demonstrated by the fact that approximately 50% of the licensed professionals in the office are women. In addition, the pay of all employees shall reflect the principle of equal pay for equal work performed, based on the qualifications and experience of the employee.



GRAEF is a multi-discipline, planning, design, and engineering firm dedicated to serving public and private clients throughout the United States. GRAEF began as an individual partnership structural engineering firm in 1961 and our ability to excel has been driven by integrity, quality, and our commitment to customer service. Today, GRAEF offers our clients a full range of consulting services nationwide.

The GRAEF planning team is comprised of multi-talented planners and site designers in Madison, Minneapolis, Milwaukee, Green Bay and Chicago. Our place-based collaborative approach ranges from regions, to neighborhoods, districts, corridors, individual plazas, and urban developments. GRAEF offers an extraordinarily broad range of fully-integrated engineering skills to make our plans happen.

Sustainability goes beyond the environment — it must include economic successes and broad social equity. GRAEF helps communities achieve this TBL mission. We specialize in preparing detailed plans that encourage development, enhance community diversity, and preserve the environment. In contrast to many municipal consultants, GRAEF's planners emphasize the support of new business without sacrificing design quality or neighborhood character.

GRAEF has instituted a variety of programs to increase the firm's workforce equity and diversity. One of our major accomplishments includes the creation of the GRAEF Diversity, Equity, and Inclusion Council (DEIC). The DEIC, or "Council," was formed to accept the challenge of shaping a culture that models inclusion and embraces diversity in all its forms. The Council meets regularly and shares informational and educational items through the company-wide network and at meetings and special events. GRAEF's equity and diversity accomplishments also include the Enhanced Parental Leave Policy, which gives parents of both genders additional flexibility and time to bond with their child. This policy promotes a family-friendly, equitable, and inclusive workspace. GRAEF has also promoted the Fireside Chats Program, which are structured as casual conversations among employees to share stories and thoughts about diversity, equity, and inclusion through small group settings that offer safe spaces to share personal experiences and learn from others. Lastly, GRAEF has incorporated a firm-wide Unconscious Bias Training, designed as a workshop to encourage employees to open their viewpoints to help everyone to understand why we think and perceive the world in the way we do.



Established in 2009, Athena Communications is a public relations firm specializing in brand management and government relations. We deliver strategic and impactful communications and outreach products to nonprofits, small businesses and corporate partners. We have a demonstrated track record of helping clients achieve their goals through customized event management, public relations, and media relations services. And we approach our work with the knowledge and enthusiasm to get the job done.

Athena's staff background includes government relations, tourism, communications, and leadership development. Our services include brand management, government relations, media engagement, public affairs, community engagement, crisis management, and strategic communications.

We are unique because of the types of clients we work with. We work with those companies and organizations that are truly transformative, either because of the work they do, the impact they have on our community, or the manner in which they conduct their business. We also believe that community engagement is critical to communications, and incorporate thorough and meaningful engagement with the community in all of our work. We revel in being true partners to our clients, not just consultants they hire for "a la carte" PR services. We tailor our approach to each client and work hand-in-hand to help each client meet their strategic objectives.

Athena Communications serves an impressive and diverse roster of clients, providing a wide range of services.

WAGNER INVESTMENT NETWORK

Mark Wagner is the Owner of Wagner Investment Network that merged Liberty Realty Company LLC into its holdings. Wagner Investment Network has existed since 1976 and is located in Milwaukee, Wisconsin. The network specializes in residential, condominium, commercial development and new construction.

Mark has been a Commissioner with the Housing Authority of the City of Milwaukee (HACM) for over 25 years. He was elected the Chair of HACM in January of 2014. He has worked closely with many neighborhood and community-based organizations over the last 25 years. Groups such as Layton Boulevard West Neighbors, Midtown Neighborhood Association, South Community Organization, Bay View High School Redcat Academy, the Milwaukee Community Service Corps and many others. His experience in new construction, project management, marketing and consulting has helped all these groups and others. Mark was made a Board Member of Layton Boulevard West Neighbors (LBWN) in December of 2005 and its Treasurer since 2006. He helped LBWN start their CHDO, two LIHTC construction projects and helped form the scattered site homes entity that is responsible for 16 rehabbed and sold homes in the Silver City area.

Mark's experience helped solve a crisis dilemma for the Parklawn Development of HACM. Twenty homes were built using modular construction methods from October 10, 2002 to January 8, 2003 and all 20 homes were sold to owner-occupants. The resulting development not only beautified the Parklawn area but also saved 4½ million dollars that would have been forfeited back to the U.S. Department of Housing And Urban Development (HUD). Since that time, Mark has assisted in completing another 67 homes for the Highland Park Replacement Project and now another 30 homes are being started by HACM. Mark has been associated with over 300 newly constructed homes in Milwaukee alone.

WALKER & DUNLOP

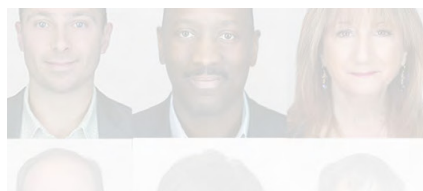
PATRICK K. DEMPSEY

Patrick K. Dempsey, Capital Markets Senior Managing Director, has played an integral part in the success of Walker & Dunlop's Milwaukee, Wisconsin office. While at the company, Mr. Dempsey has consistently ranked as a top originator and has completed more than \$5 billion of permanent, construction, structured debt, and equity placements throughout his career. Mr. Dempsey places a strong emphasis on understanding the needs and objectives of his customers and prides himself on going the extra mile to provide outstanding client service.

Prior to joining Walker & Dunlop, Mr. Dempsey was a principal and partner with Collateral Real Estate Capital where he helped grow the company into a top-performing mortgage banking firm before its sale to BB&T in 2007. Other previous tenures include Senior Vice President of Grandbridge Real Estate Capital, Director of L.J. Melody & Company, and Beacon Realty Capital, Inc. Throughout his career Mr. Dempsey has been responsible for all aspects of the origination, placement, and closing of debt and equity transactions for clients across the country.

Mr. Dempsey holds a Bachelor of Business Administration and a Master of Science in real estate appraisal and investment analysis from the University of Wisconsin-Madison.

Beyond the company, Mr. Dempsey is an active member of the Mortgage Bankers Association (MBA).



"Walker & Dunlop has laid out concrete and ambitious goals to enhance gender and racial diversity within our company. We will hold ourselves accountable to these goals by tying long-term executive compensation to their achievement and are now broadening our focus to make a lasting impact on our industry."



Johnson Controls is a global leader in building systems that create smart, healthy, and sustainable facilities. In addition, they transform the environments where people live, work, learn and play. Johnson Controls has been involved in more than 500 renewable energy projects, and is currently implementing more than \$100 million in solar, solar thermal, wind, biomass, geothermal, landfill gas-to-energy, cogeneration, energy recovery as part of the pathway to decarbonization/net zero.

Net Zero Buildings

Connected solutions are key to optimizing the performance of buildings, assets, and drives customers' sustainability goals and community health.

