



Urban League of  
Greater Madison



March 8, 2024

# Advancing the South Madison Renaissance

Submitted by Urban League of Greater Madison  
In response to RFQ No. 13001-0-2024-DJ

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## Team Qualifications: Letter of Interest

The Urban League of Greater Madison (ULGM) is excited to submit this letter of interest and statement of qualifications to serve as the developer-partner to the CDA for redevelopment of the S. Park Street and W. Badger Road area as outlined in RFQ No. 13001-0-2024-DJ. ULGM has assembled a project team of experienced and committed community stakeholders that are located adjacent to the planned development. This includes Centro Hispano of Dane County and Madison Area Technical College (Madison College) as members of the Core Team alongside ULGM. In addition, the team has identified a group of highly experienced consultants comprised of EQT By Design, Baker Tilly, JLA Architects, Five Bugles Design, BWBR, Vierbicher, GRAEF, and Saiki Design. The Team has extensive expertise in the areas of community engagement; public works projects; housing and community development using LIHTC, NMTC, bonds, and other sources of housing and community development financing; sustainable mixed use building design including public health buildings and fire stations; landscape architecture; and more.

The vision of our team is to collaborate closely with the City of Madison and CDA on a transformational master plan for the redevelopment area that can serve as a model of racial equity, inclusive economic opportunity, and sustainability. Through the collective leadership of ULGM, Centro Hispano, and Madison College, our team is uniquely positioned to ensure that the proposed redevelopment will connect all of the components of the BIPOC-led “South Madison Renaissance” that has been occurring in the area. This will include linkage to the Madison College Goodman South Campus and its forthcoming Child Development Center, the ULGM Black Business Hub, the new Centro Hispano Calli, the Center for Black Excellence and Culture, and many other opportunities to create a collective of destination spaces.

We have engaged EQT by Design and other consultants that are committed to working closely with City and CDA staff to develop and implement a robust and iterative bilingual community engagement process to understand the needs and desires of the community and ensure that the collective desires of the community are integrated into all aspects and phases of the redevelopment work. Our approach will be consistent with the City of Madison’s Racial Equity & Social Justice Initiative (RESJI) goal to center racial equity and social justice as core principles throughout the process and ensure deep engagement with low and moderate-income households, communities of color, and other hard-to-reach populations.

In addition to the CDA’s stated goals, the team is excited by numerous other opportunities for an innovative redevelopment project, including:

- ✓ A vision for some component of live, work, play housing centered around an education environment for current and future students of Madison College – many of whom are part-time adult students with children - so these students can grow and be successful in our Madison community.
- ✓ Connecting the project to the forthcoming Madison College Early Learning Center so that residents of the Redevelopment Area can have access to this day-care amenity to attend classes or work.
- ✓ Providing a tuition assistance program and targeting all residents of The Redevelopment Area to enroll in classes to better their education.
- ✓ Leveraging the various ULGM and Centro programs including workforce training, HUD-approved financial empowerment and homebuyer education, youth programs, and bilingual supportive services.
- ✓ Achieving ambitious sustainability and resilience goals in the design and ongoing operation of all phases of the redevelopment project.
- ✓ Leveraging our networks and experience to ensure high levels of minority, women, and disadvantaged business contracting.
- ✓ Leveraging ULGM, Centro Hispano, and Madison College workforce development programming to recruit, train, place, and coach local unemployed and under-employed adults into workforce opportunities on the project including construction jobs and emerging clean economy jobs.
- ✓ Creating mentorship, internship, shadowing, and other opportunities for emerging real estate developers, architects, and others to engage with the project throughout its various phases.
- ✓ Engaging the CREATE project (Center for Renewable Energy Educators), a collaboration of three NSF entities housed at Madison College to bolster numerous renewable energy programs. Similarly, ULGM just received a grant and was just invited to participate in the Clean Energy Funding Navigator project in partnership with Slipstream, Elevate, and the Clean Energy Coalition of Wisconsin.

## TEAM QUALIFICATIONS: TEAM STRUCTURE

ULGM and our development team partners are excited by the opportunity to collaborate with the CDA on this once-in-a-generation redevelopment opportunity. We believe that we are uniquely positioned to help the CDA achieve its goals. As your development partner, we offer extensive community engagement experience and credibility in South Madison's diverse community; organizational leaders with bold visions and track records of accomplishing major projects; experience with LHTC, NMTC, and numerous other sources of community development funding; a track record as a trusted collaborator with public, private, nonprofit, and grassroots organizations; an array of direct services and assistance. Most importantly, our collective knowledge of and commitment to the South Madison community is without equal.

### DEVELOPMENT TEAM CONTACT INFORMATION

<b>Urban League of Greater Madison</b> Ruben L. Anthony, Jr., PhD 2222 South Park Street Madison, Wisconsin 53713 (608) 729-1208 ranthony@ulgm.org	<b>Centro Hispano of Dane County</b> Karen Menéndez Collier, PhD 810 West Badger Road Madison, Wisconsin 53713 (608) 255-3018 karen@micentro.org	<b>Madison College</b> Jack E. Daniels, III, PhD 1701 Wright Street Madison, Wisconsin 53704 (608) 246-6676 jdanielsiii@madisoncollege.edu
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## Team Qualifications: Team Structure

### Core team:

The **Urban League of Greater Madison** will serve as the “lead development entity” and work closely with **Centro Hispano of Dane County** and **Madison College** as additional Core Team members. The Core Team will provide overall strategic direction for the project that will include equity-focused community engagement, master planning, financial planning, design services, and implementation strategy for the various redevelopment phases as defined in the RFQ.

### Consultant team

The Core Team has assembled a Consultant Team that shares in our vision and brings various areas of expertise to carry out the work defined in the RFQ:

**EQT By Design** will support the team in developing and implementing a bilingual community engagement plan that is consistent with the goals of the latest South Madison Plan and the City's Racial Equity & Social Justice Initiative.

**Baker Tilly** will assist with development of financial plans for the overall project and its various phases, preparation of tax credit applications, HUD and WHEDA compliance, and project management.

**JLA Architects** will serve as the design lead – coordinating the planning & design of the project. They will work collaboratively with the rest of the design team to make sure that each component of the project program is thoughtfully designed to meet project goals and integrated into a successful mixed-use development. The design team will also include the following highly experienced firms:

- **Five Bugles Design** will lead the design for the fire station component of the project.
- **Saiki Design** will lead the landscape and sustainable site design components of the project.
- **BWBR** will lead the design for the public health clinic component of the project.
- **Vierbicher** will lead the civil engineering components of the project.
- **GRAEF** will lead the structural & building systems engineering of the project.

In addition, it is anticipated that the project team will engage a specialty energy consultant, and may engage other specialty consultants as needed such as public art, sustainability/resiliency, and legal assistance.



## TEAM QUALIFICATIONS: FIRM QUALIFICATIONS & EXPERIENCE

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### Team Qualifications: Firm Qualifications & Experience

The three core development team partners have each managed recent development projects adjacent to the CDA's proposed Redevelopment Area. These projects represent over \$90 million of real estate investment in the area and tens of millions more in economic activity in the coming decades through the operation of programming aimed at helping South Madison and others advance their economic situation.

**ULGM** has been serving the Greater Madison community since 1968 with an array of programs focused on fostering economic mobility for Black and other individuals and families of color including adult and youth workforce development programs, academic enrichment and out-of-school-time programs, financial empowerment and first time homebuyer programs, and an array of social, cultural, and community engagement programs. Earlier this year, ULGM became one of only two non-profit organizations in Dane County to be certified by HUD as an approved housing counseling and training agency. ULGM relocated to South Madison in 2010, helping to catalyze a variety of development in and around the South Park Street corridor. ULGM serves over 5,000 individuals and families annually through our direct service programs, and an estimated 10,000 individuals through dozens of annual community engagement activities. ULGM has earned a strong reputation as an effective leader and partner in multi-sector collaborations. Over the past few years, ULGM has taken a leadership role in engaging communities of color in addressing issues of environmental justice. Earlier this month, we were awarded a grant and invited to be part of a Clean Energy Navigator project that is focused specially on bringing clean energy, sustainability, and resilience resources to communities of color in Madison. As part of the National Urban League network, ULGM is also connected to a robust national network of resources, best and best practices. More about ULGM's community development and revitalization experience is included below.

**Madison College Goodman South Campus (GSC)** opened in the fall of 2019. Enrollment has grown from initial projections of 1,200 students to over 3,300 students today and 65% of those students come from zip codes in South Madison. The average age of these students is 27; nearly 40% are parents of young children; nearly 40% are Pell eligible; and a large number are students with limited English proficiency.

Prior to design and construction of GSC, the college conducted an extensive community engagement effort with south Madison residents and other stakeholders to identify needs and guide their plans. Based on this community engagement, the campus launched with programs that included ESL, GED/HSED, STEM, Certified Nurse Assistant (CNA), Industrial Maintenance Technician, Early Childhood Education/Child Development, Developmental Education and IT. GSC programming has continued to evolve based on current and emerging community needs, including new health occupation programs such as nursing medical assistant, and the Caminos CNA program with Centro Hispano, entrepreneurship programming for local chambers and CBOs, a STEM Academy MMSD high school students, a legal clinic, and more. In addition, last year the GSC hosted over 400 community events.

Public art by local artists was another important theme heard during its community engagement efforts. As a result, works were commissioned to reflect South Madison's diverse populations – inclusive of African-Americans, Latinos, Hmong and the Ho-Chunk nation. There are 14 pieces that were done by local artists, 4 displays that reflect the communities identified, and other ongoing efforts to use art to celebrate the community and make the space a welcoming environment.

GSC was built to LEED standards and included a solar array and other energy efficiencies that saved \$50,000 in energy costs last year and over \$200,000 since the campus opened. Madison College has been designated as the National Center for Renewable Energy, titled CREATE, funded by the National Science Foundation (NSF). A summary of the center is attached. Their extensive sustainability expertise is sought out and they provide programming around the globe.

**Centro Hispano (Centro)** has been catalyst for over four decades working to make Dane County a place where every Latinx family can pursue their dreams and achieve their potential. Centro Hispano is recognized as the go-to organization for Dane County's flourishing Latinx community, which has doubled in size in the last ten years, especially on Madison's Southside. Centro Hispano operates some of the only bilingual/bicultural programming in Dane County aimed at empowering youth, strengthening families, and engaging the community. It's team of 40+ paraprofessionals support basic needs, resource navigation, and provide case management and peer support. Centro provides immigration services including asylum, DACA, Legal Permanent Residency and Citizenship support. Centro operates workforce development programming focused on finance, technology, health, paralegal/accredited professionals, and other key industries; youth programming that supports academic, career,

## TEAM QUALIFICATIONS: FIRM QUALIFICATIONS & EXPERIENCE

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and social-emotional learning centered on the needs of under resourced Latinx youth; wealth-building programs; and much more. Centro impacts an estimated 7,000 individuals annually and hosts over 100 community gatherings each year that bring the community together to help shape the future for Latinx in Dane County.

Centro Hispano is completing construction of a new \$20+ million facility that sits adjacent to the planned redevelopment area. This expansion will allow the organization to support thousands more community members, double the youth enrolled in afterschool and summer programs, and expand its Healthcare Career Program to include a Nursing Career Pathway by 2030. Their community engagement work found that over 80% of Latinx community members were concerned about climate change, and as a result, sustainability and resilience were made a high priority in the building's design and operation. Centro worked closely with the Dane County Office of Energy and Climate Change to complete the Focus on Energy New Construction program and implement features such as a ground source heat pump geothermal HVAC system, electrifying building systems that typically use gas, and an onsite 67.5 kW solar array.

**EQT By Design** is an award-winning firm dedicated to bringing diverse voices into the center of decision-making for a diverse array of public and private projects. EQT By Design team brings 25+ years of experience in equity-centered strategic planning, change management, and organizational cultural design within government, community, corporate, and nonprofit sectors. EQT by Design's diverse, bilingual team has led community engagement for projects such as the CDA Triangle Redevelopment, Madison Complete Green Streets, Madison Law Park, Madison Oscar Mayer, and many others.

**Baker Tilly** is one of the oldest and largest certified public accounting and consulting firms in the U.S.. Their expertise working with public housing authorities and other affordable housing developments has led to \$1.4 billion of development and 6,000 affordable units in just the last 24 months. Their entrepreneurial spirit has helped these projects secure \$1.4 billion of funds using LIHTC, TIF, NMTC, Energy Credits, and many other federal, state, and local programs. Their affordable housing team is nationally known for their robust development project management experience as well as their quantitative analysis and financial modeling expertise. This includes project assessment and financial analysis, development planning and programming, development team coordination, pre-construction and construction planning, and project closeout. They frequently consult on projects using multilayered public and private capital structures and navigate the complex regulatory conditions. They also have extensive networks and trusted relationships within the affordable housing lending and investing communities. See attached resume for details.

**JLA Architects** is a full-service planning, architectural, and interior design firm with offices in Madison (WI), Milwaukee (WI), and Denver (CO). Madison native, Joseph Lee, founded the firm in 2007 to create a client service-based firm that offers a comprehensive range of professional services to assist at every phase of the real estate development process. Today, JLA is comprised of a diverse group of talented professionals, with a collaborative leadership team. Over the last ten years alone, JLA has served as the architect of record on 16 new LIHTC affordable developments as well as numerous Section 8, Green Built, Veteran, Accessible, Workforce, Transitional, and other specialized, affordable housing developments. JLA, and its Vice President, Rafeeq Asad, served as the lead designer for both the ULGM Black Business Hub and the Center for Black Excellence and Culture using a design philosophy rooted in "The Black Aesthetic and social justice" to ensure the projects reflected the South Madison community in which they will exist.

**Five Bugles Design** is an award winning architecture, engineering, energy efficiency and construction management firm that specializes in fire stations across the country. **BWBR** is a commercial architecture, interior design, planning, and research firm specializing in healthcare and behavioral/mental health facilities. **Vierbicher** is a local multi-disciplined civil engineering firm. **GRAEF** is a local firm that specializes in energy design along with structural and building systems engineering. **Saiki Design** is a local, award-winning firm specializing in landscape architecture and sustainable site design.

