Response to CDA of the City of Madison
RFQ No. 10038-0-2021-DJ

Triangle Redevelopment Partnership

August 27, 2021

CDA Redevelopment
Office of the Director of Planning, Community and Economic Development
215 Martin Luther King, Jr. Boulevard, Room 130
Madison, WI 53703

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August 27, 2021

CDA Redevelopment
Attention: Mr. Dan Johns, Housing Development Specialist
215 Martin Luther King, Jr. Boulevard, Room 130
Madison, WI 53703

RE: **Response to CDA of the City of Madison RFQ No. 10038-0-2021-DJ**
Triangle Redevelopment Partnership

Dear Mr. Johns,

Horizon Development Group, Inc. and Danna Capital, together, are pleased to submit the following response to the Community Development Authority's RFQ. Our team is uniquely qualified to partner with the CDA in the effort to redevelop the Triangle property. Horizon's expertise in community engagement and affordable housing development, together with the strengths of the selected team, provide the CDA with capabilities to facilitate all aspects of new construction, rehabilitation, financing, and HUD repositioning on the project. We are excited to share our experience and qualifications in more depth, as well as some early thoughts on project approach and how our team is best suited to advance CDA goals.

Complementing Horizon's legacy in the affordable housing space, minority-owned co-developer Danna Capital brings a unique and inclusive approach to housing development. With operations led by Luke Samalya, a trained Mental Health Therapist and person with a disability, Danna Capital's mission is rooted in the housing-first approach. This prioritizes providing safe and affordable housing as the foundation for the personal attainment and success of residents. Horizon, Danna Capital and its team have the experience necessary to complete this redevelopment and are prepared to begin work immediately to help make it a reality.

Please feel free to contact Scott Kwiecinski at s.kwiecinski@horizondbm.com / (608) 354-0820 or Luke Samalya at luke@dannacapital.com / (516) 380-4366 with any questions or comments. On behalf of the development team, we appreciate your consideration of this statement of qualifications and are eager to partner with you on this project.

Sincerely,

Horizon Development Group, Inc.

Scott Kwiecinski
Principal

Danna Capital Corporation

M. Luke Samalya
President

Team Structure

Project Team:

1. **Lead Developer –** Horizon Development Group, Inc.
2. **Co-Developer –** Danna Capital Corporation
3. **Master Planning/Architect** – Eppstein Uhen Architects
4. **Engineer/Landscape Architect** – Vierbicher
5. **Public Engagement Specialist** – P3 Development Group
6. **Section 3 / EBE Consultant** – Cross Management Services / Carla Cross
7. **Contruction Manager** – Horizon Construction Group, Inc.

Developer: Horizon Development Group, Inc.

Horizon Development Group, Inc., ("HDG") specializes in development of multifamily commercial real estate, with an emphasis on senior and affordable housing. Our portfolio of relevant, completed work includes over $500 million dollars in total development costs and nearly 5,000 units of market rate and affordable multifamily housing. HDG credits our success to its integrated service platform, which strategically includes a mix of industry experts in design, construction, and property management in all phases of the development process. Obtaining insight from construction and property management experts allows the development team to identify constructability or operating inefficiencies early in the development process. Our integrated service platform has won many repeat clients over the years who credit us with a transparent approach to development that clearly identifies what it will take to build and operate each asset.

HDG's team will be responsible for leading all facets of the development process to ensure the project achieves financial closing and starts construction according to the milestone schedule. Our expertise includes everything from organizing project goal creation, stakeholder engagement, predevelopment and feasibility analyses, due diligence, market research, coordination of financing and entitlements applications, and the layering and procurement of affordable housing tax credits and soft financing sources.

Key Staff Members: Scott Kwiecinski, Project Executive / Sr. Development Manager
Curt Peerenboom, CFO
Dan Fitzgerald, President & CEO

Co-Developer: Danna Capital

Danna Capital Corporation is a minority-owned, Wisconsin-based affordable housing firm that specializes in providing innovative housing solutions that empower marginalized communities and promote social and economic equity. We believe the best way to support our communities is to focus on the diverse spectrum of people who make it great. Improving access to safe and affordable housing changes the lives of our residents and the neighborhoods they call home. By supporting our mission-driven values with analytic problem solving and financial expertise, we provide housing solutions that help our communities thrive. Founded in 2020 with a mission of providing resident and community-centric development services, Danna Capital has a successful history in affordable housing development. In the first year of operations, Danna Capital was allocated more than $2M dollars in state and federal credits for the development of two affordable housing communities in Wisconsin. By leveraging novel analytic techniques and automation, Danna Capital brings a modern and efficient approach to housing development that remains rooted in humanism and inclusion. In partnership with HDG, Danna Capital will be responsible for leading all aspects of the development process, including community engagement, predevelopment market and feasibility analysis, design, and financial applications and sourcing.

Key Staff Members: Luke Samalya, President

Architect: Eppstein Uhen Architects (EUA)
Since 1907, Eppstein Uhen Architects (EUA) has actively worked to retain the core values of "doing the right thing," treating clients and partners with respect, ensuring a quality product and delivering proactive planning and design solutions. Our employees demonstrate unparalleled commitment to the markets, communities and clients they serve.

Our diverse market expertise provides us with the unique design ability to master plan with a detailed eye toward the end user early in the process. By applying this in-depth knowledge early on in the visioning stage, we can establish a true working model of a large project that will be feasible, marketable and relevant to the community. Horizon and EUA have partnered on 67 projects since 1997, bringing unparalleled team knowledge of multifamily housing and related spaces.

Engineer/Landscape Architect: Vierbicher
Vierbicher is a team of planners, engineers, landscape architects and surveyors that combines its strengths to bring unique perspective to a wide range of projects. Having diverse in-house experience provides many benefits to our clients, including creative solutions, efficient project flow and cost-effective results. Vierbicher has provided services for over 45 years and is experienced with City of Madison requirements for site development, plan documentation, and approvals.

Public Engagement Specialist: P3 Development Group
Horizon has years of experience in public engagement work and will be a strong foundation to the CDA outreach effort. Our approach involves meeting with community stakeholders, alderpersons, residents and others to form relationships and seek input before forming ideas and concepts. Through work on the Bayview Townhouses project, Horizon participated in community engagement with Bayview that resonated with many that were interested in seeing an intentional, inclusive and participatory environment of feedback. Though each population is unique, our goal is to bring pieces of this successful effort to the CDA project. We would like to see an outreach effort that utilizes current capabilities, captures the best of what occurred at Bayview, and allow a strategic partner/engagement specialist to offer other unique perspectives based on work in other communities. To that end, Bayview has expressed interest in working with our development team to further its work in local engagement, identify ways of approaching CDA residents in meaningful ways, and participate in listening sessions and other meetings in a consultant role. We see Bayview providing helpful feedback, tools, and other strategic resources to help advance inclusive and thoughtful conversations with the community and believe this is a differentiating factor in selecting our team. Additionally, Danna Capital will assist in coordinating engagement efforts. Luke Samalya has a Master's degree in psychology and clinical experience in mental health counseling. With a disability himself, Luke brings a unique ability to connect personally and understand professionally with deeper perspective than others.