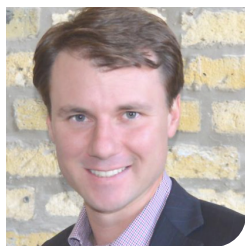
People – Enabling a close connection between buildings and its occupants, visitors, employees to drive awareness of and deliver on your sustainability goals.

Places – Delivering sustainable places with solutions that reduce energy and water use, achieve carbon neutrality and building energy codes and maximize return on green investments.

Planet – Empowering customers sustainability aspirations to achieve green reputation and business value and reach sustainability goals, standards, and certification.

Michael Klein

Developer



Michael Klein began his career working for development companies in Philadelphia, where he worked for Cross Properties and later for Post Brothers Apartments, the most active multifamily developer in Philadelphia. During this time period Michael closed over \$750 million in debt and equity transactions that included over 3,000 apartment units and 400,000 square feet of commercial space. All transactions included deep value add renovations that repositioned the properties as the trophy asset in their submarket.

Mike returned to Milwaukee in 2014 and resurrected Klein Development as one of the most active development companies in Milwaukee. Klein Development has developed or purchased over 500 apartments and 300,000 SF of commercial space in the past 5 years. All assets can be considered the best in class in their submarket. In 2017, Mike was named 40 under 40 by the Milwaukee Business Journal.

Mike received a Bachelor of Science in Economics with a concentration in Real Estate from the Wharton School at the University of Pennsylvania.

Contact Information:

mike@kleindevelopmentinc.com

414-732-7709

Scott Simon

Developer



Scott is a real estate and construction professional with expertise in all types of housing development, as well as commercial and mixed-use projects. He is experienced in managing entire development of projects up to \$1 billion in valuation. Scott is well versed in feasibility analyses, financing via private and public sources, site consideration, and zoning and municipal approvals. He is skilled in the areas of land acquisition, building design and construction management. Accomplished property redevelopment expert, adept at designing projects to fit available land, stakeholder engagement, complying with federal regulations, and leveraging tax credits and public financing to drive positive outcomes. Proven in ability to create long-term vision and develop strategic plans to meet goals. Adept at personnel management and team-building for project-specific needs covering strategy, design, marketing, financing and ongoing project management.

In his capacity as Vice President of development for all Housing Authority of the City of Milwaukee (HACM) Scott has overseen projects from start to finish, covering strategy, acquisition, redevelopment, design, layout, specifications, market research, financial feasibility, approvals, financing, partnering, and execution of concepts to include both vertical and horizontal construction.

Scott has led the effort to reposition HACM's real estate holdings, incorporating strategic planning to move from exclusively affordable projects to mixed-income development philosophy espoused by City of Milwaukee. Additionally, he has worked with HUD 221(d)4 financing, HUD regulatory restrictions, Section 3 compliance, Energy Performance targets, Community Neighborhood Grants (CNI – both planning and implementation), LIHTC financing (4% and 9%), RAD (Rental Assistance Demonstration) conversions, NMTC (New Market Tax Credits), Housing Choice Vouchers (Section 8 Project Based & Choice Vouchers), Mortgage Revenue Bonds, and Opportunity Zone target financing.

Contact Information:

scott@simongroup.net

262-613-2022

Jason Korb, AIA, NCARB

Principal Architect



Jason is an award winning architect and founder of Korb + Associates, Architects, a design studio located in Milwaukee, Wisconsin. He brings over 24 years of experience in planning and design large, complex urban infill and redevelopment projects in southern Wisconsin and across the country. Over the last fifteen years, Jason and KA have largely focused on projects that positively impact people's lives and designing dignified dwelling spaces for people recovering from homelessness and for those with different physical and mental abilities. He led the design efforts for two of Wisconsin's first current standard permanent supportive housing developments, the Residences at the Johnston Center, focused on reclaiming residents from the cycle of homelessness, and Empowerment Village National, which provides safe housing and supportive services for those recovering from mental illness and homelessness. Additionally, he has led the design for Wisconsin's first truly mixed income community, Greenwich Park Apartments, which has dwellings ranging from permanent supportive housing all the way to market rate housing, all under one roof.

Jason and KA are currently designing the Milwaukee Housing Authority's first truly mixed income development, the Caroline, which will redevelop the majority of a downtown Milwaukee parcel, and will feature over four hundred mixed income apartments, as well as a large office component.

Jason is also regarded as an international thought leader on the adoption of mass timber construction, which he believes will become the benchmark for sustainable housing in the twenty first century. He has led the design of Ascent MKE, which, when complete in 2022, will be the tallest mass timber hybrid tower in the world. He has presented mass timber architecture at international conferences in Portland, OR, Chicago, IL, and Dubai, UAE.

Ali Kopyt, AIA, NCARB

Senior Project Architect



As an Architect at KA, Ali is integral to all aspects of programming, design, documentation, and the implementation of projects of a variety of scales, from small community spaces to large urban design projects. She has worked on a range of projects focusing primarily on residential and multifamily developments in New England, the Pacific Northwest, and most recently, the Midwest. She specializes in adaptive reuse, historic preservation, and community focused projects. Over her 20 year career, Ali's expertise in affordable housing has helped hundreds of at-need families pursue greater opportunities as a result of having safe, stable places to live.

By demonstrating her interest and passions for developing urban environments, Ali was 1 of 50 people, and 1 of 25 from outside Australia, selected from an international pool of hundreds of applicants as a Vanguard with Next City, a nonprofit news organization with a mission is to inspire greater economic, environmental, and social justice in cities. Ali was also recognized by the Wisconsin Chapter of the American Institute of Architects as the recipient of the 2021 Young Architect Award which honors individuals who, in the early stage of their professional career, have demonstrated exceptional leadership and contributed significantly to the profession of architecture and the community at large.

Affordable Housing

Ali's work in affordable housing projects spans the entire scope of the project. She begins working with the client and community partners on initial design concepts and will see the project through to completion. Her backgrounds in architecture, urban planning, and community engagement all play critical roles in the successful realization of these projects. Her experience working with Low Income Housing Tax Credits, Historic Preservation Tax Credits, and other HUD funding strategies allows her to skillfully navigate the design and building requirements within budget to deliver an attractive and often catalytic project for the local municipality.

Simon Mance, AIA, LEED AP

Senior Project Architect



Prior to joining, Korb & Associates Architects, Simon was the Director of Architecture with oWOW, a vertically integrated multi-disciplined real estate development company in Oakland, CA. While at oWOW, Simon acted as Managing Director where he was integral in founding and growing the architectural design team with a focus on affordable housing. Prior to working on the development side, Simon was an Associate with Solomon

Cordwell Buenz, working in both their Chicago and San Francisco offices. With SCB, Simon was responsible for all aspects of the design and execution of multiple high rise multi-phased development projects across the country.

Simon has worked alongside and provided crucial insight to community groups, planners, and developers whose commitment to social and environmental transformation has generated economic value for their community. Simon's passion for design and development serves as his catalyst that design can serve a vital role in creating social and economic change in communities.