### 3(a) Resumes:

**Ruben L. Anthony, Jr., Ph.D.**, President & CEO of the Urban League of Greater Madison since 2015 will serve as the primary point of the contact for the project team. Dr. Anthony has extensive organizational and community leadership experience. Among his roles prior to the Urban League, he served as the COO & Deputy Secretary of

## TEAM QUALIFICATIONS: FIRM QUALIFICATIONS & EXPERIENCE

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the Wisconsin Department of Transportation where he oversaw day-to-day operations of an organization with 3,600 FTEs and an annual budget of over \$3.25 billion dollars. In that role, he oversaw various large scale redevelopment projects, such as the Marquette Interchange in Milwaukee, a nearly \$800 million project. Under his leadership, this and other projects achieved historically high M/W/DBE goals. After leaving WisDOT, he consulted across the country on strategies for small and disadvantaged business participation. Dr. Anthony is also a longtime Deacon at Mt. Zion Baptist Church, the largest Black Church in Madison which is located just a few blocks from the redevelopment area.

Other key members of the team whose organizational and/or individual resumes are attached include:

- ✓ **Centro Hispano of Dane County: Karen Menéndez Coller**, Executive Director
- ✓ **Madison College: Jack E. Daniels, III**, President, & **Sylvia F. Ramirez, Ph.D.**, EVP
- ✓ **EQT by Design: Annette Miller**, Founder & CEO,
- ✓ **JLA Architects: Joseph Lee**, AIA, Principal/President & **Rafeeq Asad**, Vice President

### 3(b) Revitalization/LIHTC experience

ULGM and other members of the project team have extensive community revitalization and LIHTC experience. ULGM has received national recognition for an innovative project that redeveloped single family homes using LIHTC and City of Madison CDBG funding. The project successfully sold 100% of the homes to qualified low and moderate income first-time homebuyers. Over 80% were families of color, average family size was 5, and nearly one-third were single parent homes. Many of these homes were located in South Madison. Participating families increased their household income and savings while in the program and earned nearly \$3 million in equity in their homes.

In 2010, ULGM served as co-developer of the 20,000 square foot Center for Economic Development & Workforce Training at 2222 S. Park Street. In addition to housing ULGM's robust array of workforce and community development programs, ULGM also sold a portion of the building to the City of Madison to house the Goodman Public Library. ULGM also leases additional space in the building to the Planned Parenthood Madison South Health Center. The project was a catalyst to subsequent redevelopment that has since included revitalization of the Village on Park campus and construction of Access Community Health Center.

In 2020, ULGM again embarked on another innovative single family housing development project using New Market Tax Credits to acquire, renovate, and re-sell 16 single family homes, most of which are located in South Madison. In 2022, ULGM began construction on The Black Business Hub (The Hub), an 80,000 square foot entrepreneurially space and ecosystem led by and for Black entrepreneurs. Located within view of the redevelopment area, The Hub is a \$30+ million facility developed with partners like the CDA using a mix of financing including NMTC, ARPA grants, federal appropriations, and extensive private fundraising. The Hub will be a one-stop resource of economic development agencies and resources unlike any other in the state or the nation. In addition to mission aligned market rate tenants such as WEDC, WWBIC, FCI, and others, The Hub will offer discounted rent for retail storefronts, a restaurant on the corner of Park St. & Hughes place, a rentable commercial kitchen for food entrepreneurs, co-working spaces, and more.

Other members of the team also bring extensive experience in LIHTC development. For example, JLA has served as the architect of record on 16 new LIHTC affordable developments over the past 10 years ranging in size as large as 500 units. Baker Tilly has helped their clients close on over 15,000 units and \$4 billion of multi-family housing transactions using LIHTC, and one of their key leaders has had a standing seat on the WHEDA tax credit advisory committee for nearly 15 years.

### 3(c) Workforce equity & diversity:

Equity, diversity, and inclusion are central to the mission of the Urban League, Centro Hispano, and Madison College. All three organizations that comprise the Core Team are led by persons of color. Urban League and Centro Hispano were both founded with a primary mission focused on racial equity. That is reflected in our workforces, which are **over two-thirds persons of color and/or bilingual/bicultural**. Our organizations are recognized for longstanding efforts to grow and nurture young leaders of color who often go on to significant leadership roles with businesses, government, and nonprofit organizations throughout the community. We are also proud to have identified a group of consultants that share our commitment to diversity, equity, and inclusion. Each also has extensive workforce equity and diversity programs in place in their organization as described more fully in their attached organizational bios.



# Project Understanding and Approach

## 4. Statement of understanding

ULGM and our project partners understand that the required scope of services and approach includes serving as the “developer-partner” to the CDA to provide master planning services, assist in leading a robust public and resident engagement process, and developing a financial plan and implementation strategy for the completion of the redevelopment objectives for the City-owned properties at W. Badger Rd. and Hughes Pl. This includes plans for a multi-phase, mixed-use development with affordable rental and owner-occupied housing, a public health clinic and fire station, structured parking, and potential relocation of the Police Station. We further understand that the project approach must reflect sustainable, carbon-neutral construction and operations and advancement of racial equity and social justice throughout all aspects of the project planning, design, construction, and future operations.

### 4(a) Advancing racial equity and social justice

Racial equity and social justice are at the heart of our team’s missions. As a partner with the CDA, we are committed to these and other strategies to be identified that will center and advance racial equity and social justice:

- ✓ 100% of the Core Team leaders for this project are persons of color, and 50% of the key team members of the overall Core Team and Consultant Team are persons of color and 35% are female.
- ✓ Ensuring that the community engagement process throughout the entire lifetime of the project centers the voice of the diverse communities that have historically called South Madison home.
- ✓ Create mentorship, internship, and shadowing opportunities for diverse individuals interested in real estate development and related careers, architecture, finance, and others.
- ✓ Leverage our workforce development programs and those of other community organizations to ensure local residents have the skills and readiness for current and anticipated jobs such as construction, solar installation, and other emerging renewable energy related jobs.
- ✓ Build a team of project partners and consultants that share our commitment to racial equity and social justice.
- ✓ Pursue ambitious sustainability and resilience opportunities to make the project a model and learning center.
- ✓ Set ambitious small, minority, women, and disadvantaged business contracting goals, leverage our networks to make sure that the project achieves those goals, monitor progress towards those goals, and provide the support necessary to ensure these emerging businesses are successful.

### 4(b) Developing public works projects

The team has experience with, and designing for, projects that require collaboration with municipal public works and/or engineering departments. From projects done directly for municipalities, or for those that involve varying levels of public/private partnerships, the team is knowledgeable and sensitive to the processes that are required.

### 4(c) Experience with energy efficiency, renewable energy and sustainable design

In addition to the development team members that have each demonstrated a commitment to sustainability & energy efficient practices within the operations of their own organizations, the design team has significant experience designing projects with sustainability & energy efficiency goals. As an example, many of the design team – JLA Architects, GRAEF, and Saiki Design are collaboratively designing a building for the City of Madison – “The Imagination Center at Reindahl Park” – will be LEED Silver Certified. Other examples & details of this experience, as well as individual professional credentials, can be found in the design team resume sections.

### 4(d) Experience with public art

We believe that art is a vital component of the project, that community input and voice must be represented in that art, and that the art must be a reflection of South Madison’s rich history as a diverse community. The Team has a proven track record of this type of approach. The overall design of the Black Business Hub was led by a Black architect and guided by the “Black design aesthetic.” The GSC included 14 pieces done by local artists and 4 displays that reflect the African-American, Latino, Hmong and the Ho-Chunk communities. The arts have been a prominent part of Centro Hispano’s current home (see [Taking back the walls of Centro Hispano - Isthmus | Madison, Wisconsin](#)). Our team is proposing to use a process similar to that used by Centro Hispano for their new Calli in developing an art plan for the redevelopment area. They held community conversations that identified key themes

## PROJECT UNDERSTANDING AND APPROACH

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as Latinx strengths. An arts committee of diverse, local artists and other community members of all ages was formed which guides ongoing programming to showcase myriad local artists using an approach of rotating art and rotating members of the Arts Committee to represent the diverse and changing perspectives of the neighborhood.

### 4(e) Soliciting public engagement of Diverse Populations

**EQT By Design (EQT)** in collaboration with the CDA and the Core Team will lead our community engagement efforts. The team has extensive experience, understanding and knowledge of the city of Madison's RESJI practices along EQT's own professional practices for equitable and inclusive engagement.

#### Engagement Objectives

- Implement a process that is clear and transparent with an equity lens embedded in all aspects and phases.
- Reach diverse and hard-to-reach community members, including low-income residents, seniors, youth, immigrants, and people with disabilities.
- Gather input from the community on the needs, aspirations, preferences, and concerns for the revitalization project, such as housing affordability, design, amenities, services, safety, and sustainability.
- Involve the community in the decision-making process by providing them with information, options, and feedback mechanisms, and by incorporating their input into the project design and implementation.
- Keep the community informed and updated on the progress and outcomes of the engagement process and the revitalization project, and to acknowledge and appreciate their contributions.

#### Engagement Methods

- ✓ **Grounding pre-design** by identifying key stakeholders and grassroots networks and raising general awareness of the project, overarching goals, short and long-term timelines, and key partners.
- ✓ **Engaging Community Stakeholder Lived Experience (CSLE)** through small groups engagements to understand the current and future needs of the community.
- ✓ **Leveraging Community Partnerships** with trusted individuals and organizations who will be impacted by the redevelopment and gain their insights.
- ✓ **Using multiple culturally appropriate strategies to ensure accessibility** including in-person engagements for large and small groups, one-on-one interactions, use of technology, surveys, polling, social media, websites, email, and visual place-making strategies such as walking tours of the area.

### 5 Timeline

The project team is prepared to begin our engagement immediately. It will be critical to our success to work closely with the CDA to develop a strategic & defined schedule for the project and a collaborative workflow to achieve our goals. Our approach will include, but not be limited to, the following components - each with additional details & milestones within themselves.

**Building the Project Management Structure:** We will utilize Baker Tilly's extensive project management services to build a collaborative management structure in partnership with the CDA.

**Initial Information Gathering:** Defining/refining the goals, objectives, schedule, and initial program with CDA and internal stakeholders.

**Community Outreach/Listening Sessions:** Strategic & deliberate visioning with external stakeholders.

**Master planning/Concept Design/Financial Analysis:** With feedback loops for internal & external stakeholders.

**Finalize Financing Plans/Packages:** Processes to secure Tax Credits, Equity Partners, Financing, and other capital sources as applicable.

**Design & Final Entitlements:** Finalize Project Program & Design and securing City of Madison Entitlements. With continued 'feedback loops' for both internal & external stakeholders.

**Construction Documents:** Finalize Drawings & Specifications for construction. Phased as appropriate for project goals & overall schedule.

#### Construction

### 6 Foreseeing financial and/or legal issues

The team does not foresee any financial or legal issues at this time.

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# Experience

## 7 The team's affordable and mixed-income housing experience

Multiple members of our project team including ULGM, JLA, and Baker Tilly have extensive experience in the development, design, and financing of affordable and mixed-income housing.

**ULGM** has operated two successful affordable homeownership projects. Our Homeownership 1.0 project became a model for using LIHTC and City of Madison CDBG loans to create an affordable path to first-time homeownership for low and moderate income families. A total of 58 single family homes (51 of which were developed using LIHTC) – many in South Madison – were acquired, renovated, leased, and eventually sold to families earning between 40 and 60 percent of the area median income levels. ULGM successfully maintained WHEDA compliance throughout the 15-year period, and by 2021, 100% of the homes were successfully sold to qualified families who participated in the program. In 2021, ULGM launched one of the first affordable homeownership programs using New Market Tax Credits; again in partnership with WHEDA. ULGM acquired, renovated, and re-sold 16 single family homes to families earning less than 80% of the Dane County Median income. In January of 2024, ULGM received certification from HUD as a homeownership education and counseling agency.

Over the last ten years, **JLA** has served as the architect of record on 16 new LIHTC affordable developments as large as 500 units. In addition, they have experience with the design of Section 8, Green Built, Veteran, Accessible, Workforce, Transitional, and other specialized, affordable housing developments. A listing of these project can be seen on their attached resume.

As described in more detail below, **Baker Tilly** has a robust multi-family housing team with a 20+ year history of consulting with sponsors of affordable and mixed-income projects both in Wisconsin and across the country. Their team has helped clients close on over 15,000 units and \$4 billion of multi-family housing transactions using LIHTC.

## 8. Fire station, public health/lab, and other public works experience

**Fire Station Experience: Five Bugles Design** is a division of Wendel formed to provide planning and design services to the public safety service industry. Their design team is comprised of members whom, both collectively and individually, are among the most experienced fire station design professionals in the country. Their design team includes a number of Emergency Service Specialists including both active and retired fire service personnel with extensive background in the management and operations of fire departments of all types and sizes (career, paid-on-call, combination). Moreover, many have built stations for their own departments and understand the challenges created by the necessity of blending facility demands with budgetary concerns. Five Bugles worked with the city of La Crosse on the feasibility and design of a fire station that was to be located in a mixed use project with housing. Although the project ultimately did not move forward for various reasons, they developed valuable insights to the benefits of challenges and other design considerations for inclusion of a fire station in a mixed use development.

**Public Health/Clinic Experience: BWBR** is an architecture and interior design firm specializing in the planning and design of complex environments. They are obsessed with the performance of people and organizations. A leader in medical planning and design, BWBR helps healthcare organizations find innovations and efficiencies in tertiary, regional and critical access hospitals, behavioral health hospitals and clinics, and ambulatory care centers. Working with clients to create facilities for better care delivery and patient and staff satisfaction, BWBR transforms lives through exceptional environments. BWBR's healthcare experience includes:

- Over the last ten years, BWBR has designed 2.8 million square feet of clinics and MOB's totally more than \$1.7 billion in medical construction across 16 states.



- A medical planning team with extensive knowledge about health care Lean principles, Evidence-Based Design and healing environment principles, government regulations and reimbursements, and trends in health care design for facilities of all sizes. BWBR's planners and interior designers are knowledgeable in Trauma-Informed Design, and in support of that, the firm has trademarked Human-Centered Safety®.
- Staff includes board-certified members of the American College of Health Care Architects (ACHA), Evidence-based Design Accreditation Certification (EDAC), and International WELL Building Institute.
- Approximately 40% of BWBR's design staff have 10+ years of experience on medical projects and more than 20% of design staff have 20+ years of medical design experience.
- Sustainability is an integral part of BWBR's healthcare design and has led to certification of numerous healthcare environments, most recently the Washington State DSHS Behavioral Health Facility which is LEED Gold Certified and is designed to be net-zero energy.