Adding new depth, perspective and leadership in this role, we wish to engage P3 Development Group (P3), a strategy and engagement consultant. P3 brings deep community relationships with community organizations, residents, businesses, and elected officials across neighborhoods. P3 pairs "on-the-ground" community knowledge with professional experience working across major citywide initiatives. P3 specializes in managing outreach, public engagement, and qualitative research efforts to target audiences, key stakeholders and elected officials. The firm works with clients to develop strategies that effectively provide information to and gather input from target groups. In the past, P3 has used a wide variety of data gathering techniques, including text messages, surveys, questionnaires, open houses, interviews, focus groups, video conference, Mentimeter, and other interactive virtual and in-person formats. P3 has been involved in several high-profile engagement efforts in partnership with City of Milwaukee including, MKE United, Milwaukee Bucks Arena workforce development outreach, the Milwaukee Streetcar public involvement efforts, the City of Milwaukee's Business Capacity Building Program, and the City's Small Business Enterprise (SBE) Evaluation of Inclusion Efforts study.

Section 3 / EBE Consultant: Cross Management Services

Cross Management Services, Inc. will provide contract compliance, project management, and diversity/inclusion reporting services. They are responsible for coordinating and monitoring diverse business and workforce inclusion goals for the team. Cross Management has over twenty years' experience with all aspects of contract compliance, including bidding, project startup, implementation, and completion documentation.

Construction Manager: Horizon Construction Group, Inc.
Horizon Construction Group, Inc., ("HCG") provides an integrated approach to preconstruction, estimating, and project management services. HCG has built over 10,000 residential units, totaling over $1 billion in total housing construction costs, and $500 million in commercial construction projects. HCG has constructed more than 2,700 units of workforce and affordable housing in the State of Wisconsin. As a design-build contractor, Horizon does not perform any project design functions in-house, but rather works closely with the architect and project engineers to oversee the design process. Detailed design review and iterative meetings with the architect and community stakeholders help ensure that program/vision are being met and the most efficient building design is achieved. Too frequently we see projects designed and priced independently, which results in predictable budget overages, subsequent re-design, and delay. The design-build approach employs a more efficient use of resources and Horizon's integrated platform of services, helping the project remain on-schedule and on-budget.

Firm Qualifications and Experience

In addition to above qualifications and experience, below are specific duties and responsibilities of the developer and co-developer. Other team members may be found in the attached resumes.

Scott Kwiecinski, Development Manager, Horizon Development Group, Inc.:
Scott Kwiecinski is a development manager and principal of Horizon Development Group. Scott has been with Horizon for 18 years and has led numerous affordable housing projects in Wisconsin and Iowa markets. As development manager, Scott is responsible for overall project coordination, including community engagement, project vision and strategy, entitlement efforts, financing applications, planning and design management, public/private partnership, schedule/budget oversight and general project execution.

Luke Samalya, President, Danna Capital:
Luke Samalya is President of Danna Capital. He is a graduate of ACRE and holds a Master's degree from Marquette University in Clinical Mental Health Counseling, where he was inspired by the impact of housing instability on his patients to begin his career in affordable housing. As President of Danna Capital, Luke is responsible for all aspects of the development process, including site identification, financial oversight, community engagement, etc.

As a minority business owner and person with a disability, Luke is a passionate advocate for the importance of diversity and representation in the provision of housing solutions. For his work in the space of inclusivity and affordable housing, Luke received the Federal Home Loan Bank of Chicago's 2021 Community First Award for Emerging Leadership.

Relevant HUD Asset Repositioning and Revitalization Experience:
Recent examples of Horizon's work in repositioning and revitalization includes:

1) Bayview Townhouses – Madison, Wisconsin (130 units)
2) Park Place & Westgate Apartments – Merrill, Wisconsin (102 units)
3) Riverwalk Place (70 units) & The Landing Apartments (54 units) – Appleton, Wisconsin

Bayview Townhouses is a co-development project with Bayview Foundation, Inc. The project includes demolition of all existing buildings and new construction of 130 units (73 apartment units, 57 townhome

units) as well as a 12,000 square foot community center to expand programs and services offered to the community. In order to facilite the development and achieve a goal of no resident displacement, the project is being constructed in three separate phases over three years. Major efforts included resident engagement, coordination with Triangle Monona Bay neighborhood planning efforts, site development strategy and unit mix allocations, management of design team, implementation of Energy Star/Passive House/solar ready goals, stormwater management features, HUD Chapter 15 renewal application and assignment of HAP contract, tax credit financing, and entitlement/permitting process.

Park Place, Stonebridge, and Westgate Apartments was a project Horizon led with the Merrill Area Housing Authority. A seven-story, 1960's era public housing facility managed by the housing authority was experiencing vacancy issues due to substandard unit sizes, accessibility concerns, and other factors of physical obsolescence. The housing authority hired Horizon to redevelop the property and take on HUD repositioning efforts. Horizon performed a RAD conversion from public housing (Annual Contributions Contract) to Section 8 HAP, and re-built existing units to current market standard. A 3-story new construction apartment building was constructed on adjacent lands, allowing tower residents to relocate and phased rehabilitation of the existing building to take place. Horizon coordinated rehabilitation efforts in vertical segments of the existing building, with residents living in place. Work occurred in a seamless effort to update housing conditions and solve challenges affecting the property for many years. Horizon also led the process of certifying existing residents for LIHTC purposes in order to maximize the amount of credits generated during the rehab and lease-up period. The project was completed over a 2.5 year process in three phases of work.

Riverwalk Place is a co-development with the Appleton Housing Authority and is another example of HUD repositioning. The housing authority hired Horizon to assist with moving 70 HAP units from a dated, physically obsolete facility in downtown Appleton to a revitalization site of a former paper mill. This project involved extensive site remediation efforts, renewal of HUD contracts, tax credit financing, new apartment construction, and relocation of existing residents. The Landing Apartments were developed on the same brownfield revitalization site and also utilized affordable housing tax credits. The project included sustainable construction techniques and energy efficiency measures such as solar and Energy Star features.

Please see references provided for each repositioning/revitalization project.

Workforce Equity and Diversity Program Accomplishments:
Horizon has a deep history in meeting or exceeding workforce equity and diversity program goals. Since 2005, Horizon has participated in the WHEDA Emerging Business Enterprise (EBE) program with the goal of providing growth opportunities for disadvantaged businesses. We are proud of the outcomes of our efforts in this program and believe it is a differentiator in the market. Though WHEDA prescribed goals vary by county, Horizon has consistently outperformed benchmarks, achieving an average EBE participation of over 31% (high of 48%) of program-eligible hard costs. As a result, Horizon has developed strong working relationships with EBE subcontractors and has embraced the opportunity to mentor growing companies.

Horizon is also aware and knowledgeable of the City of Madison requirements that include and extend beyond EBE participation. We are prepared to employ Section 3 hiring goals as well as workforce development and labor reporting goals set forth by the City. Our experience with this is very recent, having closed the Bayview project in July 2021 and we are in process with various reporting requirements. Horizon has engaged Cross Management Services for reporting services to ensure program compliance, which is also proposed for the CDA redevelopment effort.