Simon holds a Master of Architecture from the University of Kansas, where he was a part of the award-winning Studio 804 graduate program. Beyond his role with Korb, Simon is an active member of the American Institute Architects (AIA).

Kristan Sanchez, AICP, Assoc. AIA

Senior Urban Designer and Planner



Kristan is a planner and project manager with over 20 years of experience in the public and private sectors. She has worked in planning, economic development, urban design, and architecture on projects throughout the US, most recently focused on economic development, brownfield, and redevelopment projects, and has served as the Community Development Director for the Village of Ashwaubenon.

Kristan's specialties center on urban re/development and strategies for communities to maximize both community value and economic value, combining the community vision with market opportunities. She bases her work in the community values and vision, sets goals, and works to establish a path to maximize opportunities. Kristan believes that good planning – the combination of vision and appropriate development standards – sets the framework for economic development success.

Kristan holds a Master of Urban Planning and a Master of Architecture from the University of Wisconsin-Milwaukee.

Master Planning

With a background in architecture, Kristan brings expertise in site planning, site circulation and design of site elements. This is teamed with an understanding of the municipal site plan review process from her years working directly for a municipality and for private sector projects during the review process. Zoning and code review creates the regulatory framework of any given site and during the design process that is used as a guide and a reference during discussions with municipalities for approvals. As the director of development for Ashwaubenon, Kristan held a primary leadership role in guiding the process, approvals, and ordinances for the complex, 34-acre, \$130 million Titledown Development. Kristan has provided master planning services for the Village of Ashwaubenon; for projects on the Gulf coast of Mississippi following Hurricane Katrina; and for communities throughout Chicagoland.

Urban Design

Kristan has designed public spaces, developed property test fits, designed streetscapes and wayfinding systems, and led area plans centered on mixed-use developments and transit. A background in both architecture and planning gives her the skills and expertise to work at multiple scales to consider how buildings fit on sites and how those buildings interact with the surrounding street context.

Stephanie Hacker, AICP, LEED AP

Senior Planner



Stephanie's experience spans comprehensive and master planning, economic development and market assessment, public participation strategies, municipal code review, neighborhood revitalization, grant writing, partnership development, and ongoing services for urban, suburban, and rural communities. Her work has been honored through the Milwaukee Business Journal's 40 Under 40, UWM's GOLD Award, and the prestigious

Next City Vanguard program.

Stephanie's experience is rooted in strategic planning that catalyzes action. At the core of Stephanie's work in resilience planning is building a central vision and establishing systems that kick-start change. She cares deeply about analyzing risk and assessing resilience to enhance community vitality, public health, and the triple bottom line. Stephanie works with business, nonprofit, and government clients to implement vital enhancements that lead to greater resilience and an ability to overcome the unexpected.

Stephanie holds a Master of Urban Planning from the University of Wisconsin-Milwaukee.

Master Planning

Stephanie's dedication to community-level, small-scale planning in positions both within and outside of GRAEF has produced several new structures for neighborhood development, including her work managing the Century City Tri-Angle Neighborhood Plan in Milwaukee. Before joining GRAEF, Stephanie applied her focus to neighborhood development as the Neighborhood Planner for a set of 9 middle-market neighborhoods in Milwaukee. There, Stephanie provided organizational capacity-building and project implementation to bring critical physical improvements to fruition – namely, building the connection between her organization and the Corporation for National and Community Service in order to secure the first AmeriCorps *VISTA staff members for her agency. During her tenure, these neighborhoods witnessed the creation of the first long-term grant program for community improvements at the block level, the installation of wayfinding signage and neighborhood identity components ('branding'), and the creation of a new Neighborhood Development team. Additionally, Stephanie led the completion of the Thurston Woods Neighborhood Plan Update, a revised strategic plan to guide an organization in working with the neighborhood over a three-year period. Her efforts contributed to the organization's selection as a finalist in the 13th Annual Milwaukee Awards for Neighborhood Development Innovation.

Tammy Belton-Davis

Community Engagement



Named a 2021 Women of Influence by the Milwaukee Business Journal, Tammy serves as founder of Athena Communications, a brand management and government affairs firm specializing in strategic communications, equity and inclusion practices, and media engagement.

Most recently and concurrently, Tammy was the first appointed chief diversity officer with Milwaukee Repertory Theater, the largest regional theater in Wisconsin. As an accelerant for equity and inclusion, she works directly with executive leadership, board of trustees, staff and community to develop, implement and measure ED&I goals for the theater and serve as an internal coach on inclusiveness and diversity issues. Upon the conclusion of her appointment, she will have assisted the theater in a transition into a more permanent staffing structure to lead ED&I work in the future.

Tammy is an award-winning public relations and diversity professional. In 2021 she was a part of the inaugural class of most Notable Alumni, a recognition for distinguished alumni recognized by the Biz Times and was most recently the recipient of the inaugural Governor's Tourism Award for Diversity, Equity, Accessibility and Inclusion. The award recognizes demonstrated leadership in raising awareness, or facilitating change, to build a more inclusive and welcoming environment for visitors to Wisconsin.

Prior to launching Athena in 2009, Tammy held senior level positions in city government and community-based organizations and served as staff assistant with the Milwaukee County Board and Milwaukee Common Council. Tammy is an active member of the greater Milwaukee community, with board leadership as a member of the Alverno College Board of Trustees, and member of Professional Dimensions, TEMPO Milwaukee, MRA CDO Roundtable, and Public Relations Society of America – Southeastern Wisconsin Chapter. A proud graduate of Alverno College, Tammy enjoys reading, national politics, and being a wife and mother. She proudly serves as a member of Alpha Kappa Alpha Sorority, Inc.

Brian Kuhn, PE, LEED AP, WELL AP, BCxP, QCxP

Project Manager



Brian Kuhn has fourteen years of professional design engineering experience. Brian has managed design of MEP systems associated with industrial, recreational and government facilities, as well as, complex higher education building systems and K12 environments for both new construction and renovation.

Cree Office/Warehouse Expansion – Sturtevant, Wisconsin: A national leader in LED lighting technologies, RUUD lighting committed to a \$17.5 million, 209,000 square foot expansion to their existing warehouse and administrative space in Racine, Wisconsin. The expansion will extend component and product storage capacity and house several new manufacturing lines for new and existing LED lighting products.

Northwestern Mutual Commissioning – Milwaukee, Wisconsin: Northwestern Mutual has constructed a 32-story office tower and common space that will extend from their existing facilities. This project has been completed with over 1 million square feet to be constructed. IBC Engineering has partnered with another commissioning firm to facilitate the local requirements associated with Enhanced Commissioning services. The project has been LEED Gold Certified.

SC Johnson Integrated Manufacturing and Engineering Technology (iMET) Center - Gateway has worked closely with Foxconn to further expand the training potential at the iMET facility and provide direct support and education to future Foxconn employees. IBC Engineering recently completed the MPEFP design for a 36,000 sq. ft., \$6.5 million two story addition to the iMET facility. Along with general classroom and office space, this addition also includes multiple lab spaces including fabrication, materials testing, robotics, industrial control, and CNC manufacturing.