The connection between healing spaces and an individual's mental health is increasingly clear, and BWBR is working to reduce the negative stigma of certain health services through a compassionate and thoughtful design approach. As such, their team is known as experts in their field on Trauma-Informed Design and they have trademarked a Human-Centered Safety® approach that is research-based and supports person-centered, trauma-informed treatment practices to prioritize and address the complex issues residents face.

### **9. Resident employment, use of local businesses, and M/W/DBE experience**

The development team has extensive experience and a deep commitment to employing local residents, using local businesses, and contracting with minority, women, and disadvantaged business enterprises.

ULGM, Centro Hispano, and Madison College each have an array of programs and services designed to help individuals explore, train for, secure, and successfully maintain careers in the building trades and growing programs focused on renewable energy jobs. When constructing the Black Business Hub, ULGM collaborated with Operation Fresh Start and Tri-North Builders to give two cohorts of trainees a hands-on experiencing helping with several interior buildouts. Several of these individuals were hired into permanent jobs with Tri-North Builders. In the case of one of these cohorts, we were able to incorporate a new Basic Photo Voltaic certificate and have the trainees job shadow SunPeak Solar during installation of The Hub's Solar PV array. We would seek similar opportunities on this project.

Likewise, the development team is committed to ambitious M/W/DBE contracting goals. ULGM committed to and is on track to achieve a 28% M/W/DBE contracting goal for The Hub. As described in more detail above, as the project lead, Dr. Ruben Anthony has received national recognition for his work on small, minority, women, and disadvantaged business development. Three of The Hub's largest contracts were with Amigo Construction (Latino-owned), Prodigal Builders (Black-owned), and Floor 360 (woman-owned). ULGM has also consulted on other projects seeking to achieve ambitious contracting goals. For example, as a consultant to SSM and Findorff on construction of the SSM Fish Hattery Clinic, ULGM hosted an informational/networking session attended by over two dozen contractors interested in working on the project, assisted with the setup of 11 mentor-mentee relationships to help emerging minority contractors grow their skills and resumes by working on the project, and .

For Calli, Centro Hispano's new development, they set a 23% M/W/DBE goal which they are on track to meet or exceed. Similarly, over 88% of their contracting for the project was with local Dane County vendors and contractors. Madison College likewise had strong M/W/DBE goals on the development of their Goodman South Campus, and more broadly across the entire organization. For example, in 2023, Madison College spent over \$12,000,000 with small, minority, women, and disadvantaged businesses accounting for over 21% of its total spending.

## **10. Successfully applying for LIHTC**

Baker Tilly's multi-family housing team has a 20+ year history of consulting with sponsors of affordable and mixed-income projects both in Wisconsin and across the country. Their clients include non-profits, public housing authorities, for-profits and non-profits with portfolios of 20,000+ units, and emerging developers working on their first project. Their team has helped clients close on over 15,000 units and \$4 billion of multi-family housing transactions using LIHTC under the leadership of Don Bernards. From 2021 through 2023, Baker Tilly clients were awarded WHEDA LIHTC credits for projects totaling 1,480 total units. This included projects in Madison. In 2023, projects on which Baker Tilly consulted represented 49.6% of the units receiving awards under the state 4% round. In addition, Baker Tilly assists developers with non-competitive 4% low-income housing tax credit transactions. In the last 3 years, Baker Tilly worked on five non-competitive 4% projects. Don Bernards has had a standing seat on WHEDA tax credit advisory committee for approximately 15 years, so has insight and is able to give input and feedback to WHEDA leadership on the qualified allocation plan.

## **Conclusion**

The Urban League, Centro Hispano, and Madison College are excited to work with the CDA and team of innovative and creative consultants that have been identified to continue our work to make South Madison a model of economic opportunity and equity. In just the last few years, our organizations have demonstrated the ability to collaborate with local government and to lead inclusive community revitalization efforts from conception to completion. Our team of consultants have demonstrated innovation and creativity in community engagement and the design of mixed-use, mixed-income housing developments, skillful project management, a commitment to art and sustainability, and financing expertise that is recognized as the best in the nation, and much more. Moreover, as the Core Team, the Urban League, Centro Hispano, and Madison College are able to partners with the CDA for decades to come once the project is complete to ensure that it is not only successful, but that operationally is continues to fulfill the values of community engagement, equity, and inclusion.

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## References

### a. HUD or WHEDA-compliant redevelopment project OR work similar to that in this RFQ

MASON MANOR, GREEN BAY HOUSING AUTHORITY	
Reference Name:	Cheryl Renier-Wigg
Reference Role:	Executive Director-Green Bay Housing Authority
Address:	1424 Admiral Court Green Bay WI 54303
Phone Number:	(920) 492-3790
Email:	cheryl.renier-wigg@greenbaywi.gov

### b. LIHTC Project

ULGM SINGLE FAMILY HOME OWNERSHIP 1.0 & 2.0 PROJECTS	
Reference Name:	Shreedhar Ranabhat
Reference Role:	Director, Commercial Lending
Address:	908 East Main Street, Madison, WI 53703
Phone Number:	(608) 266-2781
Email:	shreedhar.ranabhat@wheda.com

### c. Other

THE BLACK BUSINESS HUB, CENTRO HISPANO CALLI, MADISON COLLEGE GOODMAN SOUTH CAMPUS	
Reference Name:	Joe Parisi
Reference Role:	Dane County Executive
Address:	City County Building, Room 421 210 Martin Luther King Jr. Blvd.
Phone Number:	(608) 266-4114
Email:	parisi@countyofdane.com



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## Disclosures

### **12(a) Demonstrating financial stability**

No member of this response team has ever filed for bankruptcy.

### **12(b) Disclosing any on-going litigation**

No members of the team have any litigation completed, pending, or underway in relation to any financing or construction project within the past five years.

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## Compliance

### **13 Statement of intent to comply with City of Madison Affirmative Action Ordinance**

The Urban League of Greater Madison and all project partners are committed to complying with the Affirmative Action Ordinance of the City of Madison (MGO 39.02).

ULGM has stated and board approved policy to provide equal employment and promotional opportunities and equal access to public services for all persons from all segments of the Madison community without regard to their race, religion, color, age, marital status, disability, sex, national origin, sexual orientation or gender identity. Moreover, it is at the heart of the mission of ULGM to take affirmative and direct actions make equal employment, access to our services, and promotional opportunities to advance opportunity for individuals and communities have been historically marginalized from such opportunities.

ULGM is committed to ensuring that all of the aforementioned project partners similarly comply with the above, and that all project activities likewise comply.

We will take a leadership role in helping to ensure that at least ten percent (10%) of the City's public works funds expended on the project will be expended with certified small business enterprises.

We will also comply with any other county, state, or federal affirmative action requirement.

All of the project consultants have experience working with the City of Madison to comply with its Affirmative Action requirements.

### **14 Members of the team requiring licensing**

All of the project team's architects and engineers are licensed within the State of Wisconsin and will be for the duration of the project and each carries sufficient Errors and Omissions Insurance.



# Appendix

## Resumes

### Individual resumes

- Ruben Anthony, Jr.
- Jack E. Daniels, III
- Karen Menéndez Coller

### Organizational resumes

- Urban League of Greater Madison
- Madison College Goodman South Campus
- Centro Hispano of Dane County
- EQT By Design
- Baker Tilly US, LLP
- JLA Architects





**PRESEDENT AND CHIEF EXECUTIVE OFFICER**

# Ruben Anthony, Jr., Ph.D.



## Urban League of Greater Madison

2222 S Park St, STE 200  
Madison, WI 53713  
T: +1 (608) 729 1208  
[rubenanthonyjr@charter.net](mailto:rubenanthonyjr@charter.net)

[ulgm.org](http://ulgm.org)

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## Education

Ph.D., Urban Studies  
University of Wisconsin-Milwaukee

Master of Science, Urban and  
Regional Planning  
University of Wisconsin-Madison

Master of Art, Public Policy and  
Administration  
Jackson State University

Bachelor of Art, Philosophy  
Marquette University

An executive with a proven track record in government, private and non-profit sectors. Experienced with organizational transformation and getting teams to perform at the highest level. Extensive experience with fiscal management, human resource management, information technology and administrative operations. Also experienced with managing a wide array of departments; including budget, human resources, legal, law enforcement, facilities, engineering, planning and business management.

## Core competencies

- Agency Budget Development
- Capital Budget Management
- Facilities Management
- Managing Executives
- Team Building
- Strategic Planning
- Systems Planning
- IT Planning
- Program Management
- Cultural Competence
- Emotional Intelligence
- Performance Management

## Professional experience

### Urban League Of Greater Madison, Madison, Wisconsin

#### President and CEO, 03/15/2015-Present

Provide executive leadership of a non-profit agency that delivers workforce develop, educational assistance, home ownership development and hosts the largest diversity and inclusion Summit in the state.

#### Key Achievements:

- One of the Founders of \$26 million Black Business Hub in Madison.
- Launched a \$5 million new markets tax credit affordable home ownership program.
- Successfully raised \$2 million for the sustainable jobs campaign.
- Opened a new employment and training office.
- Established integrated workforce development partnerships with key corporate entities.
- Returned the agency to financial solvency
- Repaired the agency's brand and raised its profile to be one of the strongest non-profits agencies in Dane County

# Ruben Anthony, Jr.

Page 2

## Professional experience (continued)

### Urban League Of Greater Madison, Madison, Wisconsin (continued)

- Acquired UMOJA Magazine and successfully relaunched it.

University of Wisconsin-Milwaukee

Adjunct Professor in Public Administration 2011-2015

Capstone Course in Public Administration

### Bloom Companies, Milwaukee, Wisconsin

#### Senior Vice-President (President of RowJAC), 01/01/2011- 03/15/2015

Managed highway construction, bridge and roadway design departments to ensure that resources were optimized and that project budgets, billability and profitability goals were met.

#### Key Achievements

- Opened Madison Office
- Launched New Business start-up RowJAC Consulting INC.
- Established inclusion programs for Minnesota DOT and Milwaukee Sewerage District.
- Established Civil Right procurement guidelines for the Dulles Airport in Washington DC.
- Brought Milwaukee County's Disadvantaged Business program in compliance with the Federal government.

### Department of Transportation, Madison Wisconsin

#### Deputy Secretary & Chief Operation Officer, 01/01/2003-01/01/2011

Managed a staff of over 3,600 FTEs and a \$3.2 billion budget and direct reports included the Superintendent of State Patrol, the Division Administrators of Motor Vehicles, Business Management, Investment Management, Transportation Infrastructure Development and the Offices of the General Council, Public Affairs and Policy & Budget. This included managing 15 regional headquarters and 92 Division of Motor Vehicle field Offices around the state.

#### Key Achievements

- Reorganized the Department and regions to achieve a \$60 million budget reduction.
- Managed the rehabilitation of the Multi-Modal Station in downtown Milwaukee, the new DMV station in Waukesha and opened the first bilingual DMV station in Milwaukee.
- Chaired the WisDOT oversight team to implement and manage the American Recovery and Reinvestment Act projects.
- Co-chaired the state's first three mega projects: the Marquette Interchange, the I94 north/south and the US 43 on-time and on-budget.
- Co-chaired the committee to implement the statewide high speed rail system.

# Ruben Anthony, Jr.

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## Professional experience (continued)

### Department of Transportation, Madison Wisconsin

#### Administrator of Division of Transportation Investment Management, 10/01/200-01/01/2003

Served as the financial manager and chief planner for statewide transportation financing that included state and local road, transit systems and highway safety initiative for statewide law enforcement agencies.

#### Key Achievements:

- Successfully implement a \$1 Billion dollar highway development program.
- Managed the development of the State's long-ranged transportation and multimodal plan.
- Managed process for providing financial support to transit systems across the state.
- Championed the passage of .08 as the blood alcohol legal limit.
- Developed the conceptual model for the Wisconsin Information System for Local roads (WISLR).

### Department of Transportation, Waukesha, Wisconsin

#### Deputy Director southeast Region/Urban Modal Manager, 04/01/1999 – 10/01/2000

Serve as the Chief operations officer for the largest transportation region in the state. Also served as the chief of community and Media relations. Managed a \$200 Million highway improvement program, supervised 9 WisDOT Section Chiefs, 450 FTEs.

- Lead Public Relations campaign to get the Milwaukee region ready for the implementation of the largest transportation project in the state's history; the Marquette Interchange Project.
- Developed SE Freeway system plans to improve the movement of people and commerce.
- Demolished the Park East Freeway, to free up the land for urban development (now the home of the new Milwaukee Buck's stadium).
- Developed first Statewide Traffic Operations Center (STOC) deploying intelligent transportation systems across the state.

## Boards and committees

### Economic Development

- KIVA Economic Development Advisory Board
- Alliant Energy Center Redevelopment Board
- Old National CDE Corporation Advisory Board
- US Bank Advisory Board
- Downtown Madison Inc. Board
- SSM Reconstruction Project MBE Steering Committee
- Capital Area Regional Planning Advisory Committee

# **Ruben Anthony, Jr.**

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## **Boards and committees (continued)**

### **University Engagement**

- University of Wisconsin Morgridge Center Advisory Board
- UW Brain Health /Black Leaders Advisory Team
- UW Chancellors Advisory Committee
- Department of Planning and Landscape Architecture Advisory Board

### **State Government Consultation**

- Governor's Advisory Cabinet Committee
- People's9 Map Commission (redistricting)
- Department of Workforce Development Apprenticeship Council
- State Superintendent- Advisory Council
- Wisconsin ESSA Education Leadership Learning Community

### **Nonprofit Leadership**

- Interim President of National Urban League Advisory council of Executives
- Chairman UMOJA Magazine Board
- United Way Public Policy Committee
- Communication Chair of Black Leadership Council



## PRESIDENT

# Jack E. Daniels, III, Ph.D.



### Madison College

Jack E. Daniels, III, PhD  
1701 Wright Street  
Madison, Wisconsin 53704

T: +1 (608) 246 6676  
[jdanielsiii@madisoncollege.edu](mailto:jdanielsiii@madisoncollege.edu)

[madisoncollege.edu](http://madisoncollege.edu)

### Education

Ph.D., Psycho-Social Processes  
in Education  
Wright Institute Graduate School of  
Psychology

Bachelor of Art, History and  
Education  
Huntington College

## Professional experience

### Madison Area Technical College (Madison College)

President (July 2013 – Present) – Provides leadership in academic, student services, administrative services to ensure service to students, staff, faculty and the community. Oversees 32,000 students, 4 regional education campuses, and 3 metro campuses throughout a 12-county district serving over 40 school districts. Madison College is a comprehensive community college offering 2-year degrees, diplomas, certificates, digital credentials and post baccalaureate programs.