Project Understanding and Approach

Our goal is to connect communities to safe, affordable homes, and provide opportunity for household stability. We believe in supporting and sustaining strong communities where individuals, families, and seniors can thrive, regardless of income, background, or ability. Inequality in housing conditions has been an important manifestation of the marginalization of racial and ethnic minorities, and improvement in these conditions is essential in achieving health, economic equity, and upward mobility. This work not only allows us to build safe homes, but also provides a vehicle for investment in local businesses, public amenities, and green spaces that strengthen neighborhoods and empower residents. Our thoughtfully assembled and accomplished team of experts includes diverse perspectives and backgrounds that are unified by a mission to provide high quality, affordable housing to break these cycles of economic disparity.

We believe in the power of active partnerships with community leaders and residents for designing an active, well-supported community that provides a sense of self, well-being, and inclusion for residents and look forward to a collaborative process where community members are empowered to contribute. Though our recommendations remain dependent on a better understanding of the CDA's vision and goals, and the process of community engagement, our initial thoughts are provided below:

Phase 1: Vision and Master Plan

Our vision begins with an active collaboration process that is centered on diverse and inclusive public discourse and feedback. Engagement strategy will be led by P3 Development Group, a consulting group with rich experience in soliciting, promoting, and incorporating feedback from residents, community leaders, and other stakeholders. Additionally, Bayview plans to participate with our team in an advisory role, building on successful outcomes from its own redevelopment planning. The Triangle is a diverse housing community and we hope to connect in meaningful ways using as many ideas and resources as possible. Supporting these efforts, co-developer Luke Samalya of Danna Capital, will lend his personal and professional expertise in promoting engagement that allows every voice to be heard. Though additional refinement will be required, we anticipate a resident engagement strategy that begins with an effort to understand the community's culture, perception, values, and experience. Our team will work to establish relationships and build trust. We will seek to empower those who participate to make recommendations and voice concerns through a range of techniques. We expect this process to evolve organically as patterns of engagement are observed and we learn more from the input gathered.

Though dependent on this intensive collaboration process, our initial review of the site lends us to envision a phased development approach that will result in the least disruption of resident life and will limit any potential disturbance to the neighborhood from a single-period construction approach. The development goal is to keep all residents housed within the community, potentially beginning by developing new units on the vacant lot that borders the Brittingham Tower parking lot along Braxton Place. When this initial construction is completed, residents of the next targeted site, Gay Braxton Apartments, would relocate to the newly constructed building. This would allow Gay Braxton to be vacated, demolished and medium density multifamily to be constructed (based on the Triangle Monona Bay Neighborhood Plan). We understand the CDA is currently conducting planning work to evaluate which structures should be substantially rehabilitated and which may be candidates for replacement. Horizon's team will participate in this effort and provide guidance as needed. Our goal is to sequentially proceed with redevelopment as efficiently as possible, respecting and planning for various constraints whether physical, financial, or resident-related, and be as transparent and communicative as possible. Our team is prepared to listen to vision and goals, and gather valuable feedback from community engagement and others to best align redevelopment plans.

Complementing the newly constructed and newly renovated housing units will be supporting infrastructure and community amenities. We envision a housing space that offers refuge for residents and

promotes mental and physical health. In pursuit of this goal, we envision amenities such as fitness facilities, computer labs, free high-speed internet, green spaces, communal gathering and play areas for residents of all ages that reduce social isolation, pedestrian paths, improved street crossings, and accessibility features that increase access for those of all abilities. Another opportunity is to reserve ground-floor space to house a Community Service Facility (CSF), a special designation of space that is intended to provide on-site, resident focused services. The CSF would target services for and be affordable to those at 60% or less of AMI. These services would be available not just for residents but also open to the public, integrating the development into the neighborhood and offering a chance to bridge systemic resource inequality gaps that impact the larger community. While our development is under construction and renovation, residents will continue to have access to amenities that promote a sense of safety and wellness, including Bayview's new Community Service Facility.

Our focus on the health and well-being of residents extends to the larger community as well. Accordingly, energy efficiency and sustainability will be prioritized. Careful planning is needed to determine vision and goals, especially as it relates to the City's goal of 100% renewable energy and zero net carbon. The project will also be certified to Green Built Home standards (Wisconsin Environmental Initiative), which is a LIHTC scoring cateogory emphasizing use of green building techniques and products.

Phase 2: Financial Plan

Rigorous market studies and environmental impact reporting will supplement the community feedback to inform our final recommendations for design, including final unit count, unit types, unit mix, and anticipated timeline. Horizon and Danna Capital have internal staff with decades of experience with financial underwriting for complex LIHTC and subsidized projects that allows for evaluation of financing alternatives and maximize funding sources. Our team will lead the project through the financing process, including LIHTC applications. Following successful allocation(s), our team will work with the CDA to apply for and secure any additionally required soft funding (including AHP, HOME, etc.).

With any project there risks involved and having developed in close proximity we can identify the following for consideration and further discussion: existing easements, encrumbrances, land use restrictions, lead/asbestos abatement, poor soils, and high water table. To assist with financing, the City may also wish to consider creating a tax increment district encompassing the redevelopment area. Our team has the capabilities to assist with these and other topics that surface to help advance the project.

Phase 3: Implementation

After the financial closing process, construction will commence. Timeline and milestones for project completion will depend largely on the final design and approach agreed upon during Phase 1, and stakeholders will be kept continuously appraised of status during scheduled meetings and reporting. During this time, our team will continue communications with residents and community members and their feedback will continue to inform and shape our process. Multiple phases of work are contemplated, and overall schedule remains subject to evaluation of various factors, such as equity/debt markets, tax credit allocation, relocation, and others. We envision the project schedule extending 5-10 years as contemplated the CDA, and know that more specificity will emerge as redevelopment strategies unfold.

Like the neighborhood itself, we believe that intentional diversity and inclusivity in race, gender, ability, and background brings the best group of ideas and information forward. Accordingly, any subcontracting will encourage the meaningful participation of Minority Owned (MBE) and Women-Owned (WBE) businesses. We anticipate at least 25% contract value to Emerging Businesses, as well as labor reporting and minimum participation thresholds for persons of color, women, and Section 3 qualified workers. Cross Management Services will oversee project participation and reporting.

Though much remains to be decided, we believe strongly that we have compiled a team that has the perspectives and expertise required to facilitate the best outcome for the community. We look forward to the opportunity to pursue this important journey together

Experience

Team experience on HUD asset repositioning projects:
Horizon has led several projects involving a component of HUD asset repositioning. Three examples of this experience are listed in the Firm Qualifications and Experience section of this RFQ response, which includes Project-Based Section 8, Chapter 15 renewal, assignment of HAP, RAD conversion, and relocation. Horizon has successfully completed these transactions using its own resources, utilizing a systematic approach of understanding the vision and goals for redevelopment, researching HUD programs and processes for the particular action, establishing a HUD contact and confirming schedule/plan, and following through with required documentation. Depending on the complexity of HUD repositioning and/or need to supplement the development team's capacity and focus, we have also partnered with HUD consultants to complete certain responsibilities. An example of this is with the Park Place, Stonebridge, and Westgate project in Merrill, Wisconsin that was discussed previously. Horizon engaged Baker Tilly to assist with portions of the RAD conversion work. We found the partnership to be valuable and allowed Horizon to focus its efforts on other development topics. Given the size of the CDA redevelopment project and various HUD programs that may be leveraged, we would recommend that Baker Tilly, or another firm with similar experience, join the team to aid in this effort.