Johnsonville Sausage Global Headquarters Addition – Sheboygan, Wisconsin: The addition is a two story, 50,000 square foot addition connected to the existing Global Headquarters building by use of a new 50' skywalk as a connecting link. The lower floor is comprised of open offices, fitness areas, project and conference rooms, and various support spaces. The upper floor is comprised of expansive open offices with large volume areas capped with beam-and-plank ceilings, flexible training rooms, conference rooms, and private offices. IBC was responsible for mechanical, electrical, and plumbing design services to accommodate the unique architectural aesthetics, including parking lot and walkway lighting. IES award winning project.

Lev Zvenyach, PE, CPMP, LEED AP

Principal



An outstanding leader and educator, Lev's 30+ years of experience includes both national and international projects with a focus on sustainable technologies. Lev excels at creating innovative solutions for a variety of environments.

Westlawn Revitalization – Milwaukee, Wisconsin: A 75-acre development on Milwaukee's northwest side has provided critical affordable housing for the city's poorest families, providing a mix of 950 housing units for low and moderate-income families and seniors. Certified LEED- ND State 3 Silver (v2009), the highest LEED-rated neighborhood in the world at the time. The neighborhood has an extensive storm water management system and innovative energy efficiency features, including Milwaukee's first streetlight system that utilizes LED lighting.

St. John's on the Lake – Milwaukee, Wisconsin: A 21-story tower housing 100 luxury independent living units; connected to the existing buildings via a shared town center. This town center acts as link for both the new and present residents while providing amenities to the entire site such as a wellness facility, multi-purpose room, art gallery, and a semi-public bistro. Work also included a new outdoor plaza and two parking structures.

Housing Authority of The City of Milwaukee – Milwaukee, Wisconsin: HACM provides affordable housing options to Milwaukee families, seniors, and disabled adults. IBC provided mechanical, electrical, and plumbing engineering design services to several housing developments throughout Milwaukee.

St. Anthony's Apartments – Milwaukee, Wisconsin: St. Anthony Apartments includes 54 one-bedroom and 5 studio apartments. Each apartment includes its own bathroom and kitchen. The apartments deliver affordable permanent supportive housing targeting individuals that are chronically homeless and those at risk of homelessness. Most residents will have very low-income or have no income. The building features approximately 15,000 square feet of commercial space which will be utilized by three community service programs. IBC Engineering provided MEP design assist services and energy modeling services for the project. Project was awarded LEED for Homes – Multifamily (Platinum).

Scott Beglinger, RD, LEED AP

Mechanical/Plumbing Designer



An accomplished HVAC and plumbing systems designer with nearly 30 years of experience, Scott possesses a keen sense for details and excellent communication skills. Passionate about the environment and sustainable building practices, he has been involved in several facilities that incorporate renewable energy features.



301 Huron – Chicago, Illinois: Project Manager for this 210,000 sq. ft, 15 story mixed use high rise that includes 1st floor retail, 4 levels of parking deck, and 9 floors of tenant office space and a top floor amenity level including a fitness center, meeting rooms, lounge and roof deck offering spectacular views of downtown Chicago. IBC was retained to provide mechanical, electrical, and plumbing design services.

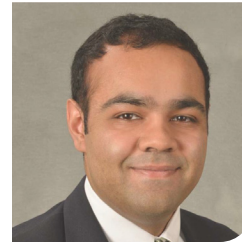
St. Anthony's Apartments – Milwaukee, Wisconsin: St. Anthony Apartments includes 54 one-bedroom and 5 studio apartments. Each apartment includes its own bathroom and kitchen. The apartments deliver affordable permanent supportive housing targeting individuals that are chronically homeless and those at risk of homelessness. Most residents will have very low-income or have no income. The building features approximately 15,000 square feet of commercial space which will be utilized by three community service programs. IBC Engineering provided MEP design assist services and energy modeling services for the project. Project awarded LEED for Homes – Multifamily (Platinum).

Westlawn Revitalization – Milwaukee, Wisconsin: First developed in the 1950s, this 75-acre development on Milwaukee's northwest side has provided critical affordable housing for the city's poorest families, providing a mix of 950 housing units for low and moderate-income families and seniors. Certified LEED- ND State 3 Silver (v2009), the highest LEED-rated neighborhood in the world at the time. The neighborhood has an extensive storm water management system and innovative energy efficiency features, including Milwaukee's first streetlight system that utilizes LED lighting.

St. John's on the Lake – Milwaukee, Wisconsin: A 21-story tower housing 100 luxury independent living units; connected to the existing buildings via a shared town center. This town center acts as link for both the new and present residents while providing amenities to the entire site such as a wellness facility, multi-purpose room, art gallery, and a semi-public bistro. Work also included a new outdoor plaza and two parking structures.

Ajay Singh, PE, MPM

Principal Engineer



Mr. Singh is a Principal Engineer with 12 years of experience in civil, environmental, and geotechnical engineering projects related to the design and construction of infrastructure in Wisconsin. Ajay has significant experience in managing and providing the civil design for site improvement and multi-family projects including site planning, stormwater, utilities, permitting, and code compliance. Ajay has extensive experience on complex design and inspection projects involving permitting in the City of Madison.

Five Fifty Ultra Lofts Development, Milwaukee, WI

Ajay is the Project Manager for the development in the Bucks Arena District. This lot was developed into a six-story, 112-unit multi-family apartment building.

Seven04 Place Development, Milwaukee, WI

Ajay was the Project Manager for this project in which KSingh was retained by Impact Seven to provide land surveying, environmental, geotechnical, civil engineering, and environmental services during construction for this four (4) story 60-unit development.

Fortitude Apartments & Good Hope Library, Milwaukee, WI

Ajay is the Project Manager for this mixed-use development that includes a first-floor library and four stories of multi-family housing in the City of Milwaukee. KSingh provided survey, environmental, geotechnical, and civil engineering for this 2-acre site.

ThriveOn Development, Milwaukee, WI

Ajay is the PM for this project in which KSingh is providing engineering services for the redevelopment of a former store into a mixed-use development focused on providing opportunities for under-represented groups. The existing buildings total 454,883 sf.

School Sisters of Notre Dame Redevelopment, Elm Grove, WI

Ajay is the Project Manager for this 30-acre development in which KSingh is providing civil, environmental and pre-demolition inspection. The development will consist of 205 apartments in multiple 3-story buildings and constructing 26 single family homes.



Patrick Dempsey

WALKER & DUNLOP



Patrick K. Dempsey, Capital Markets Senior Managing Director, has played an integral part in the success of Walker & Dunlop's Milwaukee, Wisconsin office. While at the company, Mr. Dempsey has consistently ranked as a top originator and has completed more than \$5 billion of permanent, construction, structured debt, and equity placements throughout his career. Mr. Dempsey places a strong emphasis on understanding the needs

and objectives of his customers and prides himself on going the extra mile to provide outstanding client service.