#### Notable Accomplishments Include:

- Implemented “Shared Governance” framework
- Created and executed vision for Goodman South Campus focusing on needs of community. Campus opened September, 2019
- Raised \$23.5M dollars for the Goodman South Campus parcel acquisition, construction and equipment purchases.
- Led initiative to raise \$20M in private funds to build an Early Learning Center on the Goodman South Campus parcel
- Established “mutual gains” process for post-collective bargaining environment
- Provided support and resources to assist in the development of the Tech Hub in the Milwaukee-Madison Corridor
- Assisted in facilitating “Policy Governance” for Board of Trustees
- Created cabinet-level office of Equity, Inclusion and Community Development led by a vice-president
- Developed collaborations with local school districts
- Visioned and created Early College STEM Academy with 200 high school juniors and seniors focusing on students of color and girls.
- Directed Academy development in school districts served by the Madison College District
- Created communication linkages with local, state and federal legislators and agency leaders

### Los Angeles Southwest College (LASC-LACCD)

President (July 2006-July 2013) – Provided leadership in strategic planning, facility planning and development; led continuous improvement of student learning and services; facilitated partnerships with local and statewide business and educational communities. Oversaw capital budget of \$410 million and an operating budget of \$23 million.

## **PRESIDENT**

# **Jack E. Daniels, III**

*Page 2*

## **Professional experience (continued)**

### **Los Angeles Southwest College (LASC-LACCD) (continued)**

#### **Notable Accomplishments Include:**

- Led college effort in moving from probationary status to no sanctions by accrediting commission (ACCJC)
- Retired prior years debt (2001-06) of \$3.3 million
- Guided integration of integrated planning (10 plans) with budget
- Chair district- wide budget committee of 8 colleges
- Led planning for building projects totaling approximately \$410 million
- Supported sustainability efforts inclusive of PV and wind technologies
- Built and supported LACCD campuses to silver/platinum LEED standards

## **Teaching**

Tenured Professor, Psychology (Laney College, Oakland, CA); Managerial Psychology (Miami-Dade College, Miami, FL); Other adjunct teaching

## **Selected Honors, Awards, Fellowships**

2024 Heritage Award, State of Wisconsin 43rd Annual Tribute and Ceremony Honoring Dr. Martin Luther King Jr, Madison, Wisconsin, 2024

Martin Luther King Jr. Humanitarian Award, Madison and Dane County, Madison, Wisconsin, 2024

Business Hall of Fame, Greater Madison In Business (IB) Magazine, 2023

The Amigo Award, WLMV – La Movida and Mid-West Family Broadcasting, 2021

Shirley B. Gordon Award of Distinction, Phi Theta Kappa, 2019

## **Selected Community and Professional Services**

Board Member, Greater Madison Chamber of Commerce 2014 - present

Board Member and Vice President, BioPharmaceutical Technology Center Institute (BTC Institute), 2014 – present

Board of Governors, Madison Community Foundation, 2015 – 2023 Executive Committee, 2021 to 2023

Board Member, National Student Clearinghouse, 2021 – 2023

Board Member and member of Governance committee, United Way of Madison, WI 2014- 2020

## EXECUTIVE DIRECTOR

# Karen Menéndez Coller, Ph.D.



### Centro Hispano of Dane County

810 West Badger Road  
Madison, Wisconsin 53713

T: +1 (608) 255 3018  
[karen@micentro.org](mailto:karen@micentro.org)

[micentro.org](http://micentro.org)

## Education

Doctor of Philosophy, Department of Population, Family and Reproductive Health (PFRH)  
Johns Hopkins Bloomberg School of Public Health (JHSPH)

Master of Public Health,  
Department of Epidemiology  
The University of Michigan, School of Public Health (UMSPH)

Bachelor of Arts in Molecular and Cell Biology  
The University of California at Berkeley (UCB)

## Professional experience

### Centro Hispano of Dane County (Centro)

**2013- Present**

#### Executive Director

Oversee all strategic, operational, programmatic, financial, and managerial facets of largest non-profit, social service provider for Latinx in Dane County, WI. Programmatic breadth of agency is comprehensive, extends to adult, youth, and community-based programming, including 40+paid staff and a budget that has tripled since tenure to \$3.2 million dollars. An estimate of clients served is 7,000+ annually through national grants, foundations investments, City of Madison, County of Dane, and Madison Metropolitan School district contracts, and through donor stewardship.

### University of California, Los Angeles — General Internal Medicine & Health Services Research

**2009-2014**

#### Assistant Research Scientist

Co-Investigator and Study Director for NIH-funded, longitudinal projects addressing the role of schools in supporting adolescent behavior and life choices among 1,000 student participants across Los Angeles. Oversight of all operations and day-to-day activities including hiring and management of staff, mentorship of graduate students, participant recruitment and data collection, community engagement, financial management of the study. Lead in scientific operations including protocol and instrument development, data analysis and report writing.

### Los Angeles County Department of Public Health — Maternal, Child & Adolescent Health- Research, Evaluation & Planning Unit

**2006-2008**

#### Research Associate

In partnership with MCAH Director, lead survey design, operations, data collection and evaluation for the Los Angeles Mommy and Baby (LAMB) Survey & Los Angeles Health Overview of a Pregnancy Event (LA HOPE) surveys; surveys addressing biological, behavioral and psychosocial determinants of 10,000 women delivering a baby in Los Angeles County annually. Responsible for program response strategy inclusive of engagement of local stakeholders and community partners.

# **Karen Menéndez Coller**

Page 2

## **Professional experience (continued)**

### **Maternal and Child Health Branch, California State Health Department**

**2002-2003**

#### **California Epidemiologic Investigation Service (EIS) Appointment**

Analysis and surveillance of hospital discharge data and birth and death certificate data to examine racial/ethnic disparities in maternal mortality and morbidity in California. Facilitated legislative bill analysis around HIV testing during pregnancy, grant writing for Title V Maternal and Child Health Block Grant, survey development for the CA Maternal and Infant Health Assessment (MIHA) Survey (PRAMS equivalent), and involvement in various programmatic activities at the State and County levels.

## **Awards**

- 2017 Forward Community Investments WI Nan Cheney March for Social Justice Award
- 2017 National Hispanic Heritage Foundation Leadership Award Recipient for Wisconsin
- 2016 Annual List – 48 Most Powerful Latinos in Wisconsin

## **Professional activities**

### **Boards, Committees, Coalitions**

2021 City of Madison Forward Fund Advisory Committee Member  
2020- UW Hospital and Clinics Authority Board  
2020- Morgridge Center for Public Service Board  
2020-2022 United Way of Dane County Vision Council  
2017 - UW Madison Chancellor's Community Advisory Council  
2017-2021 Chair Dane County Immigration Assistance Collaborative  
2017-2019 Chair UWDC Immigrant & Refugee Task Force  
2016- Chair Dane County Sanctuary Coalition Steering Committee  
2015- Chair Dane County Latinx Consortium for Action (LCA)  
2014 United Way of Dane County (UWDC) Board of Directors

### **Professional Associations, and Scholarly Societies**

2002 — American Public Health Association (APHA)  
2002 — Association of Maternal and Child Health Programs (AMCHP)  
2002 — CityMatCH - National Org of Urban Maternal and Child Health Leaders



# **Karen Menéndez Coller**

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## **Community partnership grants awarded**

- R36DP001162-01 (Karen Coller, PI) 2007 - 2008, Nat Center for Chronic Disease Prev and Health Prom, CDC/DHHS
- Title: A Look into Mexican American Pregnancy Intentions, Maternal Behaviors, and the Role of Social Support
- RC2 MD004770 (Karen Coller, Project Director) 2009 - 2012, National Institute on Minority Health and Health Disparities (NIMHHD)
- Title: Randomized Trial of College-Ready Programs impact on Health among Minority Adolescents
- R01 DA033362-01 (Karen Coller, Co-I) 2012 - 2017, National Institute on Drug Abuse (NIDA)
- Title: Social Networks and Drug Use Among Low-Income Students in High-Performing Schools
- Grant # 3332 (Centro Hispano of Dane County) 2016 - 2018, Wisconsin Partnership Program
- Title: Community Health Worker led Postpartum Support Group for Latino Mothers and Infants, A Partnership with UW Health Pediatrics
- Grant # 4369 (Centro Hispano of Dane County) 2020 – 2024, Wisconsin Partnership Program
- Title: Esperanza: Nuestra Cultura de Salud, A Partnerships with UW-Madison School of Education & Counseling Psychology to Strengthen Latinx Mental Health



### Urban League of Greater Madison

The Urban League of Greater Madison has maintained a stable and vibrant 501(c)(3) nonprofit operation serving Dane County, including the City of Madison, since 1968. We are an independently incorporated affiliate of the National Urban League which has led the movement for opportunity and civil rights since 1910 nationally and in virtually every major metropolitan area in the nation. Our mission is to “ensure that African Americans and other community members are educated, employed and empowered to live well, advance professionally and contribute to the common good in the 21st Century.” Our education, employment, and empowerment programs serve nearly 4,000 youth, adults, and families each year, and an estimated 10,000 others are impacted through a multitude of community engagement and advocacy activities.

#### Our Mission

The mission of the Urban League of Greater Madison is to ensure that African Americans and other community members are educated, employed and empowered to live well, advance professionally and contribute to the common good in the 21st Century.

#### Our Vision

To make Greater Madison the “Best [place] in the Midwest” for everyone to live, learn, and work.

#### Our Agenda

**Educate:** To support and enhance the learning experiences of our youth in the classroom and the community so that they are prepared to realize their full potential in life.

**Employ:** To ensure that African Americans and others of working age are able to identify, train for and secure employment in stable and emerging industries.

**Empower:** To ensure that people of color are adequately empowered with the opportunity to transform their own communities, participate in social and cultural activities, and contribute to the common good of our region.

#### Our Core Values

- **Quality:** We take pride providing quality services to our customers.
- **Human Dignity:** We are sensitive to the needs and capabilities of our culturally diverse customers and staff.

- **Human Development:** We have an environment that provides support, resources, and opportunities for high staff achievement.
- **Accountability:** We provide effective management, strong leadership and responsible stewardship of our organization and resources.
- **Integrity:** We always act in accord with our values and commitments thereby leading to a reputation for high credibility.

### Our Empowerment Agenda

**Employ:** To ensure that African Americans and others of working age are able to identify, train for and secure employment in stable and emerging industries.

*career readiness training | industry-specific academies | job placement assistance | job coaching | diversity & inclusion services for employers | and more!*

**Educate:** To ensure children and adults in Greater Madison secure the education necessary to thrive in a technology-driven knowledge economy defined by creativity, service and innovation.

*extended school day & summer learning programs | academic tutoring | college & career readiness | career awareness internships | scholarships | and more!*

**Empower:** To ensure that people of color are adequately empowered with the opportunity to transform their own communities, participate in social and cultural activities, and contribute to the common good of our region.

*home ownership programs | community engagement activities | Unity Picnic | scholarships & awards | advocacy | cultural events | and more!*

**Governance:** Our governance is provided by a volunteer board of directors that is comprised of highly skilled and influential leaders. Roughly half of our board are persons of color, representing a broad array of community, business, government, and education experts. Our Board meets every other month, and members also support our work through a committee structure that typically meets monthly including Executive, Finance, Audit, Programs, and Fundraising committees.

**Leadership:** Since April of 2015, leadership of the Urban League of Greater Madison has been provided by Ruben L. Anthony, Jr., PhD. Dr. Anthony has been a manager for over 27 years. He started RowJAC Consulting, a Management and Planning Firm that Specializes in Civil Rights in government contracting. Through RowJAC he has served as the interim Director of Milwaukee County's Community Business Development Program which is responsible for enforcing compliance in procurement and contracting. Dr. Anthony has also served as a disadvantage business enterprise capacity building adviser to the Milwaukee Metropolitan Sewerage District, the Minnesota Department of Transportation and to the Dulles Airport in Washington D.C. Prior to launching RowJAC, Dr. Anthony was the Senior Vice-President of Bloom Companies, an engineering firm. The majority (19 years) of his career has been as a manager with the Wisconsin Department of Transportation where he served as Deputy Secretary and Chief Operations Officer where he oversaw daily operation of all program areas, 3,600 FTEs, and an annual budget of over \$3.25 billion dollars. He is the architect of the "Wisconsin Model" for increasing disadvantaged business enterprise (DBE) participation. The federal highway administration (FHWA) has deemed this among the top two models in the nation for increasing small and disadvantaged business participation. As result, he went on a national tour with the FHWA to share the model with other states. He is also an adjunct professor at the UW – Milwaukee and a Deacon at Mt. Zion Baptist Church.

**Staffing:** The Urban League of Greater Madison currently employs a team of 40 full-time staff. Two-thirds of our staff team are persons of color, nearly three-quarters hold a post-secondary degree, and all have demonstrated experience effectively meeting the needs of under-served populations. A survey of our

team found that more than two-thirds were the first generation in their family to earn a two or four-year college degree. Last year, the work of our staff team was bolstered by 944 volunteers who gave 19,633 hours of service.

*Fiscal Stewardship:* Our major funding sources have been stable and annual independent audits have disclosed no findings. Our latest (December 31, 2014) audited financial statements shows net assets of \$16.4 million including three permanent endowments. Fiscal management and accounting is provided by a full-time Chief Financial Officer. Jim Horn has served in that role since 2010. Mr. Horn has over 30 years of financial management experience in the public and private sector. He holds a Business Administration–Finance degree from UW Green Bay and has completed MBA coursework at UW-Milwaukee. The Board of Directors includes a standing Finance Committee that meets monthly to conduct a thorough review of our finances including monthly revenue and expense statements, bank statements, profit & loss statements, and balance sheets. The Committee then provides written and oral reports of our financial position at each monthly meeting of the full Board of Directors. Current Treasurer and Chair of the Finance Committee is James Graham, J.D., CEBS, who recently retired as Director of Tax Services at RSM.