Challenging issues successfully handled on prior HUD asset repositioning project:
One of the most challenging issues that surfaces consistently across HUD asset repositioning projects seems to be communication and implications on project schedule. Regardless of asset type or repositioning strategy, we know that HUD has very expansive documentation and policies that govern how assets are repositioned. Our approach is to research this material and outline a process/schedule for implementation as outlined above. Inevitably, there are questions that arise or guidance that is needed and, on more complicated transactions, this interaction may be required on a more regular basis. We take extraordinary care to communicate timely, clearly, completely, and succinctly, but unfortunately have experienced situations where external communication lapses occur, leaving information gaps and causing delay to a HUD submittal, review, or approval. To this end, Horizon successfully closed on a recent HUD transaction, but did so with adjusted schedule expectations, even more frequent and direct communications, and escalation to supervisors and department leaders as needed.

For the CDA redevelopment, we would strongly recommend establishing an early connection and rapport with the assigned HUD contact. Ideally, this would result in consensus building and agreement on repositioning strategy, along with overarching timelines and submittal expectations. Horizon recognizes that this is a large-scale redevelopment with many layers of HUD involvement, and again recommends Baker Tilly or similar firm be considered as a consultant to lead the repositioning efforts. Baker Tilly is very experienced in this work and likely has even more resources to achieve end goals in a streamlined, effective way.

Team qualifications and experience in complying with HUD Section 3 requirements for resident employment and the use of local businesses:
Our team is dedicated to promoting the active and meaningful participation of Minority, Women-owned, Disadvantaged, and Emerging Business Enterprises (M/W/D/EBE) and will commit to all standards of compliance outlined in Section 3, and other guidance offered from HUD, WHEDA, and City of Madison/CDA. In pursuit of Section 3 goals to direct employment, training, and contracting opportunities to low- and very low-income persons, particularly those in Dane County, we will establish a program that provides economic opportunities and sets benchmarks for the achievement of contracting and subcontracting goals to ensure equal opportunity access to the fullest extent possible. Affirmative steps may include: targeted outreach, recruitment, and solicitation efforts, establishing delivery schedules that encourage equitable participation, and requiring the same of any contractors and subcontracting partners.

To this end, with more than 20 years of experience in bridging these economic gaps, Cross Management Services will lend their considerable expertise in designing, coordinating, implementing, and reporting on diversity and inclusion program goals to ensure the best possible outcome.

Similarly, our development team represents our commitment to economic equality across traditional racial and gender boundaries and our belief that diverse voices provide the best representation for the residents we are looking to serve. Co-developer, Danna Capital, is a minority and disability-owned business, recognized for their work in advocating for equitable access and representation in the affordable housing development space. Danna Capital will be meaningfully involved in all aspects of the development and will have an equitable financial share, interest, and influence. Our Diversity and Inclusion partner, Cross Management Service, is also a minority and woman-owned business that has advised on diversity and inclusion for more than 20 projects. Public Engagement Specialist, P3 Development Group is a minority and woman-owned business that specializes in engagement for clients seeking to drive inclusive and equitable community change. The principals of Danna Capital, Cross Management Services, and P3 Development Group are graduates from the Associate in Commercial Real Estate (ACRE) program, a Wisconsin-based industry supported initiative to expand minority representation in commercial real estate. Our team focuses on true partnerships and meaningful and authentic participation that extends beyond paper requirements to give the strongest foundation for successful development.

Examples of success in applying for Low Income Housing Tax Credit (LIHTC) allocations in Wisconsin:
Horizon is one of the most experienced affordable housing developers in the state. Horizon brings 37 years of multifamily housing experience and has led 59 tax credit projects in various communities across Wisconsin, Iowa, and northern Illinois. Our performance track record is outstanding with WHEDA and our company consistently earns top point scoring for development team quality in the application process. Horizon is experienced in analyzing the application process and recommending best strategies to maximize both scoring and project performance/feasibility. Our experience tells us that extensive documentation, proactive communication, practical modeling, and aggressive point scoring strategies all help create a successful application. Horizon's successful affordable housing track record has also earned a strong list of interested parties in terms of financing in debt and equity markets, and is hopeful to partner with the CDA to extend these resources that will benefit the redevelopment.

Recent successes in applying for LIHTC allocations in Wisconsin, which all involve public/private partnerships, nonprofit partners, and various sources of soft funding, include:

1. Bayview Townhouses (Madison) – 130-unit, 3-phase redevelopment with 73 apartments, 57 townhouses and a 12,000 square foot community center. Horizon was active with resident engagement and strategic visioning for the project, coordination with the Triangle Monona Bay Neighborhood Plan, as well as energy efficiency initiatives such as Passive House and Energy Star design. $47.5 million project involved HUD Section 15 renewal and assignment of HAP. Project was awarded state ($1,314,920) and federal 4% tax credits in 2020 and was also supported by the City of Madison ($2,900,000) and Dane County ($1,300,000). Construction will occur in phases over 3 years to accommodate current resident and community operations.

2. Walnut Glen Apartments (Wauwatosa) – 101-unit affordable housing development including 87-unit, 4-story senior apartment building and 14-unit, 2-story family townhomes with detached garages on former landfill site. Project was awarded $1,302,350 in annual credit (2020 9%) and also utilized developer financed City of Wauwatosa TIF, City of Wauwatosa CDBG, Milwaukee County HOME funds, and FHLB AHP funds. The project is phase II of affordable housing in this location.

3. Spring Harbor Apartments (Port Washington) – 40-unit senior affordable housing development, receiving awards of 9% tax credit ($481,451) in 2019 and 2020. The project utilized developer financed City of Port Washington TIF, HOME consortium funds, and FHLB AHP funds. Spring Harbor opened earlier in 2021 and has experienced very good leasing progress.

4. Park Place, Stonebridge, and Westgate Apartments (Merrill) – 102-unit HUD repositioning LIHTC project including 38-unit, 3-story apartment, 54-unit rehabilitation of 7-story concrete structure, and remodel of 10-unit townhomes. RAD conversion completed from public housing ACC contract to Section 8 HAP. Project utilized 9% annual credit in the amount of $909,500 in the preservation set-aside, along with FHLB AHP funds and seller financing in partnership with Merrill Area Housing Authority.

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References

Bayview Foundation, Inc. 601 Bay View Madison, Wisconsin 53715	Alexis London, Executive Director Phone: 608-256-7808 Email: alexislondon@bayviewfoundation.org
Related project name/location: Horizon role:	Bayview Townhouses, 601 Bay View, Madison, WI 53715 Co-Developer, General Contractor, Management (Compliance)

"Bayview Foundation strongly recommends Horizon Development Group for the CDA Triangle project. We selected Horizon as our lead developer over 3 years ago and have been incredibly pleased with their effort, creativity, dedication, responsiveness, and ability to listen and adapt while navigating a unique and challenging project. Horizon consistently exemplified skill, aptitude, experience, persistence, and professionalism in all aspects of the development. We could not have pictured a better outcome to the Bayview planning, design, and financing process and know that Horizon played a large role in this success. We are confident Horizon has the tools necessary to lead the CDA project and Bayview is very proud and excited to share its endorsement of such a qualified development team." ~ Alexis London