Prior to joining Walker & Dunlop, Mr. Dempsey was a principal and partner with Collateral Real Estate Capital where he helped grow the company into a top-performing mortgage banking firm before its sale to BB&T in 2007. Other previous tenures include Senior Vice President of Grandbridge Real Estate Capital, Director of L.J. Melody & Company, and Beacon Realty Capital, Inc. Throughout his career Mr. Dempsey has been responsible for all aspects of the origination, placement, and closing of debt and equity transactions for clients across the country.

Mr. Dempsey holds a Bachelor of Business Administration and a Master of Science in real estate appraisal and investment analysis from the University of Wisconsin-Madison.

Beyond the company, Mr. Dempsey is an active member of the Mortgage Bankers Association (MBA).

Gabriel DeVougas



Gabriel DeVougas, Section 3 coordinator with the Atlanta Housing Authority adds significant value to our team of esteemed professionals.

As former section 3 coordinator for the Housing Authority of the City of Milwaukee, HACM exceeded its goals for a four-year voluntary-compliance program providing jobs and contracting opportunities to residents.

DeVougas led compliance efforts and strategic initiatives over the four-year agreement with the Milwaukee Inner-city Congregations Allied for Hope. HACM carried out plans to connect residents with self-sufficiency opportunities, including employment, on-the-job training, life-skills development and continuing education.

In his time serving Milwaukee, he achieved a superlative level of contribution to the city, such as:

Successfully navigated the City of Milwaukee housing authority through a Voluntary Compliance Agreement within first year of employment.

Coordinated with HUD, HACM, and several faith based organizations to ensure that an open dialogue was available between the government and community.

Exceeded HUD Section 3 Compliance benchmarks for Westlawn Project with national recognition from former HUD Secretary Ben Carson.

Provided State Reporting and Tracking for Multiple ongoing WHEDA development projects.

Provided Job outreach and resources for residents within the City of Milwaukee.



Joe Pash earned his degree in Finance from East Carolina University and has dedicated his career to energy efficiency in business development. He has twenty-five (25) years of experience in the HVAC (heating, ventilation & air-conditioning) and twenty-two (22) years of experience in Design Build / Energy Performance Contracting. Joe is responsible for the lead role in all aspects of Design Build / Energy Performance Contracting including developing

feasibility studies, planning and coordinating design presentations and managing projects through its' final stages.

Joe's has been responsible for over fifty (50) energy savings contracts, valued in excess of \$150 million dollars.

Mark Wagner is the Owner of Wagner Investment Network that merged Liberty Realty Company LLC into its holdings. Wagner Investment Network has existed since 1976 and is located in Milwaukee, Wisconsin at 1633 N. Arlington Place, Unit 2201. The network specializes in residential, condominium, commercial development and new construction. The owner of Wagner Investment Network has a strong success record with all new and existing opportunities for all the clients' Investment needs.

The LLC formed in December of 2004 but Mark has real estate, investment and consulting experience that covers more than five decades. He has worked for and managed offices for Merrill Lynch, Prudential, Better Homes and Gardens and recently, Ogden and Company as the Residential Manager and Director of New Construction for Craftmaster Contractors, a company owned by Ogden Development Inc., which specialized in construction, and development.

Mark has been a Commissioner with the Housing Authority of the City of Milwaukee (HACM) for over 25 years. He was elected the Chair of HACM in January of 2014. He has worked closely with many neighborhood and community-based organizations over the last 25 years. Groups such as Layton Boulevard West Neighbors, Midtown Neighborhood Association, South Community Organization, Bay View High School Redcat Academy, the Milwaukee Community Service Corps and many others. His experience in new construction, project management, marketing and consulting has helped all these groups and others. Mark was made a Board Member of Layton Boulevard West Neighbors (LBWN) in December of 2005 and its Treasurer since 2006. He helped LBWN start their CHDO, two LIHTC construction projects and helped form the scattered site homes entity that is responsible for 16 rehabbed and sold homes in the Silver City area.

Mark's experience helped solve a crisis dilemma for the Parklawn Development of HACM. Twenty homes were built using modular construction methods from October 10, 2002 to January 8, 2003 and all 20 homes were sold to owner-occupants. The resulting development not only beautified the Parklawn area but also saved 4½ million dollars that would have been forfeited back to the U.S. Department of Housing And Urban Development (HUD). Since that time, Mark has assisted in completing another 67 homes for the Highland Park Replacement Project and now another 30 homes are being started by HACM. Mark has been associated with over 300 newly constructed homes in Milwaukee alone.

Christopher Tritsis

Senior Managing Director



Chris has been with the firm since 2017. He is a seasoned professional with more than 20 years and \$4.4 billion worth of comprehensive development experience. He provides advisory services on real estate transactions that typically involve tax incentives such as the LIHTC, tax-exempt bonds, HOME, CDBG, seller financing, FHLB, trust fund or others. Services include reviewing financial feasibility of transactions, layered financial structuring and modeling, preparing and consulting on various tax credit and soft funding applications, securing equity and debt, reviewing relevant legal documents, and providing technical or strategic consultation.

Prior to joining Baker Tilly, Chris held several key positions with organizations, including with a regional social services company, a multi million-dollar boutique project management company, a publicly traded multi billion-dollar Fortune 50 real estate company and an international architecture firm.

Specific Experience

- Consult on over \$150 million of 4 percent and 9 percent LIHTC projects in six states.
- Work with housing authorities and developers to analysis portfolio assets, utilize HUD notices, safe harbor and complete RAD transactions that include LIHTC in the capital stack.
- Work with new and experienced developers who provide in-house architecture, construction and property management on sponsor projects.
- Co-developed \$120 million six senior and family LIHTC projects totaling more than 400 housing units that utilized multiple forms of financing.
- Managed more than \$500 million of federal, state, historic and donation tax credit application projects on new construction and rehabilitation of senior and family projects across the U.S.
- Acted as developer, general contractor, self-performing subcontractors for over \$10 million on HUD's Neighborhood Stabilization Funds (NSP) on five scattered sites.
- Feasibility analysis, financial modeling, and soft financing applications for several proposed vacant school conversions into affordable housing.

Jenn Krieher, MPA, LEED AP

Manager



Jenn has 17 years of affordable housing experience, with a strong housing preservation background. Working for 11 years at the U.S. Department of Housing and Urban Development (HUD) in the Office of Recapitalization gave Jenn the opportunity to interact directly with owners of affordable housing, including Public Housing Authorities (PHAs). As a RAD Transaction Manager at HUD, Jenn became familiar with repositioning from public housing to Section 8. Her previous position at the Housing Authority of the City of Milwaukee gave Jenn insight on resident relations, relocation, and reporting to HUD. Jenn earned her MPA degree as a HUD Community Development Work Study Scholar. She has working relationships with key players in housing across the country and deep knowledge of RAD and SAC programs.