*Operational Strength:* The National Urban League conducts an intensive, multi-day, on-site organizational assessment that includes a review of more than 100 factors of operation including policies and procedures, fiscal health, program operations, community engagement, and much more. The last assessment scored the Urban League at a 4.81 on a 5.0 scale, placing us among the top tier of Urban League affiliates. Last fall, our CEO, Dr. Ruben Anthony was recognized by the National Urban League as the “Newcomer CEO of the Year.”

*Grants management & fundraising experience:* We have extensive grant management experience including managing grants from United Way of Dane County, City of Madison (including Community Services and CDBG grants), Dane County Department of Human Services, Madison Metropolitan School District, and Wisconsin Dept. of Workforce Development. We have been the direct recipient of federal funds from the Corporation for National and Community Service and we have been the sub-recipient of other federal funds including two different AmeriCorps projects, HUD Neighborhood Stabilization funds, Department of Energy ARRA funds, ARPA grants, and New Markets Tax Credits.

*Facility management experience:* We owned and operated our own building in downtown Madison for nearly 30 years that housed our administrative offices, program staff, and program operations. In 2009, the Urban League served as the co-developer of a newly constructed 30,000 sq. ft. Center for Economic Development & Workforce Training in the heart of Madison’s oldest multi-cultural neighborhood. We then sold 12,000 sq. ft. to the Madison Public Library and currently manage about 4,500 sq. ft. of rental space in the facility (current tenant is Planned Parenthood of Wisconsin). The facility also includes multiple classrooms, community room, and computer labs that are leased when not in use by Urban League programs to more than 100 non-profit organizations, government agencies, and community groups on an annual basis. We also have a 15-year track record of successfully operating one of the first programs in the country to utilize a combination of Low-Income Housing Tax Credits and CDBG loans to acquire 51 single family homes for a program that helps low and moderate income families become first-time home owners using a lease-to-purchase model.

*Collaboration:* Over the course of its 40-year history, the Urban League of Greater Madison has proven itself to be a highly collaborative organization whose programs each involve multiple partners. We have built a strong reputation as a leader and partner in multi-party, interdisciplinary, collaborative projects. Our latest annual report shows nearly 100 partners including non-profits, government, education, and business. For example, as the managing agency for the Schools of Hope middle program, the Urban League manages a 14-member team that operates school-based programming in 12 middle schools across 3 Dane County school districts. This partnership involves an innovative staffing model that involved eight staff members who serve a dual role funded through multiple sources in order to create programmatic and administrative synergies and efficiencies. In fact, every program currently run by the organization has one or more nonprofit, government, or business collaborating partners.





## Madison College Goodman South Campus

### Madison, WI

The new Goodman South Campus sprang to life from Madison College's desire to do more for the underserved of Madison. The College targeted an area of Dane County with low levels of education and income and engaged community members with interviews and public meetings to learn about their needs and thoughts on higher education. This engagement eventually contributed to the creation of the Goodman South Campus. This community input was instrumental in confirming the location of the facility and the programs offered, and the resulting interior spaces highlight the diversity of the surrounding community and tell the stories of the cultural groups in a variety of ways. Goodman South Campus was completely funded by private donors through an expansive fundraising effort, initiated to avoid the project creating a tax impact for those it sought to help.

**Location:** Madison, WI  
**Scope:** Provided master planning and architectural design services for a 76,100 sq. ft. building  
**External Team:** Miron Construction  
**Studio:** Higher Education Design  
**Internal Team:** Steven Kieckhafer, Scott A. Kramer, and Ken Turba  
**Awards:** Silver ASID WI Design Excellence Awards in the Higher Education Category

The Goodman South Campus is a 76,100 sq. ft two-story skewed-L shaped building designed around the priorities codified in Madison College's "Pillars of Promise." Several of the pillars helped to define the plan:

- Personal – affirmatively provide for the needs of each student
- Opportunity – actively creating opportunities for collaboration
- Membership – cultivate inclusion and respect for all
- Environment – an environment that is secure, accessible, and comfortable for people of all cultures

The floorplan organizes around these ideals, grouping a café, library, gathering and collaboration areas, student services, general classrooms, and early childhood labs on the entry floor; science and computer labs on the lower level; and general classrooms, nursing labs, and staff offices on the second floor. Instructional areas feature technology, flexible furniture, room dividers, and nearby storage space to allow quick turnover from one instructor to another and help to move the institution away from the departmental "ownership" of individual spaces. South Campus includes numerous breakout areas throughout the building to encourage collaboration between students and instructors, and circulation areas are used to highlight the stories of the neighborhood with environmental graphics and technology to turn typically dull space into a building feature addressing membership and the environment.

The building program, required parking, and street access limited the options for site development, and other amenities were desired to enhance the neighborhood. These things all take up space. Above-ground biofilters are coupled with underground bioretention basins to accommodate stormwater while allowing a large outdoor pedestrian place, outdoor classroom area, and outdoor gathering spaces.

The Goodman South Campus has become a showcase building for the south side community and Madison College and illustrates the potential of higher education and public-private partnership.

Hear what others are saying! Read local news anticipating the coming campus, read one of the many construction updates, read news following the dedication of the campus, and also read student reaction to the new Goodman South Campus, and then learn what Madison College is currently offering at the Goodman South Campus.



**Madison College Goodman South Campus (GSC)**

Madison College's, Goodman South Campus opened in Fall, 2019. When opened, the expectation for enrollment was 1200 students; however, 2200 students were enrolled. Today, over 3300 students are enrolled at GSC. 65% of those students come from zip codes in south Madison. The average age of our students is 27 with nearly 40% of our student population being student parents. Nearly 40% of students are Pell eligible, a large number are students with limited English proficiency and many who are returning to get a GED or seeking high school equivalency. Both of these populations are primarily adults.

### **Goodman South Campus Concept**

Prior to design and construction of GSC, the college conducted multiple focus groups and had individual conversations with leaders in south Madison, residents in south Madison, made multiple presentations to CBO's, FBO's and social and professional organizations. The Campus was built based on the needs of the community and continues to evolve based on community need. The College worked with Urban Assets (Melissa Huggins) to facilitate the focus groups.

Goodman South Campus was built with the intent to address programs that the community wanted. The initial programs were ESL, GED/HSED, STEM, Certified Nurse Assistant (CNA), Industrial Maintenance Technician, Early Childhood Education/Child Development, Developmental Education and IT. Today GSC has expanded its health occupations program to include Nursing, medical assistant and practical nursing. Madison College also partners with Centro Hispano through its Caminos CNA program. GSC also provides entrepreneurship programming for local chambers and neighboring community-based organizations. GSC also houses the STEM Academy for junior and seniors in the Madison Metropolitan School District (MMSD).

GSC continues to evolve around community needs. A legal clinic is housed at GSC and partners with several social agencies to serve not only students, but south Madison residents as well. Community groups use GSC for meetings, and other activities. Last year, the GSC hosted over 400 community events. Madison College is well connected to the south Madison Community and is committed to addressing the needs of individuals who are impoverished and have little access to education and jobs.

GSC is, by every definition, a community college and is the community's college. Public art, from local artists, were commissioned to create art reflective of south Madison's ethnic populations – inclusive of African-Americans, Latinos, Hmong and the Ho-Chunk nation. There are 14 pieces that were done by local artists and 4 displays that reflect the communities identified. There is also a running video of residents who attended or currently attend GSC. This intent of this effort was to make a welcoming environment and set in concrete – this is the community's college.

See attached for a summary of the GSC facility and process for community inclusion in the development.

### **Key Social Issues to be Addressed**

There are many barriers to students' success, especially marginalized populations. One of those barriers is housing. Many of our students, especially with families, are in substandard housing or are homeless. These students need housing to access and successfully complete programs leading to viable and sustainable employment. The population that needs greatest access to housing would be students with families. Without safe and sustainable housing, retention of students to complete their programs is difficult. This is also a barrier for sustained employment.

Quality childcare is also a barrier to students succeeding and being retained to complete programs as well as to be employed with a family-sustaining wage. The college recently completed the acquisition, for \$1, of the parcel from the City of Madison where the current fire station on Badger Road exists. The intent is to raze that building once the fire station relocates to a temporary station prior to a permanent station that will be built in the proposed housing development at the corner of Park and Badger. The college will build a child care/child development center (Early Learning Center) that will, in its first phase, 39,000 Sq Feet. (See attached) and serve students, residents of the community, and potential local businesses. The concept of the Early Learning Center (ELC) was developed with input from local CBOs and the early childhood program at Madison College.

### **Renewable Energy**

GSC was built to (Gold or Silver – need to confirm which level) LEED requirements. The college installed photo voltaic panels on the roof and created other energy efficiencies.

Madison College is the National Center for Renewable Energy, titled CREATE, funded by the National Science Foundation (NSF). A summary of the center is attached. Our extensive expertise is sought out and we provide programming around the globe.

### **2024-25 GSC Goals**

- Have Early Learning Center Campus approved, groundbreaking, and begin construction in late summer 2024
- Have building built to a specific LEED requirement and completed in mid to late 2025
- Continue to enhance programming with a focus on community need
- Partner successfully on addressing housing through referrals to local housing for students and childcare along with advocating for greater services for residents in south Madison

### **Other Leadership Qualifications of Madison College/President Daniels**

Madison College — NSF National Center for Renewable Energy

Daniels — Led renewable energy project at Los Angeles Southwest College - \$450 Million

Daniels — Extensive experience in long range budgeting and strategic planning

Madison College — Leader in Financial Planning and Execution (\$400M Budget)

Madison College — Triple AAA rating

Madison College — Contributes over \$1B to the economy of the district it serves





## ABOUT CENTRO

Centro Hispano of Dane County was founded in 1983 by community volunteers, including Ilda C. Thomas, who also served as the agency's first Executive Director, to meet the emergent needs of Cuban refugees recently settled in Madison. Centro is a dynamic organization committed to empowering and uplifting the Latinx community. Established with a vision of fostering inclusivity and cultural enrichment, we tirelessly work towards providing comprehensive services, education, and advocacy.

Since 2013, Dr. Karen Menendez Coller has run the organization as Executive Director. Under Coller's leadership Centro has experienced tremendous growth. Dr. Coller is a first-generation US college graduate, immigrating with her family from El Salvador in the 1980s. Over the last 10 years the agency budget has tripled, and staff size has quadrupled, with over 95% of staff at Centro first coming as volunteers or community members receiving support, including young people. The team is dedicated to creating a supportive environment that celebrates diversity and promotes social and economic well-being for all. At Centro, we believe in building bridges, breaking barriers, and shaping a more equitable future for the vibrant Latinx community we proudly serve.

The Latinx community is the fastest growing group in the city, county, and state with over 100% growth in the last ten years. The Southside of Madison has the highest concentration of low-income Latinx in the city. As the leading non-profit organization striving for a thriving Latinx population in Dane County, Centro programs work to empower youth, strengthen families, and engage their community.

**2,500+**  
**FAMILIES SERVED**

**7,000+**  
**INDIVIDUALS  
SUPPORTED**





# VISION

Dane County, Wisconsin will be a community where Latinx families can aspire upward, to reach their personal goals and dreams because they feel engaged and strengthened with the tools for success.

# MISSION

**EMPOWERING YOUTH:** Youth programming supporting social-emotional learning is unique because it centers on the needs of under resourced Latinx youth. Programs including Juventud (middle school program), Escalera (high school program), [Re]Generación (high school program), Avanzando Through College (college program) take a holistic approach with resources, connections, and curriculum that centers belonging and uplifts, cultural identity and leadership.

**STRENGTHENING FAMILIES:** At Centro we invest in support strategies uplifting basic needs, providing accredited immigration support, housing navigation, peer support and more. Through our partnerships, workforce programming in the finance, health, technology, and government sectors has successfully led to approximately over \$1 million in wage increases annually for graduates, benefiting the Dane County economy.

**ENGAGING THE COMMUNITY:** Throughout the years, Centro has provided a consistent space for the Latinx community and their allies to gather. In 2002, Centro purchased its current home at 810 Badger Road, a refurbished print shop with 75% of the space intended for storage. With trust and alignment, partners and supporters including the City of Madison, County of Dane, Governor Evers, and Congressman Ron Pocan, have to date supported a campaign to raise close to 20 million dollars to build a safe, strong, and sustainable new home for the Latinx community on the Southside of Madison, replacing Centro's existing facility just around the corner on Badger Road.





## CALLI: OUR NEW HOME

In September 2022, the journey of building our new home began but it is a journey that started 20 years before. Centro selected a development, design and construction team of trusted local and diverse partners based on the relationships we have established over years of service in our shared community. Partners who share and compliment our values centered on equity and social justice. The Calli symbol is the center of our collective campaign. This word means "home" in Nahuatl, an indigenous language from Mexico. At Centro, we want to create a space for a growing Latinx community that like a home contains, guards and protects dreams now and for years to come.

Centering climate resilience (renewable energy, water efficiency and reuse, waste management, site and land stewardship, transportation access, and material selection) the building is a commitment to a sustainable future, a result of on-going engagement with families who are connected to local schools, neighbors, and resources and see the potential in this neighborhood. Through its design the new building will also stand as a testament to the resilience and determination of the Latinx community, providing a much deserved sanctuary where individuals can come together in solidarity, and nurture their collective dreams. Centro envisions a future where the Latinx community can embrace their heritage, their values, access essential resources, and unleash their full potential in an environment brimming with possibilities.

<https://www.micentro.org/our-new-home.html>





FOUNDER + CHIEF EXECUTIVE OFFICER

# Annette Miller

25 years of experience



## EQT By Design

6709 Raymond Road  
Madison, WI 53719

[eqtbydesign.com](http://eqtbydesign.com)

## Education

Masters, Social Innovation and  
Sustainability Leadership,  
Edgewood College: 2017

Bachelor of Arts,  
University of Wisconsin-Madison:  
1992

International Association of Public  
Participation

Annette's career spans decision-making roles across state and local government and as an executive in the private sector. She brings 25 years of strong professional policy and analytic skills, and a wide network of community, government, and business relationships, especially with Dane County's diverse populations. Annette launched EQT By Design to focus on developing diverse, inclusive, sustainable strategies in public engagement, equitable community development projects, and organizational cultural change management. EQT by Design does this work by engaging the community in equity centered efforts, disrupting and changing inequitable policies, systems, and structures, while consulting and modeling, to provide concrete action steps to increase impact and facilitate change.