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City of Merrill 1004 E. 1st Street Merrill, Wisconsin 54452	Paul Russell City Council President Former Exec. Director, Merrill Area Housing Authority Phone: 715-966-0808 Email: Paul.Russell@ci.merrill.wi.us
Related project name/location: Horizon role:	Park Place & Westgate Apartments 215 Grand Avenue, Merrill, WI 54452 Co-Developer, General Contractor, Management (Compliance)

"Horizon was an incredible partner on this project, leading us through every step of the process. Horizon managed a complex and unique redevelopment and repositioning project with great knowledge, patience, determination, and professionalism. Our residents were included and communicated with throughout the process which made the final product very special. I would highly recommend their services."
~ Paul Russell

Appleton Housing Authority 925 W. Northland Ave. Appleton, WI 54914	Debra Dillenberg, Executive Director Phone: 920-739-6811 x104 Email: Debra.Dillenberg@appletonhousing.org
City of Appleton 100 N. Appleton St. Appleton, WI 54914	Monica Stage, Deputy Director Community & Economic Development Phone: 920-832-3943 Email: Monica.Stage@appleton.org
Related project name/location: Horizon role:	Riverwalk Place (Repositioning – Appleton Housing Authority) The Landing Apartments (Revitalization – City of Appleton) 500 E. Eagle Flats Parkway, Appleton, WI 54915 Co-Developer, General Contractor, Property Mgr. (The Landing)

Disclosures

Horizon Development Group, Inc. and Danna Capital Corporation have no foreclosure, default, bankruptcy, or litigation disclosures.

Compliance

It is the policy of Horizon Development Group, Inc. and Danna Capital Corporation to provide equal employment and promotional opportunities and equal access to services for all persons from all segments of the community without regard to their race, religion, color, age, marital status, disability, sex, national origin, sexual orientation or gender identity. Horizon Development Group, Inc. and Danna Capital Corporation shall adhere to principles of equal opportunity and shall require similar efforts from vendors, contractors and firms with which we do business.

All team members are or shall be licensed to do business in Wisconsin for the duration of the project.

Scott Kwiecinski

Senior Development Manager, Project Executive

Scott Kwiecinski joined Horizon in 2003 and serves in a leadership and project management role on Horizon's development team. Scott and his team evaluate initial market feasibility, coordinate site acquisition and due diligence, create financial projections, identify gap funding strategies, present development concepts to public groups and municipalities, complete financing applications, manage design and entitlement, execute loan and equity closings, and oversee construction schedule/budget and the transition to property management.

Scott has worked on projects with housing authorities, nonprofit agencies, investor groups, and has completed HUD repositioning projects in various locations.

Scott received his Bachelor of Business Administration - Finance and Masters of Business Administration - Real Estate and Urban Land Economics from the University of Wisconsin – Madison. Scott is a licensed real estate salesperson and an active member of the Wisconsin Real Estate Alumni Association.

Relevant Experience

Bayview Townhouses, Madison, WI – 130-unit, 3-phase redevelopment with 73 apartments, 57 townhouses and a 12,000 square foot community center. Resident engagement, Passive House and Energy Star design, and HUD Section 15 renewal included in $47.5 million project.

Park Place, Stonebridge, and Westgate Apartments, Merrill, WI – 102-unit HUD repositioning LIHTC project including 38-unit 3-story apartment, 54-unit rehabilitation of 7-story concrete structure, and remodel of 10-unit townhomes. RAD conversion completed from public housing ACC contract to Section 8 HAP.

River Walk Place, Appleton, WI – 70-unit, four-story senior residential building with underground parking. Relocation of HAP contract from obsolete structure to new construction, revitalization project on Fox River utilizing LIHTC.

The Landing at Eagle Flats, Appleton, WI – 54-unit, four-story affordable housing development on brownfield site. Sustainable construction and energy efficiency measures such as solar and Energy Star pilot program.

Walnut Glen, Wauwatosa, WI – 101-unit affordable housing development including 87-unit, 4-story senior apartment building and 14-unit, 2-story family townhomes with detached garages on former landfill site.

Applewood IV, Dubuque, IA – 60-unit, three-story wood frame, one and two-bedroom senior affordable apartments.

Uptown Commons I & II, Chilton, WI – 40-unit and 24-unit 3-story, wood frame, one and two-bedroom senior affordable apartments.

Harmonee Square, Wauwatosa, WI – 30-unit, wood frame four-story mixed-use building with 7,500 square feet of first floor retail space.

Greenways at Stapleton, Denver, CO - 108-unit wood frame three and four-story market rate independent senior apartment community.

HORIZON
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Curt Peerenboom

Chief Financial Officer

Curt joined Horizon in 2015. As the company's CFO, he oversees all company accounting functions, while maintaining high production and quality standards for all accounting operations. In addition, he is responsible for the company's financial relationships and determining the financial feasibility of investment opportunities and overseeing the closing process for debt and equity.

His experience includes working as a Senior Manager at SVA Certified Public Accountants, S.C. Curt has over sixteen years of experience in the real estate industry with a focus on the Section 42 tax credit, historic tax credit and new markets tax credit programs, including working on transaction structuring and underwriting various real estate projects.

Curt holds a Bachelor's Degree in accounting, from the University of Wisconsin – Madison. He is a member of the Wisconsin Institute of Certified Public Accountants, the American Institute of CPAs and is a member of the board of directors for The Rodney Scheel House Foundation, Ltd., where he currently holds the position of treasurer.

Daniel Fitzgerald

Chief Executive Officer, President of Horizon Construction Group, Inc. and Horizon Development Group, Inc.

Daniel Fitzgerald is a principal, CEO of Horizon Develop Build Manage and President of the development and construction divisions. With Horizon since 1999, Dan also leads the business development efforts and has been involved in many of Horizon's residential, commercial and hospitality projects.

As President, Dan's responsibility is to help clients achieve their goals via Horizon's comprehensive design, development, and construction processes. Dan will ensure that the assigned team has the proper resources to exceed your expectations and deliver a high-quality end product on-time and on-budget.

Dan has been an active member of the Wisconsin Assisted Living Association since joining in 1999. He is a member of the Verona Area Chamber of Commerce Economic Development Committee and has served on the Big Box Task Force, appointed by the Mayor of the City of Verona. Dan is also active with Wisconsin Housing and Economic Development Authority (WHEDA), where he was appointed to serve on the Tax Credit Advisory committee. Dan also participates in the Economic Development Committee for Downtown Madison Inc. to provide feedback relating to the City of Madison Downtown Plan, Economic Plan, and Zoning Code Rewrite Advisory Committee. Dan was recently recognized by In Business magazine as one of Dane County's "Forty under Forty" for his professional and civic accomplishments.

Dan received his Bachelors of Business Administration degree from the University of Wisconsin – Madison with majors in Real Estate and Finance. He graduated from The Dale Carnegie Training Institute and is a licensed broker and registered member of the REALTORS® Association of South Central Wisconsin, Inc.

OUR TEAM

M. LUKE SAMALYA

Luke Samalya is President of Danna Capital. He has a Bachelor of Arts from Le Moyne College and a Master of Science from Marquette University, where he began his development career by evaluating the housing needs of vulnerable and at-risk members of the community. During his time as a Mental Health Therapist in Milwaukee, Luke realized that his patients were united by a common problem: a lack of safe and affordable housing. Inspired by the housing first movement, which prioritizes providing safe housing to address the root cause of mental health challenges, Luke made the decision to transition his career to affordable housing development.