Specific Experience

- Strategically analyzes affordable housing portfolios for developers and housing authorities to determine potential repositioning and recapitalization options
- Provides consulting to developers and housing authorities on all repositioning programs offered by HUD, including the Rental Assistance Demonstration Program (RAD), Section 18 Demolition and/or Disposition, RAD/Section 18 Blends, and Voluntary Conversion, from initial application to closing
- Consults on and prepares all pre-application and application components for Section 18 Demolition and/or Disposition Applications through HUD's Special Application Center (SAC), including application for Tenant Protection Vouchers (TPVs) and project-basing

Industry Involvement

- National Association for Housing and Redevelopment Officials (NAHRO)
- Women in Government Relations
- Community Development Financial Institutions (CDFI) Women's Network
- Frequent speaker at national and regional affordable housing conferences, including the National Association of Housing and Redevelopment Officials, National Leased Housing Association, and National Housing & Rehabilitation Association

4. Statement of Understanding

It is our understanding that the CDA is looking to reposition the Triangle to create the greatest opportunity for the residents, impact on the neighborhood and community, enhance the city and its greater mission and to revitalize an aging and soon-to-be obsolete product.

Through mixed-income and mixed-use residency, we will be able to finance and institute levels of quality, resident amenities and neighborhood convenience that have not previously been seen in affordable housing in Wisconsin.

We plan to include technology, upscale finishes and security for everyone, along with common spaces, parks and gathering areas. Public spaces to share will be a focus, but we will not overlook the need for privacy that has been highlighted for everyone, with the recent and future considerations for social distancing being added to our priority list.

Exercise facilities, technology centers, entertainment hubs, playground equipment, grilling stations, bicycle storage/repair and dog walking/grooming areas are just a sampling of the items we plan to integrate into the new neighborhood. Additionally, convenience items such as internal transportation, improved ease of access, walking and biking paths, grocery and staple shopping are of key importance. Other priorities for our team will be determined and implemented through residents' direction, of course. We believe this vision is dynamic and will advance through the process as we work with the stakeholders to optimize our final product.

a. Advancing racial equity and social justice through the provision of high-quality housing and resident/community amenities

Advancing racial equity and social justice is at the core of our team's mission and will be a priority during this project. The team integrates triple bottom line sustainability in every project. Environmental protection, economic vitality, and social equity ensure that the solutions we implement are resilient in an ever-changing socioeconomic and environmental climate. We recognize the Triangle neighborhood has had historic complications that hinder racial equity and social justice, from the contentious displacement of residents in the 1960's to the geographic isolation of the community from the broader Madison community due to design and busy streets. Combined with the aging infrastructure of the Triangle community, there is a ripe opportunity to right historic injustices and pioneer a new future for the neighborhood and its residents.

We recognize this project site is not only a diverse community; it's also home to hundreds of people, each of whom is unique, and has different needs. We view these needs as two pronged: basic needs, such as access to quality food options, pharmacies, and transportation, and social needs, such as green spaces and gathering places. For example: the elderly population of the Triangle needs convenient access to healthcare, but also places where they can interact with each other and other generations to combat the isolation that can accompany aging generations. The young adult population of the Triangle needs access to healthy food to chart a lifetime of good health, but also needs space where they can explore, learn, and build a strong sense of community. It's not a non-traditional way of thinking; it's an improved system of recognizing each member of society's diverse needs and incorporating them into the new neighborhood's infrastructure.

We see expanding the neighborhood's access to amenities such as revitalized green spaces, accessible public realm, walkable and bikeable streets, and welcoming gathering places, we can effectively break down physical, racial, and social equity barriers and combat social isolation. The team recognizes that equity involves amplifying the voices of people who have culturally or socially been silenced. Residents will have a range of opportunities to share their experiences, provide feedback, and inform real change in their community. The creation of new, high-quality housing for the Triangle residents can help foster a sense of pride in where they live and connect them to each other and to their community. We see this project as an opportunity to revitalize the neighborhood's housing in a cohesive way. Historically, the Triangle's apartment complexes were constructed piecemeal, and in a housing style that did not address the social and physical needs of residents nor include current understanding of the physical attributes of successful housing for persons with disabilities. Through thoughtful, informed, cohesive design and robust feedback

from the residents of the Triangle, we can create an inclusive, just, and thriving new future for the neighborhood.

b. Experience with energy efficiency, renewable energy and/or sustainable building design techniques that contribute to the City's goal to achieve 100% renewable energy and zero-net carbon emissions by 2030

KA, the team's architect, is a national leader in the adoption of mass timber technology in multifamily and mixed use buildings, including Ascent, currently under construction in Milwaukee, WI. Mass timber is a carbon sink, and its use at the Triangle could potentially sequester thousands of tons of carbon dioxide in situ. Additionally, mass timber is very light, and may reduce the need for deep foundations, which are extremely carbon intensive.



PROJECT UNDERSTANDING & APPROACH 2

Johnson Controls is a key team member. Johnson Controls is a global leader in building systems that create smart, healthy, and sustainable facilities. In addition, they transform the environments where people live, work, learn and play. Johnson Controls has been involved in more than 500 renewable energy projects, and is currently implementing more than \$100 million in solar, solar thermal, wind, biomass, geothermal, landfill gas-to-energy, cogeneration, energy recovery as part of the pathway to decarbonization/net zero.

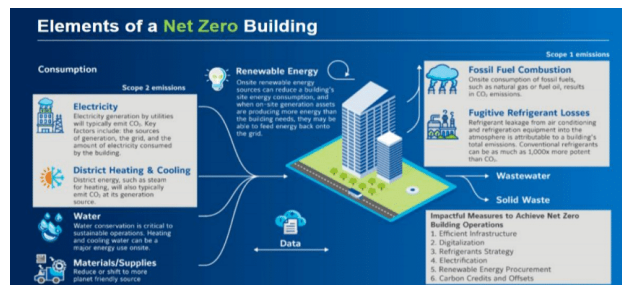
Over the past 20 years, Johnson Controls has helped customers save more than 26.4 million metric tons of CO₂e and have renewed commitments to achieving carbon emissions reduction within their own organization. Through this project, our team will build upon the City's current efforts in energy intensity reduction by serving as your partner on the path to carbon neutrality.

Johnson Controls' building management solutions, such as OpenBlue Net Zero Buildings, help customers achieve their Net Zero ambitions in the following manner:

Buildings account for 40% of global emissions and we're uniquely placed to help customers pursue their Net Zero carbon goals.

More than a trend, Net Zero requires innovation and leadership and we make that easier than ever.

OpenBlue Net Zero Buildings hits decarbonization and renewable energy goals while optimizing building performance.



	Sustainability	Provide increasingly sustainable products and services Use life-cycle design on 25% of high-impact products
	People	Build communities and make a difference Volunteer 2.5 million hours on 20,000 projects, furthering the United Nations Sustainable Development Goals
	Partnerships	Lead in global sustainability partnerships Increase our impact by leading in at least three global partnerships
	Performance	Improve how we perform From a 2017 baseline: 25% reduction for energy and greenhouse gas intensity, 10% reduction for water use at stressed locations, 25% of manufacturing locations landfill-free, 10% reduction in recyclable safety products, Increase diverse supplier spend at a rate exceeding revenue growth
	Governance	Demonstrate our commitment from the top Continue integration of sustainability into company goals and decision-making

c. Methods for soliciting resident engagement

The voice of community and resident is centered in our engagement approach. We understand that members of marginalized communities including Hmong residents and community members of various ethnicities can often feel disenfranchised in public engagement processes. We also recognize that distrust in systems and institutions impact the level involvement by communities of color. Our team centers race equity as a core goal of social impact to fulfill our organizational mission and work. A core principle of public engagement is to foster and grow meaningful resident engagement and give voice to communities directly impacted by policies and processes.