## Professional highlights

EQT By Design	2017-Present
Madison Gas Electric	2005-2017
City of Madison	2003-2005
State of Wisconsin	1992-2003

## Selected project experience

**CDA Triangle Redevelopment, Madison, WI** — The Community Development Authority is redeveloping its public housing portfolio comprising five separate sites and roughly 340 units. EQT in partnership with New Year Investments designed a public engagement process to specifically include communities of color and other vulnerable populations. In particular our goals have been to establish a design and process that ensures clear inclusive and accessible communication, and offering awareness, engagement and voice of the redevelopment process among Triangle residents and the general public. While also centering equity priorities in community development.

**Madison Complete Green Streets, Madison, WI** — EQT By Design was asked to subconsult with Toole Design to engage and seek diverse perspectives for the development and preparation of a modal hierarchy that is embedded with an equity lens. Annette led the targeted small group engagement for the phases of the project while also offering an equity lens to ensure the City's street design process is inclusive and equitable. The city was awarded recognition by the APA for this project.

# Annette Miller

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## Selected project experience (continued)

**Madison Law Park, Madison, WI** — EQT By Design and Urban Assets subconsulted with Smith Group to engage and seek diverse perspectives for the redevelopment of Law Park. EQT by Design led the targeted engagement for the three phases of the Law Park Preliminary Report process, as well as an equity analysis and impact. Survey, focus groups, and large group workshops were used to collect data. This engagement led to a contract to inform and support the Lake Monona Waterfront Redesign (Parks) and also the John Nolen Redevelopment Project (Streets)

**Madison Oscar Mayer, Madison, WI** — EQT By Design was the subconsultant for the public engagement strategy with Vandewalle and Associates. EQT by Design focused on centering diverse voices and perspectives in the City of Madison's Oscar Mayer concept plan. EQT By Design played a key role in engaging and ensuring the planning efforts reflected the city's diverse community members. Responsibilities included an equity lens analysis and impact to the project. Surveys, focus groups, and large group workshops were used to collect data.





**Baker Tilly US, LLP**

**Offering our resources: Baker Tilly consulting at a glance**

Baker Tilly US, LLP (Baker Tilly) may be one of the oldest and largest certified public accounting and consulting firms in the U.S., yet it is our entrepreneurial spirit and commitment to progress that has helped to make us the advisory CPA firm of the future, today. As Value Architects™, we draw upon our natural sense of curiosity to uncover new opportunities with our clients that enhances and protects their value. For us, “now, for tomorrow” is more than a tagline. It is our promise to guide our clients through the ever-changing business world, blending free-flowing knowledge with the power of personal relationships to help our clients win now and anticipate tomorrow.

<p><b>\$1.58B</b> firm revenue as of May 31, 2023</p>	<p><b>10th</b> largest accounting firm in the U.S.</p>	<p><b>6,700</b> team members</p>	<p><b>6,700</b> team members</p>
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**Baker Tilly’s public housing authority (PHA) experience**

Members of our team have extensive experience with PHAs and the rules and regulations promulgated by the state housing finance agency (HFA) and HUD that govern their operations and finances.

They have served in various capacities from program managers to development consultants and financial advisors 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).

Clients benefit from Baker Tilly’s experience and understanding of HUD’s public housing redevelopment programs and applicable HUD regulations. Baker Tilly has provided financial advisory services to PHAs throughout the nation on both individual projects and long-term portfolio management. While providing advisory services to various clients, our specialists have become very knowledgeable and experienced in HUD and state regulatory requirements and processes, including, the acquisition and disposition of assets, applying for and securing approval for alternative funding sources and uses, securing development plan and financing approval and more. More detailed project examples from your engagement team are included below.

**Baker Tilly’s affordable housing expertise**

The affordable housing services team’s primary objective is to assist clients in financing and developing quality affordable housing. Your engagement team provides financial advisory services to private and public sector developers, owners, managers and affordable housing financing institutions in both rural and urban markets.

Our clients benefit from Baker Tilly’s experience in assisting them through each stage of the Low-income Housing Tax Credit (LIHTC), Rental Assistance Demonstration (RAD) program and U.S. Department of Housing and Urban Development (HUD) mixed-finance processes.

We prepare the preliminary development and operating budgets, apply for and obtain tax credits, structure and negotiate financing terms with HUD, investors and other stakeholders. Baker Tilly’s specialists are experienced with obtaining many layers of financing and they understand the complexity of compliance that comes with using mixed and tax credit financing.

The table below highlights our recent affordable housing activity.

**BAKER TILLY'S AFFORDABLE HOUSING BY THE NUMBERS  
(THE LAST 24 MONTHS)**

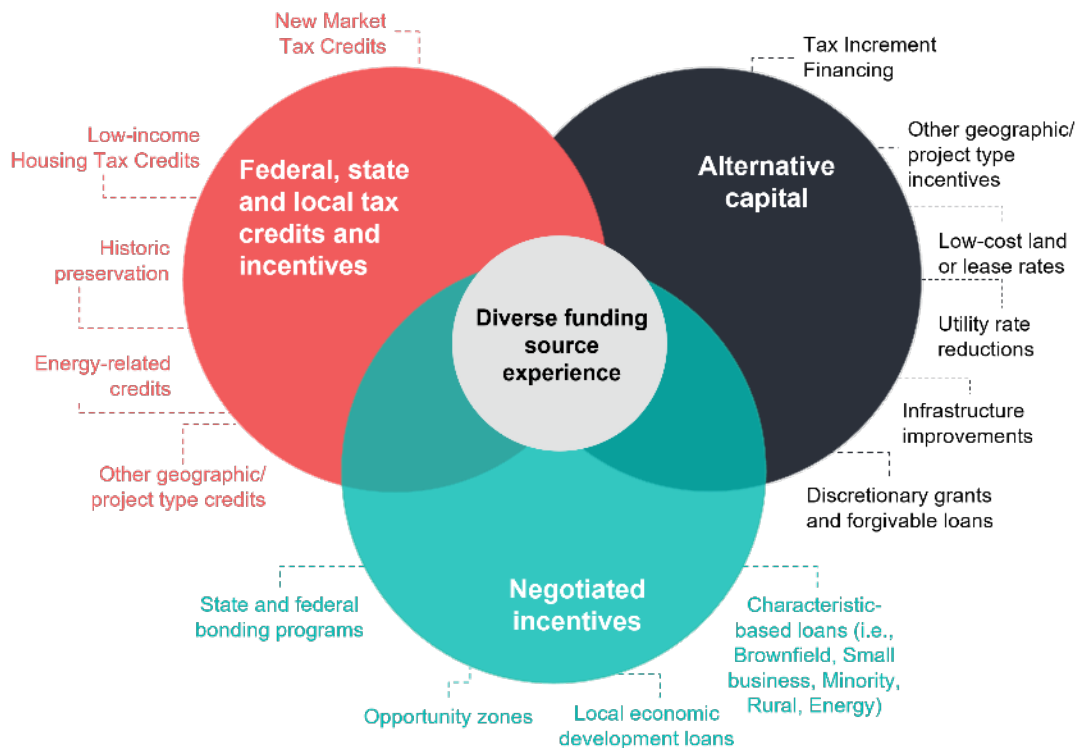
<b>80+</b> secured funding for more than 80 housing projects	<b>6,000</b> units of affordable housing	<b>\$1.4B</b> total development costs	<b>\$650M</b> investor equity
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We provide various services to public sector clients pursuing development projects, including analyzing project components, reviewing financing alternatives, implementing financing plans and reviewing the performance of completed projects. Alternatively, public sector clients may pursue a public/private partnership approach to affordable housing development. In these cases, Baker Tilly will evaluate developer proposals and financing plans and assist in determining the appropriate level of participation.

**Helping clients explore and secure project financing options**

We implement a transaction-oriented service approach. Our team helps clients structure — and close — market-proven transactions. In addition, we will bring innovative and creative ideas to address challenges such as financial risk, credit quality and regulatory barriers.

Our firm’s ability to secure funds for housing authority projects using various competitive funding programs at the federal, state and local levels is evidenced by our success with the following programs.



Our housing specialists possess an in-depth understanding of real estate fundamentals, design and construction best practices, affordable housing programs and sound financial structuring alternatives. The diversity and volume of affordable housing and community development projects we have worked on have provided us with the knowledge and relationships necessary to provide great value to our clients. Specific experience in the areas our clients will find of interest includes the following services.

**Rental Assistance Demonstration (RAD)**

**Baker Tilly is at the forefront of the RAD program initiative.** Baker Tilly served as a subcontractor to the U.S. Department of Housing and Urban Development (HUD) on a national contract to provide technical assistance to PHAs for the RAD program. We assist PHAs in assessing their developments as it relates to RAD feasibility as well as present on the topic at several state and regional housing conferences. We collaborate with developers experienced in housing and the RAD program to efficiently and effectively address the challenges and opportunities presented with each project. In addition, we have established effective relationships with state housing finance agencies across the nation.

By teaming with Baker Tilly, we will be able to help clients convert your housing units under HUD’s RAD program, access other affordable housing financing options and navigate the development process successfully. We will review the details of each project, potential funding sources and capital needs as we work on the program to confirm the best project structure.

RAD EXPERIENCE		
<b>28,000</b>	<b>2,807</b>	<b>\$431M</b>
units for RAD applications	units closed RAD transactions	development costs

We leverage our experience with obtaining many layers of financing and by understanding the complex layers of compliance that come with using them to:

- Evaluate RAD feasibility and perform financial modeling
- Complete the RAD program application and manage HUD processing
- Identify, apply for, and obtain tax credits, tax-exempt bonds, and other financing sources
- Structure and underwrite mixed-finance transactions
- Negotiate with equity investors and lenders

**LIHTC experience**

Baker Tilly regularly works with affordable housing clients in closing transactions that have received more than \$1 billion in LIHTC equity, more than \$350 million from agency and government funding sources such as those listed above and another \$50 million of HTC equity.

Baker Tilly has also assisted affordable housing developers in closing deals with more than 20 different equity investors, with whom Baker Tilly professionals maintain contact to stay current on the types of deals they are pursuing and their specific underwriting requirements. The team also works with developer clients and their attorneys to review, structure and negotiate loan documents to ensure fair and equitable terms for Baker Tilly’s clients.

Baker Tilly serves as a tax credit consultant to housing authorities, not-for-profit and for-profit developers throughout the country. **In the past 12 months, the firm has helped secure 9% and/or 4% allocations throughout the U.S., including in California, Georgia, Illinois, Iowa, Louisiana, Maryland, Missouri, Ohio, Texas, Virginia and Wisconsin, among others.**

**Mixed finance**

We have experience with HUD mixed-finance requirements and frequently consult with clients on the regulatory conditions of their major funding sources and housing programs. Mixed-finance transactions are multilayered capital structures that utilize public and private sources to fund development costs. These structures can present a unique and complex constellation of issues such as priority payments, risk allocation, capital cost, return requirements, regulatory restrictions and project ownership. Creativity,

technical expertise and proven deal experience are crucial factors in navigating through these issues and securing successful development outcomes.

### NMTC

We work with new and experienced NMTC borrowers to determine project eligibility, solicit interest from CDEs, structure and assist in closing the transaction, perform post-closing servicing and monitor compliance, and provide ongoing advisory services for future planning. **To date, Baker Tilly has identified opportunities for more than 290 clients and our projected value of closed transactions is more than \$12 billion.**

Due diligence, predevelopment and re/development support  
Baker Tilly regularly provides development consulting for PHAs. With a wealth of experience in assessing various professionals and contractors selected by Baker Tilly's PHA and not-for-profit clients, the firm's professionals will be able to assist you in choosing professionals as well as monitoring and evaluating ongoing performance.

### Quantitative analysis, financial modeling and financial feasibility

Baker Tilly's affordable housing team is nationally known for its quantitative analysis and financial modeling expertise. Our housing specialists possess an in-depth understanding of real estate fundamentals, affordable housing programs and sound structuring alternatives. Our technically proficient team can assist clients to ensure that proposed financing structures work within the constraints of clients' requirements, as well as the parameters of lenders and investors.

In our role as financial consultants, Baker Tilly routinely prepares financial models for affordable housing projects. On an annual basis, our staff prepares more than 75 models for financial closings that include various affordable housing financing, including LIHTC, permanent debt included HUD mortgages or conventional bank mortgages, tax-exempt bonds, HOME funds, Affordable Housing Program (AHP) funds, Capital Funds and Replacement Housing Factor Funds, among other financing tools.

To further illustrate the firm's capability, Baker Tilly provides financial pro forma work for one of the top five investors in LIHTC for more than 40 projects per year, assisting to close more than \$250 million of tax credit equity with this one investor alone.

Baker Tilly specializes in building best-practice financial models that incorporate negotiated deal terms, risk identification, mapping and allocation, and complex regulations, program rules and key tax issues. These models can empower clients to map multiple financial and operating scenarios and explore all dimensions of your development strategy to facilitate optimal decision-making.

### Negotiation with investors, lenders and developers

Our professionals maintain trusted relationships within the affordable housing lending and investing communities. We have worked with large financial institutions, mortgage lenders and community banks throughout the country. Baker Tilly can assist clients with structuring your capital transactions to maximize the amount of equity and financing raised from investors, lenders and "soft" sources. We will also review legal and financing documents related to the contemplated transaction for compliance with financial projections and relevant laws and regulations. Also, the team will identify opportunities for you to minimize economic risk through proper documentation.

Baker Tilly's specialists are skilled in creating and sustaining working relationships with financial banking institutions, equity syndicators, and federal, state and local finance agencies. Some of the syndicators Baker Tilly works with include:

- Aegon
- Alliant
- Bank of America
- BMO Harris Bank
- Boston Capital
- Boston Financial
- Chevron
- Cinnaire
- City Real Estate Advisors
- Eddison
- Enterprise
- Hunt/Alden Torch
- Key Bank
- Merritt Capital Corporation
- Ohio Capital Corporation
- National Equity Fund
- PNC
- R4 Capital
- RBC
- Red Stone Equity
- Richman
- Stratford
- US Bank
- Wells Fargo

The diversity of development projects Baker Tilly has assisted with has provided the firm with the technical knowledge and project experience that have the potential to provide great value to our clients.