Luke graduated top of his class from the Associate in Commercial Real Estate (ACRE) program, an industry supported initiative to expand minority representation in commercial real estate, and began working for both non-profit and for-profit housing developers in Wisconsin.

In May 2020, Luke founded Danna Capital with a mission of providing resident and community-centric housing solutions. In the first year of operations, Danna Capital was allocated more than $2M dollars in state and federal credits as a co-developer for two affordable housing communities in Wisconsin.

As a minority business owner and person with a disability, Luke is a passionate advocate for the importance of diversity and representation in the provision of housing solutions. For his work in the space of inclusivity and affordable housing, Luke received the Federal Home Loan Bank of Chicago's 2021 Community First Award for Emerging Leadership. This award recognized the significant impact he has made in the world of affordable housing and for his leadership and advocacy in expanding minority and disabled representation.

DANNA CAPITAL

Genyne L. Edwards, J.D.
P3 Development Group
Role: Project Manager

Education

B.S.	Purdue University
J.D.	Marquette University Law School
Certificate	Associates in Commercial Real Estate (ACRE) Marquette University
Certificate	Coaching for Leaders, Cardinal Stritch Leadership Center
Certificate	Wisconsin Housing and Economic Development Authority (WHEDA) - Multi-Family Community Development - Low Income Housing Tax Credits
Certificate	American Contract Compliance Association - Certified Compliance Administrator
Certificate	ICF Professional Coaching Certificate – Associate Certified Coach Expected Completion: Fall 2021

Licenses

State Bar of Wisconsin

Community Boards & Service

Member, MLK Economic Development Corporation
Member, Milwaukee (WI) Chapter of The Links, Incorporated
Member, State of Wisconsin Governor's Council on Tourism; Diversity Equity and Inclusion Committee
Member, Visit Milwaukee Diversity & Inclusion Advisory Committee

GENYNE EDWARDS, JD is a skilled leader who has leveraged her passion for people and solving problems to work across diverse business sectors for more than 20 years. Known for her unique blend of strategic and creative thinking, Edwards brings valuable insights and experience as a hands-on practitioner and facilitator in the areas of organization and leadership development, communications and diversity, equity and inclusion. Prior to co-founding P3 Development Group in 2011, Edwards served in leadership roles in corporate, nonprofit and government, including serving as the first African American Deputy Secretary of Wisconsin's Department of Tourism. She has been instrumental in developing and leading impactful programs such as the *Mosaic Partnerships Program*, the *African American Leadership Program* and the City of Milwaukee's *Business Capacity Building Program*. Edwards is a sought after thought leader and recipient of many awards, including being recognized as a *Woman of Influence* in innovation by the *Milwaukee Business Journal* and for her significant contributions by the Marquette University Alumni Association. She a recipient of the 2021 *Milwaukee Business Journal Diversity in Business Award*. Edwards earned a Bachelor of Science in Organizational Leadership and Supervision from Purdue University and received her Juris Doctorate from Marquette University Law School. Edwards is also certified in commercial real estate development.

Dominique Samari, J.D.
P3 Development Group
Role: Project Consultant

Education

B.A.	Ohio University
J.D.	Marquette University Law School
Certificate	Associates in Commercial Real Estate (ACRE) Marquette University
Certificate	American Contract Compliance Association - Certified Compliance Administrator
Certificate	ICF Professional Coaching Certificate – Associate Certified Coach Expected Completion: Fall 2021

Licenses
State Bar of Wisconsin

Community Boards & Service
Member, Imagine MKE

DOMINIQUE SAMARI, JD, Dominique Samari is an experienced strategist, coach and facilitator. Samari specializes in designing and facilitating processes that help organizations build and sustain equitable and inclusive change. Samari is the co-founder of P3 Development Group and has developed and managed inclusion efforts and initiatives both locally and internationally. Previously, she served in key international development management positions for the US Department of State's Rule of Law Program in Afghanistan. There she designed and implemented culturally relevant strategies and training opportunities to build the capacity of over 2000 Afghan criminal justice professionals. Recently, Samari designed and facilitated a process for over 100 diverse artists, community, government and corporate leaders that led to the creation of Imagine MKE, the city of Milwaukee's first inclusive hub for arts and culture. Samari is also the creator of the Belonging Project and KIN, a platform designed to authentically connect individuals across real and perceived differences. Samari received her Juris Doctorate from Marquette University Law School. Prior to working in Afghanistan, she served as criminal court commissioner for the City of Milwaukee. Trained as an attorney, Samari began her career as a criminal trial lawyer for the State of Wisconsin.

Tribal Member of Brothertown Indian Nation

Scott Kindness, RA

CLIENT EXECUTIVE : LIVING ENVIRONMENTS STUDIO DIRECTOR

With over 30 years of experience in the public and private sector, Scott has honed his skills as a successful designer and facilitator. Scott's expertise stems from understanding developers, mixed-use and renovation client needs. Weaving together fiscal stewardship, creative design and practical application, he works diligently to create thoughtful solutions to elevate his clients' projects.

FEATURED PROJECTS

Westlawn Gardens – Milwaukee, WI [Pursuing LEED ND Certification]
Embarking on phase two of this LEED certified project, Westlawn Gardens includes an addition of 706 units. The various amenities make it a stand out location for affordable, mixed income housing. As Client Executive and Designer, Scott developed dignified, cost-effective solutions.

Oakwood Village University Woods - Madison, WI
The expansion of Oakwood Village required modernization efforts to increase overall quality for residents. Keeping affordability in mind, Scott found measurable solutions as the Lead Master Planner to maximize space performance, while prioritizing the client's overall vision.

The River Lofts – Manitowoc, WI
As Project Designer and Principal, Scott was instrumental in assisting the client receiving Tax Incremental Financing. He led a team that created a remarkable transformation of three contiguous historic buildings on the Manitowoc River into apartments, retail space, offices and a restaurant as well as developing the City's first river walk component.

Dan Schindhelm, AIA

PROJECT MANAGER

Dan brings a restless enthusiasm and passion for his craft into every project. With experience in various project roles, he has a broad knowledge base that benefits each of his projects through creative problem solving. With a proven track record of successful projects ranging in both size and scope, Dan's ability to lead his team is undeniable.

FEATURED PROJECTS *[* = completed with a previous design firm]*

Westlawn Gardens – Milwaukee, WI [Pursuing LEED ND Certification]
Embarking on phase two of this project, Westlawn Gardens includes an addition of 706 units. The various amenities make it a stand out location for affordable, mixed income housing. Dan led the team as Project Manager through the design of multiple apartment buildings and construction technologies from traditional framing to modular construction.

Rhythm Apartments – Milwaukee, WI
Daniel worked as Project Manager to lead the team in designing the new six-story apartment building that is using the design concept of micro units marketed toward young professionals in the city. The large 13 ft wide windows along one wall offers natural light and a feeling of more space within the open concept designs.

Grand Avenue Lofts – Milwaukee, WI*
Daniel led the team as Project Manager through the renovation of an existing nine-story apartment building in the downtown area. Working on the large-scale project within the existing space, was a challenge. The team redesigned the building's outdated small apartments into larger more modern-styled apartments.