Our team is experienced in engaging, communicating with and lifting diverse populations with an engagement style rooted in transparency and consistency. This work also is fueled by knowledge that we connect with community and residents where they are as credible messengers. Meeting residents and other stakeholders where there are by providing a host of opportunities to engage with our team throughout the master planning process will be essential to our collective work. The purpose of this work is to drive awareness of the project and gain feedback on the proposed development and planning. Through resident meetings (virtual on in-person), scheduled office hours, social media engagement, e-communications, direct mail, project team and individual resident phone interviews, the desired outcome is providing information and seek input using a multi-channel approach.

Building and maintaining strong relationships with community and future residents through intentional engagement and advocacy opportunities that foster discussions and capture meaningful feedback is the hallmark of a strong engagement strategy and plan.

We commit to this work through the following approaches:

Design and execute an engagement strategy and execution plan that connects impacted residents, key community leaders, and community partners and business leaders with the benefits and impact of the project and seeks input during the master planning process;

Design focus groups for Phase One with impacted residents and community members to identify goals, concerns, opportunities, options, and solutions;

Target direct engagement opportunities with impacted residents and community members; with a focus on residents, association leaders; and community leaders;

Provide ongoing updates and communications to key resident and community stakeholders.

Develop a communications strategy that incorporates a public relations and social media strategy, and marketing communications to share feedback and solicit feedback and input from communities of color.

Establish a channel for engagement where regular updates and information are housed and accessible to the public – use to engage in authentic conversations regarding opportunities for this neighborhood;

Communicate project changes through resident newsletters and other onsite communication tools to keep residents informed as the project evolves;

Determine and secure multicultural media placements to expand reach of information and to solicit feedback and input on the development; and

Develop project briefings for submission to CDA, elected representatives, and other stakeholders.

Develop an issues management strategy and plan for CDA and project team that aligns with its core values and overall communications goals.

Working collaboratively to develop position statement(s) and talking points for identified spokesperson(s) for responding to general and media inquiries related to the project development and master planning;

Create a fact/informational sheet highlighting the history, impact, and strategic goals of the project; and

Prepare talking points for engagement meetings.

5. Describe any financial and/or legal issues that the development team may foresee as significant impediments to launching the revitalization process

Development is always going to have its fair share of legal and financing issues. Our team has completed over \$2 Billion in private and public partnership projects over a multitude of states and municipalities and has strong experience with capital and legal partners. That said, in responding to redeveloping the site in question here, we will run into issues along the way, but have more than enough prior experience to work through those issues and complete a successful project.

6. Describe the team's experience, as a team, on a HUD Asset Repositioning projects and programs.

Members of our team have extensive experience with PHAs and the rules and regulations promulgated by HUD that govern their operations and finances. They served in various capacities from program manager to development consultant to financial advisor in areas such as developer evaluation and selection, relocation, demolition, disposition, funding applications, revitalization planning, asset management, construction management, financial leveraging and the Capital Fund Financing Program (CFFP). Our team members have experience with HUD mixed-finance requirements and frequently consult with clients on the regulatory requirements of their major funding sources and housing programs.

As our Repositioning Specialist, Baker Tilly, has more than 20 years of experience working with housing authorities of a similar size to the CDA, as well as many in the state of Wisconsin, including Milwaukee, Green Bay, Wausau, Wisconsin Rapids, Kaukauna, Oconto, Merrill and Antigo. They have, also, worked on portfolio repositioning with housing authorities such as Flint, MI, LaGrange, GA and Anne Arundel, MD.

The CDA will benefit from our partners' experience and understanding of HUD public housing redevelopment programs and applicable HUD regulations. Our specialists are very knowledgeable and experienced in HUD and state processes, including the acquisition and disposition of assets, applying for and securing approval for alternative funding sources, and securing development plans and financing approvals.

Our Repositioning Specialist is at the forefront of the RAD program initiative, having served as a subcontractor to HUD providing technical assistance to PHAs for the RAD program. Experience includes providing assistance to PHAs in assessing their developments as it relates to RAD/Section 18 feasibility as well as present on the topic at several state and regional housing conferences. As a development team, we are experienced in housing and the HUD repositioning programs to efficiently and effectively address the challenges and opportunities presented with each project.

The team of Peyton/Klein, Baker Tilly, and Walker & Dunlop, will be able to help the CDA convert the Triangle Neighborhood using HUD's repositioning tools, accessing other affordable housing financing options, implementing market rate financing tools (including HUD 221(d)(4) programs), examining bonding issuance and its ramifications, and navigate the development process successfully. We will review the details of each project, funding sources, and capital needs while confirming the optimal project structure.

Our expertise encompasses the acquisition and understanding of deep capital stacking includes evaluating RAD/Section 18 feasibility and perform financial modeling, completing the RAD program application/Section 18 application, and managing HUD processing. Additionally, the team's evaluation will include identifying, applying for and obtaining tax credits, tax-exempt bonds and other financing sources, as necessary.

7. Describe the team's qualifications and experience in complying with HUD Section 3 requirements

Currently we have on our team a former federal and state compliance coordinator specializing in HUD Section 3 and WHEDA (MBE, WBE, VOB). He comes with over 7 years experience in the certification of contractors on the state and federal level. We plan on reaching out via newspaper, email, and direct outreach in order to inform and engage the community during the course of this project development. Through relationship building with the community and contractors we can identify the needs of businesses which are certified/qualify for MBE, WBE, VOB while placing members of the community in gainfully employed positions.

8. Describe the most challenging issues that were successfully handled in a prior HUD Asset Repositioning project in which any of the proposing team was involved.

As a team with unmatched enthusiasm and experience for housing redevelopment, we have successfully navigated clients through all stages of each HUD repositioning program. Collectively and individually, the team is familiar with asset, phased, and full housing authority portfolio repositioning. Among the most challenging of prior HUD repositioning projects was at the asset level, as the RAD consultant for a 50-year-old property consisting of 200-units ("The Project"). The Public Housing Authority ("The PHA") was interested in a straight-subsidy conversion (no utilization of debt) to RAD PBV. However, the program, financing, and transaction paths changed several times between initial stages and RAD closing. Work is currently in progress on the substantial rehabilitation at The Project, with the repositioning and rehabilitation funded by over \$32 million in state tax credit equity, a HUD-FHA loan, and various sources of soft funding from local agencies.