### **Structuring of loan documents and development agreements**

Baker Tilly's team works with clients and their attorneys to review, structure and negotiate loan documents for compliance with the financial projections and relevant laws and regulations. In addition, our specialists will look for opportunities for you to minimize economic risk and tax impacts through proper documentation. Baker Tilly works on taxable debt and soft loan agreements, focusing on business terms and risks.

Baker Tilly has assisted PHAs and private developers across the country in executing mixed-finance transactions that included a wide range of government subsidies including Capital Fund Financing Program (CFFP) financing, Project-Based Section 8, public housing ACC, RAD and more. 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.

### **Development advisory services**

Real estate development is a complicated process that requires a creative vision and robust knowledge and experience to bring it to life. It involves the organization of many interrelated tasks performed by many highly specialized professionals over a long period, which can often be a drain on an organization's resources. Instead, keep your staff focused on your core business and rely on Baker Tilly to provide the leadership needed to move the development process forward in a controlled and coordinated manner — ultimately helping you establish, refine and deliver your project on time and on budget.

We leverage robust development experience combined with deep industry knowledge to manage your project from concept to completion — bringing in the right resources at the right time, coordinating interdisciplinary team meetings and providing ongoing project updates, progress reports and more.



Development management approach



**Project assessment and financial analysis**

We will perform a strategic review of any preliminary studies, planning and diligence information that will result in a financial framework for your development. We will also aid in establishing business, site and program principles to develop a custom financing package.

- Site selection, analysis and evaluation
- Market and due diligence assessment
- Entitlement and zoning analysis
- Preliminary financial structuring, budgeting and modeling
- Evaluate project viability



**Development planning, programming and marketing**

We will formalize the vision for the project by establishing goals for the design, budget and timeline as well as a marketing strategy that positions the project for long-term success.

- Program design and financial programming, visioning and master planning
- Budget and schedule development
- Land acquisition strategy
- Marketing strategy development
- Third-party vendor management



**Design and development team coordination**

Utilizing design oversight as a tool to ensure project goals are achieved, we will assist in the selection of consultants that share the design and budgetary vision.

- Design team procurement and oversight
- Zoning/entitlement/permitting assistance
- Delivery method guidance
- Budget refinement and schedule
- Design scope of work refinement



**Pre-construction and construction**

We will assist in construction partner selection; finalize budget certainty, debt and equity financing, scheduling and permitting; and work as an integral part of the construction observation team to ensure a timely completion within budget.

- Construction partner procurement selection
- Constructability review
- Cost, budget, schedule, QA/QC, document controls
- Day-to-day project management, including Owner/Architect/Contractor (OAC) relations
- Owner and contractor draw request
- Value engineering management



**Project completion and closeout**

We will collect and turn over product operations and maintenance manuals, coordinate staff training and oversee marketing and business plans to prepare the development for long-term operation.

- Construction contract closeout management
- Construction loan closeout management
- Regulatory review management

**Aligning key engagement team members with your goals**

We believe in strong personal relationships, and this means a personal interest in in our clients from some of our most experienced team members. You will work with our best and brightest professionals who will be dedicated to you and the industry you serve.

KEY ENGAGEMENT TEAM MEMBERS	
	<p><b>Donald N. Bernards, CPA — Partner</b></p> <p>Don has served the affordable housing industry for two decades. He will lend his significant experience structuring affordable housing transactions for CDA's projects. Don continuously serves housing authorities throughout the entire real estate life cycle and is at the forefront of program and industry developments.</p> <p>Don is committed to your success and will collaborate with you to meet your deadlines and exceed expectations.</p>
	<p><b>Kaitlin Konyn — Senior Manager</b></p> <p>Kaitlin has more than 10 years of experience in the housing industry. As a senior manager, she consults with and assists housing agencies and developers in applying for various funding sources and works with housing authorities through their repositioning process.</p>
	<p><b>Tyler R. Inda, J.D. — Principal</b></p> <p>Tyler specializes in consulting with developers, community development entities (CDEs) and investors regarding real estate transactions. He Assists CDEs and Community Development Financial Institutions with New Markets Tax Credit (NMTC) and Capital Magnet Fund (CMF) applications Tyler has helped structure and close more than \$1.5 billion of NMTC transactions for CDEs.</p>

March 8, 2024

# PARK & BADGER

redevelopment

RFO No. 13001-0-2024-DJ





Community Flex Space at  
The Current Apartments



JLA's Camron Blaine &  
Luis Villafane



Glen Grove  
affordable housing

# JLA ARCHITECTS

## firm overview

JLA Architects is a full-service architectural and planning firm with offices in Madison (WI), Milwaukee (WI), and Denver (CO). Joseph Lee founded the firm in 2007 to create a client service based firm that offers a comprehensive range of professional services allowing us to assist you at every phase of the real estate development process. Today, JLA is comprised of a diverse group of talented professionals, with a collaborative leadership team that maintains the same core philosophies in which JLA began.

### FIRM COMPOSITION

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63	TOTAL STAFF MEMBERS
14	Licensed Architects
42	Architectural Associates
4	Interior Design Associates
2	Marketing
1	Business Development

As a full-service architectural firm, we can assist with project feasibility all the way through building construction & final marketing.

#### PLANNING SERVICES

- Facility Studies
- Master Planning
- Development Codes & Design Guidelines

#### ARCHITECTURAL SERVICES

- Architectural Programming
- Architectural Design
- Sustainable Design
- Construction Documents
- Construction Administration
- Post-Occupancy Evaluations

#### INTERIOR DESIGN

- Space Evaluation
- Space Planning
- Interior Finish Selection & Specification
- Sustainable Design
- Furniture, Fixtures & Equipment (FF&E) Coordination
- Construction Documents

#### ENTITLEMENT ASSISTANCE

- Community Meetings
- Municipal Submittals & Meetings
- Owner's Representative Services

#### OFFICE PERFORMING THE WORK

800 W. Broadway, #200  
Madison, WI 53713  
Ph. 608.241.9500

#### OTHER JLA OFFICES

3463 Blake Street, #250  
Denver, CO 80205  
Ph. 720.739.3656

311 E. Chicago St, #240  
Milwaukee, WI 53202  
Ph. 414.988.7520



## our commitment to equity and our communities

**W**hether we are designing a library, a shelter, or a multifamily community, we are driven to create positive change in our communities through taking action in tangible ways. At JLA, Diversity, Equity, and Inclusion are not just words. They are core principles that

***Social impact is achieved through action, moving the needle through words alone is not enough.***

shape who we are, how we build our team, and how we maintain our culture where everyone fits in and has a voice. We value diverse perspectives, life experiences, and opinions and we work

toward a day when the world echoes the same. To do this, it means challenging traditional methods and mindsets to design and build just, equitable, and prosperous communities. Since our firm's inception, JLA has fostered a culture of diversity, inclusion, acceptance, and fairness. These values and how we operate under them, along with the culture they breed, has not and will not change. To design for our communities, we must demonstrate inclusivity and be a reflection of the diverse populations we live and work among. We can be held accountable to take action through forming a team that not only values, but demonstrates, diversity and inclusion within their workplace cultures, even as we grapple with a profession that is only 2% Black and 37% Women. JLA's Director of Team Development Rafeeq Asad is helping us work to shift these statistics acting as the current President of Wisco-NOMA, the Wisconsin Chapter of the National Organization of Minority Architects.

**T**hrough our community outreach program, JLA Gives Back, our team works hard to make a positive and tangible impact in our Wisconsin communities. Four times per year, we volunteer as a team at a new non-profit organization so that we may deepen our understanding of the rich and unique fabric of the communities and cultures we serve. *In total, over 90% of our team members volunteer regularly through our JLA Gives Back program on an annual basis. Because of this, our team has impacted over 40 local community organizations in just the last two years.* Separately, JLA is a proud member and sponsor of organizations like the Wisconsin Housing and Economic Development Authority (WHEDA) and Housing Colorado in support of their mission to promote the preservation and production of quality affordable housing for Wisconsinites & Coloradans.



*JLA team members volunteering at our local parks*



*Suzi Tatikonda with students at SheBuilds Camp 2023*



*JLA team members leading a design workshop with college students*





# LEADERSHIP TEAM

The JLA leadership team is a diverse group of talented professionals that maintain the same core philosophies in which JLA began. Together, they serve as an Advisory Team for the firm's president, as well as a collaborative peer group in which members strategize on their respective initiatives and influence the overall operations of the firm.



**JOSEPH LEE, AIA**  
Principal/President  
Client Executive



**LEAH TESKE**  
Madison Office Director  
Vice President



**ADAM FREDENDALL**  
Director of Architectural Operations  
Senior Vice President



**RAFEEQ ASAD**  
Director of Team Development  
Vice President



**ERIK JANSSON, AIA**  
Denver Office Director  
Vice President



**STEVE WAGNER, AIA**  
Milwaukee Office Director  
Vice President



**MARC OTT**  
Director of Quality Control  
Vice President



**TROY JACOBY, AIA**  
Director of Design  
Vice President



**SARAH FEGRE**  
Director of Marketing  
Vice President



Denver team members  
Sara Cash & Jeff Rath



Milwaukee team members  
Dale Streitenberger, John Barac,  
and Tami McCullough



Leadership team members  
Marc Ott & Joe Lee

# affordable housing projects

Our affordable housing projects give serious consideration to design quality, overcoming the outdated stigma of the hulking towers of public housing. Over the years, our clients for affordable housing projects

**Within just the last ten years, our team has served as the architect of record on 16 new LIHTC affordable housing developments.**

have ranged from private developers to housing authorities and even nonprofit organizations. Many of these projects have gone beyond typical requirements, offering specialized units and amenities catered to special needs populations

including, but not limited to: seniors, unhoused populations, and families with a member who is disabled. Based on this wide breadth of experience, we are able to provide you with informed advice and detailed road maps that can help you think intelligently and creatively about the design of your site. Between JLA's three offices, our work spans multiple markets allowing us to offer you new, innovative solutions of successful community-driven master plans.

PROJECT NAME	TYPE
Songbird Heights Apartments (Loveland Housing Authority)	LIHTC, Enterprise Green Communities, Energy Star
Glen Grove Movin' Out (nonprofit)	LIHTC, Green Built, for families with Disabilities
Limestone Ridge (private developer)	LIHTC, Workforce Housing
Spring City Crossing (private developer)	LIHTC
Spring Harbor Senior Apartments (private developer)	LIHTC, Green Built
Stagecoach Trail (private developer)	LIHTC
Park Place Apartments (Merrill Housing Authority)	LIHTC, Section 8
Stonebridge Apartments (Merrill Housing Authority)	LIHTC, Section 8 PBRA
The Globe Apartments (Private developer + nonprofit)	LIHTC, Green Built
The Highline (private developer)	LIHTC
Vista at Creekside (private developer)	LIHTC, Green Built
Martin Luther King Library Apartments (private partnership)	LIHTC, Green Built
Huxley Yards (private developer)	LIHTC
Meadow Ridge (private developer)	LIHTC, Workforce Housing & Housing for Veterans
Cedar Glen (private developer)	LIHTC, Section 42, Green Built
The Shield Apartments The Salvation Army (nonprofit)	LIHTC, Green Built, Transitional Housing





Solaris on Main  
in Neenah, WI



Catalina  
Crossing  
in McFarland, WI

## the JLA standard of quality

Through every step of your project, you can count on our team to be focused on quality. Our Quality Control Program is not like that of other firms, which are often one-dimensional, ‘page-turn’ reviews that are inconsistently executed. The JLA Standard is a series of deliberate, ongoing efforts that work together to contribute to a smoother design and construction process and higher quality designs and documents.

Each JLA project is required to go through a series of structured QA/QC reviews, scheduled at four separate milestone stages throughout each project's life cycle. These reviews are performed by JLA professionals outside of the project team using a highly structured and comprehensive process from both the design and technical perspectives. Because this process is critical, we have a dedicated internal position, our Director of Quality Control, who is responsible for implementing, monitoring, and holding our team accountable for these efforts. We also regularly solicit input from our external project team including you (our client), contractors, and consultants. Incorporating feedback along the way provides an added layer of assurance that costly mistakes can be avoided, which mitigates numerous change orders after construction begins. To exemplify the program's efficacy when put to the test in the field, here's some recent feedback from our contractor partners:

*“JLA collaborates well with our project managers. They take our suggestions and try to integrate them whenever possible—this produces an efficient and collaborative approach to delivering a project, both cost effectively and efficiently for the client.”*

Jon Koch, Vice President of Project Management at Stevens Construction

*“JLA's team approach really allows us to work through the challenges in construction and know that we've got a good teammate to come up with a common solution that will work for everybody involved. Building that trust and knowing that you've got a teammate that helps to push through some of the challenges in construction, is a huge asset.”*

Aaron Kostichka, President/CEO of McGann Construction



## JOSEPH LEE

AIA, NCARB

### CLIENT EXECUTIVE FOUNDER + PRESIDENT

E: jlee@jla-ap.com

C: 608.215.1495

### AWARDS + RECOGNITION

*Franciscan Health Care Center*  
Finalist: New Construction

*Madison's "40 Under 40"*  
In Business Magazine, 2006

*"Design of the Times"*  
Madison Magazine, Feb. 2007

### EDUCATION

*Masters of Architecture*  
*Masters of Urban Planning*  
UW-Milwaukee

*Bachelor of Science*  
*Architectural Studies*  
UW-Milwaukee

*Project Manager Bootcamp*  
PSMJ

*Strategies for the Construction*  
*Administrator*  
UW-Extension

### PROFESSIONAL AFFILIATIONS

Licensed Architect, 2003  
WI License: A-9483  
CO License: ARC.00407196  
IL License: 001.026257  
IA License: ARC08365

National Council of Architectural  
Registration Boards (NCARB)

Member of the National Organization  
of Minority Architects (NOMA)

Member of NAIOP in Colorado &  
Wisconsin

### ABOUT JOSEPH

- + 25+ years of experience in design + urban planning
- + Known for his 'no ego' approach to design, ensuring all voices are heard and respected during the process

Joe's background in both architecture and urban planning has allowed him to develop a unique blend of skills and market knowledge that brings distinct value to JLA clients. As the owner and managing principal of JLA Architects, his main goal is client satisfaction and to make sure the team has the resources they need to succeed. Joe will be engaged at every phase of the project as an internal consultant. He truly believes that listening and collaborating with clients at every step ensures a successful project.