T.J. Morley, AIA, LEED AP

MASTER PLANNING : URBAN DESIGN : PRINCIPAL

With over 30 years of experience in award-winning design and master planning, T.J. is known by clients and colleagues for being a true partner in the process. His designs are rooted in function, with a quality that speaks to people. His clients share his enthusiasm with the discovery of design, and speak to T.J.'s hard work and diligence towards the right solution.

FEATURED PROJECTS

Appleton Library – Appleton, WI

EUA proposed the mixed-use redevelopment of Appleton Library to meet growing demands for urban housing while creating a library for the Appleton community. As a member of the core design team, T.J. was instrumental in identifying opportunities for the project to connect with the community and the city's landscape.

Ascent – Cleveland Heights, OH

Developing the property in Cleveland Heights has been a long-time goal of the community. EUA worked with Flaherty & Collins on a new mixed-use project with apartments, restaurant, retail and commercial space and parking. As a member of the core design team, T.J. was instrumental in creating the design and feel of the new building.

Deer District – Milwaukee, WI

Following the completion of the world-class Fiserv Forum, the Milwaukee Bucks are leading this downtown transformation on 27-acres of mostly vacant property into a vibrant retail and entertainment district that enhances the overall user experience, comfort and safety. T.J. helped develop the master plan and is leading the hotel block redevelopment.

Oscar Avila

PROJECT SPECIALIST

Oscar is involved in many parts of a project from beginning to completion. He approaches every work situation with a positive attitude and believes it is key to listen to all viewpoints when crafting functional spaces. With the knowledge Oscar has accumulated over the years, he is able to proactively solve problems and work out any project challenges to deliver high-quality services.

FEATURED PROJECTS

Saint John's on the Lake – Milwaukee, WI

Expanding their service offerings and independent living apartments, this new 258,000 sq ft tower will house 75 independent living apartments, a salon, clinic and therapy spaces. As Project Specialist, Oscar was involved in helping to create flexible and customizable solutions for resident apartments.

The Corners of Brookfield – Brookfield, WI

EUA worked with Development Design Group to design The Corners of Brookfield, a 750,000 sq ft premier lifestyle center. In addition to developing the overall concept, EUA facilitated storefront design options for individual tenants. As Project Specialist, Oscar played a role from project beginning start through construction.

Westlawn Gardens – Milwaukee, WI [Pursuing LEED ND Certification]

As an affordable, mixed income housing project, Oscar, as part of the team, helped to transform Wisconsin's largest public housing neighborhood into a sustainable mixed-use community. With a focus on financial, social and ecological sustainability, Westlawn Gardens is a pedestrian-oriented, vibrant neighborhood.

Kit Dailey

ENGAGEMENT SPECIALIST : PRINCIPAL

Kit brings experience in the public communications field to your project. Since 1998 she has guided school districts, technical colleges and other municipalities to secure more than $1.5 billion in needed funding. Kit has worked with over 150+ school districts in five states to help lead the community engagement process of gaining public support.

FEATURED PROJECTS

Baraboo School District – Baraboo, WI

Challenged with twenty years of low community support for improvements, Kit worked to support the district in creating a comprehensive long-range facilities plan that included a facilities study, community engagement process and detailed communications plan to address their needs in phases.

Waunakee School District – Waunakee, WI

Kit provided strategic leadership, guiding the district and partners on key steps in the process, messaging and framework for educating and engaging the community on the project. The team developed short and long-term solutions addressing growth and district facilities needs that gained community support.

Kettle Moraine School District – Wales, WI

Working closely with the EUA project team, Kit led district administrators and the school board through a comprehensive and intense Facilities Assessment and Master Planning process layered with public outreach strategies. With more than $80M in facility needs identified, EUA's team helped guide Kettle Moraine through gaining community support.

Andy Lyons

ENGAGEMENT SPECIALIST

Andy brings over 20 years of experience in community engagement, politics and referendum planning. He has been an integral part of passing more than 30 facilities and operating school referenda in communities throughout Wisconsin. Andy understands the importance of setting strategy, establishing core messages and using various tactics to engage and inform a community.

FEATURED PROJECTS

Sun Prairie Area School District – Sun Prairie, WI

Six of the SPASD's seven elementary schools were over capacity with significant growth projected for the next 10 years. To meet projected growth, SPASD hired EUA to complete a comprehensive Master Plan. Working with District staff and partners, Andy helped guide the District's community engagement and communications efforts to a successful referendum.

Verona Area School District – Verona, WI

Andy provided comprehensive referendum planning services to the District and Board, including strategy development, coordination of timeline, formulation of key messages, planning community engagement strategies, and creating communications deliverables.

DeForest Area School District – DeForest, WI

Andy provided the District with capacity and utilization studies for all of their schools. With completion of master planning, worked in partnership with the District developing a comprehensive pre-referendum community engagement strategy to guide the District from community meetings through the final implementation of its pre-referendum information campaign.

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PROJECT PRINCIPAL

David M. Glusick, PE

EDUCATION
B.S. Civil Engineering (1995)
University of Wisconsin-Madison

M.B.A. (2013)
University of Wisconsin-Madison

PROFESSIONAL EXPERIENCE
Vierbicher
Principal (2010)
Board of Directors (2011)
Treasurer (2018)

I&S Group, Inc.
Principal (2009)

Calkins Engineering, LLC
Principal/Owner (1999)

REGISTRATIONS & CERTIFICATIONS
Licensed Professional Engineer - Wisconsin

PROFESSIONAL AFFILIATIONS
Metropolitan Builders Association

Capstone Program Mentor - UW Madison, Multiple Semesters

Smart Growth Greater Madison Board of Directors, Executive Committee, President

Downtown Madison, Inc.

NAIOP - Commercial Real Estate Development Association

BACKGROUND & ROLE
Dave has over 25 years of experience providing engineering and construction services on commercial and residential land development projects. He also manages Vierbicher's Madison and Milwaukee offices. His background in civil engineering allows him to understand the needs of a site in the early stages of a project. His management experience allows him to assemble the optimal team for a project. He is a trusted resource and partner to the clients that he works with.

PROJECT EXPERIENCE

Master Planned Developments
- Sand Valley Golf Resort, Adams County, WI
- Exact Sciences, City of Madison, WI
- Uptown, City of Fitchburg, WI
- Fitchburg Technology Campus, City of Fitchburg, WI
- Prestwick Group - La Belle Golf Club, Village of Lac La Belle, WI
- North Park, City of Fitchburg, WI

Site Development
- The Quarry, City of Madison, WI
- The Lodge, Village of Shorewood Hills, WI
- The Lyric, City of Madison, WI
- The Foundry, City of Middleton, WI
- Grand Central Place, City of Madison, WI
- X01, City of Madison, WI
- Deco, City of Madison, WI
- Brownpoint Reserve, City of Middleton, WI
- Hy Cite Corporate Headquarters, City of Middleton, WI
- Ronald McDonald House, Village of Shorewood Hills, WI
- The Current, City of Monona, WI
- The Waterfront Apartments, City of Madison, WI
- Vantage Point Apartments, City of Madison, WI
- Riva Apartments, City of Fitchburg, WI
- Prima Apartments, City of Fitchburg, WI
- The Addison, City of Fitchburg, WI