Like each of our projects, we conducted monthly progress meetings with the client. The effectiveness of each progress meeting was boosted by our team's repositioning progress documents. Regular email communication and adding calls/meetings as needed made for solid communication between the internal team and client throughout repositioning. For 3-4 months, progress meetings may have felt repetitive for the client. Upon review of the RAD Capital Needs Assessment (CNA) and e-Tool, the transactional path needed re-evaluation. The CNA identified deferred maintenance items along with a multitude of capital needs for completion over the 20-year reserve period. Even more significantly for the deal structure was the high cost associated with the identified capital items including HVAC systems, electrical wiring, plumbing, and roofing.

What can be re-evaluated in the CNA? What are financing needs and options? What is the status of soft funding application rounds, e.g. tax credits, Federal Home Loan Bank, federal HOME and CDBG? Are any environmental issues expected to have a cost associated? Will the opposite RAD conversion type offer more rental income? What benefits/challenges would another HUD repositioning program bring?

The Project was aging (50+ years since occupancy) with more capital needs than anticipated by The PHA. This precipitated extensive redesign and, since Fair Market Rents (FMRs) in the area were not high, the percentage increase in rental income through a Section 18 conversion would be minimal.

The PHA was already administering RAD PBVs. Operationally, continuing with RAD PBV proved to be the best program option. On-site replacement construction was considered, but dismissed for logistical reasons. The collective decision drove for a change in unit configuration. FHEO approved our request to reconfigure two larger units into two 2-BR's, as was needed for the market. Our request for a de minimus reduction of two dwelling units was also approved, allowing for the conversion of a duplex into a non resident services space. These actions eliminated the need for new construction activities.

The team's feasibility analysis correctly determined that per-unit rehab needs would meet criteria for a HUD 221(d)(4) FHA loan.

EXPERIENCE 3

Design changes impacted General Contractor (GC) costs, the CNA e-Tool, and Plan and Cost Review, requiring updates with each iteration. The team consistently monitored our project management timeline, which tracked required HUD (RAD and Multifamily FHA) milestones along with development, tax credit, and soft funding deadlines that needed to be met on a parallel basis.

It was challenging to align the requirements and schedules for each agency (and HUD program office), particularly amid design and budget changes.

Understanding of all changes and their impact on the time requirements and project deadlines was helpful in managing the complete project timeline was considered a successful repositioning. This is an example of the return-on-investment value of a team who respects and trusts one another; one teammate may view a change as “minimal” while another teammate has information about the bigger picture implications. While the team and client may choose to move forward, the internal team maintains trust and communication and the project timeline remains updated and reliable. The strong communication and active listening skills of our team are advantageous to clients in every step of repositioning and redevelopment, from Kick-off to Certificate of Occupancy.

9. Provide examples of success in applying for Low Income Housing Tax Credits

Our partners (including Baker Tilly, Walker & Dunlop, Peyton Group, Korb + Associates, and Klein Development) have consulted on over 50 projects awarded either 9% or 4% tax credits in various communities in Wisconsin (including several in Madison), working in all of the set-asides (general, non-profit, supportive housing, rural and preservation), and working with the state of Wisconsin 4% tax credit as well. These projects include housing authorities, non-profits and for profit developers.

Sources of financing our partners have helped secure and/or structure include low-income housing tax credit equity, historic tax credit equity, opportunity zone equity, solar tax credit equity, taxable debt, tax-exempt debt, Federal Home Loan Bank AHP, HOME Funds, CDBG, Housing Trust Funds, City of Madison Affordable Housing Funds, Dane County Affordable Housing Funds, Kresge Foundation, Dane Fund, HUD 221 (d)(4) financing, market based loans, bond issuance, mezzanine financing, among other sources



1

1. Residences at the Johnston Center, 9% LIHTC , TCAP, MCHTF

2

2. The Ruxton, 9% LIHTC



1. 3. Empowerment Village National, 9% LIHTC, TCAP
2. The Germania, 4% LIHTC, HTC
3. Westlawn Gardens, 9% LIHTC
4. Greenwich Park Apartments, 9% LIHTC
5. CityPlace I, 9% LIHTC



1



2



3



4



5

Reference #1

Name: Chris Her-Xiong

Title: Founder/Executive Director, Hmong American Peace Academy

Phone: 414-383-4944

Email: herxiong.chris@myhapa.org

Relevance to CDA Triangle: In 2004, Chris founded and grew the Hmong American Peace Academy (HAPA), one of Milwaukee most high performing schools. Despite 95% of the students qualifying as disadvantaged, the school now serves over 1800 students in grades K4-12. This month, HAPA is formally grand opening its new \$30MM high school, developed in conjunction with Scott Simon as an officer of Traveaux.

Reference #2

Name: Wyman Winston

Title: Principal Consultant, Neighborhood Wealth

Phone: 503-810-6530

Email: wealthtwo@gmail.com

Relevance to CDA Triangle: Wyman was the client project lead (as the former Executive Director of WHEDA, Wisconsin Housing and Economic Development Authority) for the Transform Milwaukee project in Milwaukee, WI, a GRAEF planning project. The project focused on creating an action plan centered on business development, job creation, vacant and foreclosed properties, flooding and storm water management, and transportation networks. The plan engages private and public partners – businesses, neighborhood organizations, government entities, nonprofit organizations and social services – to participate in developing and executing actions that will help foster a thriving Milwaukee.

Reference #3

Name: Mark Angelini

Title: President, Mercy Housing Lakefront

Phone: 312-447-4500

Email: mangelini@mercyhousing.org

Relevance to CDA Triangle: Mark oversaw the development of the Johnston Center Residences, designed By Korb + Associates Architects and engineered by Graef, as well as Greenwich Park Apartments, designed By Korb + Associates Architects. Both projects utilized Low Income Housing Tax Credits as their primary source of financing.

REFERENCES

4

Disclosures

11. If any team member has acted as a development partner or has any ownership interest in any project currently underway or completed within the last five years, please provide the following information for the team member or any related entity, as applicable:

- a. Any foreclosure, default, or bankruptcy within the past ten years.
- b. Any litigation completed, pending, or underway in relation to any financing or construction project within the past five years.

11a. Peyton/Klein team members have not recently, within the last 5 years, acted as a development partner, or had any ownership interest, of any developments that resulted in any foreclosure, default, or bankruptcy within the past ten years.

11b. Peyton/Klein team members have not recently, within the last 5 years, acted as a development partner, or had any ownership interest, of any developments that resulted in litigation completed, pending, or underway in relation to any financing or construction project within the past five years.

Compliance

12. It is the intent of this project team to comply with the City of Madison's Affirmative Action Ordinance (MGO 39.02) and to uphold the integrity of the ordinance by submitting any and all required documents demonstrating our compliance as Individual Developers contracting with the City of Madison. Our team strives to represent the ideals of the Affirmative Action Ordinance in our team composition and will continue to do so with all future participants throughout the duration of the project.

13. Note which members of the team require licensing (such as architects and engineers, if any) and that these members are/will be licensed within the State of Wisconsin for the duration of the project and carry sufficient Errors and Omissions Insurance.

All team members requiring licensing for the completion of this project are currently licensed with the State of Wisconsin and will uphold their good standing with the State throughout the duration of the project. Sufficient Error and Omissions Insurance will also be held by required team members throughout the duration of the project.