Residential Nieghborhood Development
- Carriage Ridge Estates, Town of Westport, WI
- Hawk's Woods Estates, City of Madison, WI
- Ironwood Estates, City of Sun Prairie, WI
- Wolf Hollow, Town of Windsor, WI
- Bentley Green Condominiums, City of Madison, WI
- Uptown Village, City of Fitchburg, WI
- Habitat for Humanity, Multiple Sites, WI

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MUNICIPAL SERVICES MANAGER

Melissa Hunt, CEcD, EDFP

EDUCATION
B.S. Urban and Regional Studies
The University of Wisconsin – Oshkosh

PROFESSIONAL EXPERIENCE
Vierbicher
Municipal Services Manager (2020)

Wisconsin Economic Development Corporation
Regional Economic Development Director (2012)

Fond du Lac County Economic Development Corporation
Community Development Specialist (2009)

Oshkosh Area Economic Development Corporation/ Oshkosh Chamber of Commerce
Economic Development Manager (2004)

PROFESSIONAL CERTIFICATIONS
Certified Economic Developer (CEcD)

Economic Development Finance Professional (EDFP)

PROFESSIONAL AFFILIATIONS
Out Professional Engagement Network (OPEN)
Wisconsin Women in Government
International Economic Development Council
Wisconsin Economic Development Association

BACKGROUND & ROLE
Melissa has over 15 years of experience assisting communities with developing and implementing effective economic development strategies. She works cooperatively with regional and state organizations, community leaders, business owners and key stakeholders to successfully lead and support opportunities for growth and development. Melissa also has the expertise to assist with business growth and retention, which leads to job creation and increased tax base. She has helped Wisconsin communities access grant dollars to implement projects of various scales and worked to ensure job creation and attract new business.

Melissa is on the University of Wisconsin Oshkosh Alumni Board and regularly participates in activities for the University. She also regularly attends conferences and has been invited to engage in community discussions throughout Wisconsin.

PUBLIC FUNDING EXPERIENCE
- Funding Research & Analysis
- Grant & Subsidized Loan Applications
- Grant & Loan Administration
- Tax Incremental Financing
- Redevelopment Development Authorities
- Community Development Authoriti

RECENT PROJECT EXPERIENCE

ECONOMIC DEVELOPMENT STRATEGIES
- Community and Economic Development Services, Mayville, WI
- Tax Incremental Financing (TIF), Dodgeville, WI
- Tax Incremental Financing (TIF), Rock Springs, WI
- Economic Development and TID Assistance, Green Lake, WI

HOUSING
- Mayville Housing and Economic Development Strategy

COMMUNITY DEVELOPMENT
- Comprehensive Plan Update, Fox Point, WI

PAST PROJECT EXPERIENCE

TOURISM & EVENTS
- Leach Amphitheater - Waterfest Oshkosh*
- Live at Lunch - Downtown Oshkosh

COMMUNITY DEVELOPMENT
- Village of North Fond du Lac Community Development Specialist*
- City of Ripon Community Development Specialist*
- City of Waupun Community Development Specialist*
  - City of Waupun Community Development Authority (CDA)*
- Fond du Lac County, Fond du Lac, WI
- City of Oshkosh Business Improvement District (BID)*

*Completed ouside of employement at Vierbicher.

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LANDSCAPE ARCHITECT

Suzanne M. Vincent, PLA

EDUCATION
University of Wisconsin – Madison
Bachelor of Landscape Architecture (2007)

PROFESSIONAL EXPERIENCE
Vierbicher
Landscape Architect (2007)

REGISTRATIONS, CERTIFICATIONS, TRAINING, AND CONTINUING EDUCATION
Wisconsin Registered Landscape Architect #620

PROFESSIONAL AFFILIATIONS
American Society of Landscape Architects (ASLA)

WIASLA - Wisconsin Chapter Executive Committee 2012 - 2019

BACKGROUND & ROLE
Suzanne plays a critical role in the creative development of projects through her landscape architecture and graphic design abilities. She has been involved in a wide range of both public and private projects, from site landscape designs to neighborhood plans and downtown revitalization projects. Suzanne works collaboratively with engineering and planning groups throughout the design process, from site analysis to creative problem solving and project documentation. With such extensive experience in a wide variety of project types, Suzanne excels at understanding how to successfully address challenges in a forward-thinking, yet cost-effective manner.

PROJECT EXPERIENCE

Rooftop Amenity Space
- Garver Point Apartments, City of Madison, WI
- Terrace Point Apartments, City of Fitchburg, WI

Master Site Plans
- Exact Sciences Discovery Campus, City of Madison, WI
- Community of Bishop's Bay, Town of Westport, WI
- Stoughton Riverfront Redevelopment Planning, City of Stoughton, WI

Site Design
- Wisconsin Historical Society - Villa Louis Walkway Replacement, Prairie du Chien, WI
- Gebhardt Building/Sylvee Theater, City of Madison, WI
- Kromrey Middle School Landscape, Middleton-Cross Plains Area School District, City of Middleton, WI
- Home2 Suites by Hilton, City of Madison, WI

Streetscaping
- Fish Hatchery Road, City Fitchburg, WI
- Marshall Court, Village of Shorewood Hills, WI
- Rhinelander Downtown Streetscape, City of Rhinelander, WI

Parks & Recreation
- Heiden Haus Renovation, Village of Shorewood Hills, WI
- Nine Springs Neighborhood Park Planning, City of Fitchburg, WI
- Post Farm Park Enhancement, Village of Shorewood Hills, WI

Municipal Master Planning
- City of Rhinelander Downtown Economic Development & Streetscape Master Plan
- Sheboygan Harbor Centre Master Plan
- Centennial Centre Master Plan, Village of Hobart, WI
- Gays Mills Community Relocation Planning, Village of Gays Mills, WI
- Village Center Planning, Village of Harrison, WI

KEY PERSONNEL

Carla Y. Cross, Project Executive

Responsibilities

- Personal commitment to Client for the successful completion of the project
- Prepare the Inclusion Plan
- Prepare lists of emerging business by trade
- Review monthly reports and submit to WHEDA and City of Madison
- Monitor CMSI project team to ensure efficiency and quality are at the highest standards
- Stay current with status of project activities to ensure the highest level of satisfaction for Client Project Team

As President and CEO of Cross Management Services, Inc. Carla Y. Cross brings 30 years of corporate knowledge, including 25 years of experience coordinating inclusion on construction projects. Carla has participated in the research, analysis and preparation of studies concerning restructuring of certification programs, has managed minority business training programs, and designed inclusion programs for Froedtert Health and the Wisconsin Housing & Economic Development Authority. In 1999, Ms. Cross was awarded the Small Business Administration Minority Business Advocate of the Year.

Ms. Cross earned a Bachelor of Business Administration degree in accounting from the University of Wisconsin-Milwaukee, an Associate in Commercial Real Estate Certificate from Marquette University, and is a Certified Economic Development Finance Professional. She is a member of the Board of Directors of the Employ Milwaukee, Metropolitan Milwaukee Association of Commerce, Milwaukee Economic Development Corporation, Neighborhood Improvement Development Corporation, and Outreach Community Health Corporation. Ms. Cross gained experience in economic development, financial management, real estate development and program management as an employee of the City of Milwaukee Department of City Development, Next Door Foundation, Best Programs, Inc., Arthur Anderson and UWM School of Business.