### EXPERIENCE

#### Huxley Yards: The Victoria and The View | Madison, WI

300 affordable family housing units + 250 affordable senior housing units

#### The Salvation Army of Dane County Shield Apartments | Madison, WI

44 affordable housing units / transitional housing; green built

#### The Center for Black Excellence & Culture | Madison, WI

30,000 s.f. cultural center | arts & entertainment venue

#### The Highline Senior Apartments | Fitchburg, WI

160 affordable housing units. Recognized as a 2020 Project of Distinction by ABC Wisconsin.

#### Martin Luther King Jr. Library | Milwaukee

93 affordable housing units + 17,000 s.f. library

#### The Black Business Hub | Madison, WI

78,672 s.f. mixed-use (commercial office, retail/restaurant, event space + business incubator). JLA assisted with space planning and interior design services for the following tenant build outs: Urban League of Greater Madison, WWBIC, Forward Community Investments, Forward Community Investments, Madison Black Chamber of Commerce, Summit Credit Union, Exact Sciences, and Hope Communities.

#### Limestone Ridge | Fitchburg, WI

116 units workforce housing

#### Meadow Ridge | Middleton, WI

96 units workforce housing / housing for veterans

#### The Globe Apartments | Watertown, WI

48 affordable housing units, green built

#### Vista at Creekside | Pleasant Prairie, WI

140 affordable housing units, green built

#### Spring City Crossing | Waukesha, WI

72 units affordable housing

#### Glen Grove | Cottage Grove, WI

100 units LIHTC; family housing + accessible housing

#### Woodale Crossing | Brown Deer, WI

56 affordable housing units

#### The Current Ph. 1 & 2 | Monona, WI

mixed-use; two phases totaling 241 units. Recognized as a 2019 & 2022 Project of Distinction by Associated Builders & Contractors (ABC) of Wisconsin.

#### Songbird Heights | Loveland, CO

120 affordable housing units

#### Synergy at the Mayfair Collection | Wauwatosa, WI

mixed-use; 270 units





## RAFEEQ ASAD

DIRECTOR OF TEAM DEVELOPMENT

VICE PRESIDENT

E: rasad@jla-ap.com

D: 608.442.3865

### PROFESSIONAL AFFILIATIONS

City of Madison Urban Design Commission, Commissioner, 2017–Present

State Capitol and Executive Residence Board, 2021–Present

University of Wisconsin Design Review Board, 2022–Present UW-Milwaukee School of Architecture, Adjunct Professor, 2021–2023

National Organization of Minority Architects (NOMA), Member Chapter President, 2022–Present

Madison College Architecture Advisory Board Member, 2019–2021

### AWARDS + RECOGNITION

Wisconsin's 51 Most Influential Black Leaders for 2023  
Madison365

40 Under 40 | 2018 inductee  
Madison In Business Magazine

2017 Outstanding Mentor  
100 Black Men of Madison

### EDUCATION

Remaking Cities Institute, Fellowship 2011  
Carnegie Mellon University

Master of Architecture, 2009  
Florida A&M University

Urban & Regional Planning, 2004  
Florida State University

Bachelors in Business Administration, 2002  
Florida A&M University

### ABOUT RAFEEQ

- + 20+ years of experience in planning + design
- + Leader in local & industry-related social justice initiatives
- + Founding member of Wisco-NOMA, Wisconsin's chapter of the National Organization of Minority Architects

Heralded as a leader in **social justice**, Rafeeq is deeply passionate about bettering our community and teaching children about architecture. For the last five years, he has been an integral part in the redevelopment of Park Street in Madison, serving as lead designer for The Black Business Hub & The Center for Black Excellence & Culture. His passion for the **Black design aesthetic** and **design justice** has led him to create inspiring cultural and inclusive spaces for communities ranging from libraries and museums to complex mixed-use developments.

### EXPERIENCE

The Center for Black Excellence & Culture | Madison, WI  
30,000 s.f. cultural center | arts & entertainment venue

One City Schools | Madison, WI  
adaptive re-use of a 157,000 s.f. office building into a K-12 public school

Martin Luther King Jr. Library & Apartments | Milwaukee  
93 affordable housing units + 17,000 s.f. library

Imagination Center at Reindahl Park | Madison, WI  
16,000 s.f. library + park pavilion

The Black Business Hub | Madison, WI  
78,672 s.f. mixed-use (commercial office, retail/restaurant, event space + business incubator). JLA assisted with space planning and interior design services for the following tenant buildouts:

- WWBIC
- Madison Black Chamber of Commerce
- Summit Credit Union
- Exact Sciences
- Forward Community Investments
- Urban League of Greater Madison
- Hope Communities

Middleton Center, Phase 3 | Middleton, WI  
multifamily

Carnegie Library of Pittsburgh - South Side (LEED Silver) | Pittsburgh

Cellular Dynamics (adaptive re-use) | Madison, Wis.

Mayo Clinic | Rochester, MN

Qatar Institute | Qatar

*Projects listed are not all projects by JLA Architects. They are meant to be representative of Rafeeq's experience.*



The Center for Black Excellence & Culture | Madison, WI



Martin Luther King Jr. Library & Apartments Milwaukee





# DALE STREITENBERGER

AIA

**DESIGN COLLABORATOR  
SR. DESIGN ARCHITECT**

E: dstreitenberger@jla-ap.com

D: 414.988.7528

## EDUCATION

*Masters of Architecture  
UW-Milwaukee*

*Bachelor of Science - Architectural  
Studies  
UW-Milwaukee*

## PROFESSIONAL AFFILIATIONS

Registered Professional Architect  
WI License: 6291-5

*American Institute of Architects (AIA)*

## COMMUNITY INVOLVEMENT

*Jewish Family Services (JFS) Housing  
Milwaukee, WI  
- Board Member since 2010  
- Board Chair, 2016-2020  
- Development Task Force 2021-Current*

*School Sisters of Notre Dame  
Elm Grove, WI  
- Advisory Board Member, 2016-2022*

## AWARDS + RECOGNITION

*Franciscan Health Care Center  
Finalist - New Construction*

*Nursing Homes Long Term  
Care Management*

*Milwaukee Mayor's Design Award for  
Veteran's Manor*

*Partnership Fair Housing Award from  
the Wisconsin Fair Housing Network for  
Veteran's Manor*

## ABOUT DALE

- + 40+ Years of Experience in Design
- + Expert in multifamily, affordable housing, and senior living

Dale is dedicated to working closely with clients to analyze & establish their project criteria & design environments that not only meet these criteria, but also have an appealing aesthetic. His eye for design allows him to think on a micro and macro level, maximizing each project site - and the project's pro forma. Dale is heavily involved in the community and serves on boards for JFS Housing and the School Sisters of Notre Dame.

## EXPERIENCE

**Songbird Heights Apartments | Loveland, CO**  
121 affordable housing units | CHFA LIHTC; Enterprise Green Communities & Energy Star

**Woodale Crossing | Brown Deer, WI**  
56 affordable housing units

**Deerwood Crossing Apartments | Brown Deer, WI**  
56-unit affordable senior housing and congregate apartments

**The Salvation Army of Dane County - Homeless Shelter | Madison, WI**

**The Salvation Army of Dane County - The Shield Apartments | Madison, WI**  
44 affordable housing units; green built

**The Thomas H. Wynn Sr. Memorial Veterans Manor | Milwaukee, WI**  
Affordable housing units & supportive services for veterans

**The Guest House | Milwaukee, WI**  
supportive housing + homeless shelter

**Martin Luther King Jr. Library Apartments | Milwaukee, WI**  
93 affordable housing units + 17,000 s.f. library

**The Bevy Apartments + Townhomes | Brown Deer, WI**  
175 units

**Ogden | Milwaukee, WI**  
178 affordable housing units

**The Highline Senior Apartments | Fitchburg, WI**  
160 affordable housing units; recognized as a 2020 Project of Distinction by ABC Wisconsin

**Elm Grove Heights Senior Apartments | Elm Grove, WI**  
75 units, senior housing

**Velo Village at Ballpark Commons | Franklin, WI**  
265 units

**Wright & Wagner Lofts | Beloit, WI**  
137 units; recognized as a 2023 Project of Distinction by ABC Wisconsin

*Projects listed are not all projects by JLA Architects. They are meant to be representative of experience.*



*The Guest House, Milwaukee, WI*



*Martin Luther King Jr. Library & Apartments  
Milwaukee*

# project experience



## THE BLACK BUSINESS HUB

### Offices + Business Incubator

- LOCATION: 2352 S. Park St, Madison, WI
- PROGRAM: 78,672 s.f. four-story building, including:
- Office suites for multiple local businesses & organization, two-story atrium with small, flexible-use tenant spaces, co-working spaces, event space with rooftop terrace, green roof, commercial kitchen.
  - 2,170 restaurant space with outdoor patio
  - JLA assisted with the tenant build outs for: Wisconsin Women's Business Initiative Corporation (WWBIC), Urban League of Greater Madison, Summit Credit Union, Exact Sciences, Madison Black Chamber of Commerce, and Forward Community Investments, and Hope Communities.
  - Full interior design services were provided for six tenant spaces and all common areas.

COMPLETION DATE: Fall 2023

The Hub was led by the Urban League of Greater Madison focused on supporting Black- & minority-owned local businesses. The exterior & interior design incorporates elements of the Black Aesthetic, including: asymmetry; the intense use of texture, pattern and color; angularity; and openness. In its two-story atrium, The Hub will offer a combination of retail & commercial for businesses offering food products, technology, entertainment, personal care, and financial services. A rentable commercial kitchen is also available at the facility to support the businesses and provide learning opportunities. The Urban League of Greater Madison's headquarters encompasses the fourth floor offering two large, flexible event spaces and a roof deck with green roof. Over 100 Black-owned businesses and entrepreneurs are expected to be supported by the Hub.



# project experience

## THE BLACK BUSINESS HUB tenant build outs



**Wisconsin Women's Business Initiative Corporation (WWBIC)** was designed to align with the organization's brand standards. Given the number of training sessions they offer, it was important that there were clear sight lines leading visitors from the entry lobby to their large training room. The open office space provides flexible benching workstations. Divided from the public space is their private offices and kitchenette.

**Forward Community Investments'** suite offers open office space with flexible benching workstations, private offices, a kitchenette, and conference room. JLA worked closely with FCI to identify design solutions & best practices to support FCI's hybrid work culture.

# project experience



## THE CENTER FOR BLACK EXCELLENCE & CULTURE

Cultural Center | Entertainment Venue | Innovation Center

LOCATION: 633 W. Badger Road, Madison, WI

PROGRAM: Three-story, 30,000+ s.f. cultural center:

- Lower/ Garden level: Pre-event space leading to 240-person multipurpose room/theatre, separate smaller multi-purpose room, warming kitchen, maker spaces & art rooms, youth meeting rooms, retail shop space, senior rooms, mothers room, podcast recording studio.
- Main level: reception, 2-story atrium with grand staircase, art niches, bar area.
- Upper level: board room, executive offices, kitchen/lounge, offices, Club Afrique lounge with outdoor patio, a women's center, and an innovation center (co-working space).

COMPLETION DATE: In Progress

Inspired by the principles of The Black Aesthetic, The Center was designed to celebrate and encompass Black culture both through the architectural design and in its programming. The design incorporates elements of drama, 'will to adorn', asymmetry, among other qualities. Inside its walls, it will act as a space for leadership development, entertainment, and storytelling. JLA has partnered with the organization and the greater community throughout the programming and workshop phases, up through its current design development as the organization continues its capital funding campaign.



# project experience



*The Victoria (senior housing)*



*The View (family housing)*

## HUXLEY YARDS

### Affordable Housing | Green Built

LOCATION:	2007 Roth Street, Madison, WI
PROGRAM:	Two affordable housing buildings totaling 550 units: <ul style="list-style-type: none"><li>- The View will offer 300 family housing apartments, ranging from one- to four-bedroom units; 66 units/acre. Its amenities package includes three courtyards offering family-friendly play areas, gathering spaces, and a splash pad. Classrooms &amp; office spaces were integrated in the design for community providers to offer on-site for job training and other services.</li><li>- The Victoria will provide 250 affordable senior housing units; 91 units/acre. Amenities will include club room, craft room, fitness center.<ul style="list-style-type: none"><li>- Also included is a Senior Community Center that will be open to the public.</li></ul></li></ul>
COMPLETION DATE:	Under Construction

The Huxley Yards development aligns with the Oscar Mayer Special Area Plan, adopted in 2020, that guides future development at the former Oscar Mayer site on Madison's north side. The plan envisions housing, commercial spaces, the preserved wetland and park, the addition of new roads and more pedestrian-friendly trails, along with a mix of building heights. The two buildings were specifically designed to accommodate the two populations most in need of affordable housing: seniors and families. Multiple neighborhood meetings and separate municipal staff meetings led to feedback that shaped the design. For example, it was important to the neighborhood to preserve the wetlands. Through a partnership with the local preservation group, there will be tours and educational sessions using the building's community center space.



# project experience



## THE SALVATION ARMY CAMPUS

Emergency Shelter | Supportive Housing | Green Built

LOCATION:	630 E. Washington Avenue, Madison, WI
PROGRAM:	<p>The campus includes:</p> <p>Three-story supportive housing building</p> <ul style="list-style-type: none"><li>• 44 units, including set-aside units for small families with special needs (such as those transitioning out of homelessness, domestic violence, and/or other special needs)</li></ul> <p>Emergency shelter</p> <ul style="list-style-type: none"><li>• Gymnatorium including a chapel, gymnasium, and auditorium</li><li>• Cafeteria</li><li>• Locker rooms, lounges, laundry rooms</li><li>• Clinics (medical, dental, mental health)</li><li>• Training center, administrative space</li><li>• Outdoor playground &amp; courtyard</li></ul>
COMPLETION DATE:	Under Construction

**T**he Salvation Army of Dane County located in downtown Madison, WI, currently operates in a former Catholic school. Over the years, they have outgrown the makeshift space. The nonprofit selected JLA to partner with them to redesign their campus, including a new shelter and a separate supportive housing building on the site (a low-income housing project). To best serve this mission, our team toured shelters and supportive housing developments across several markets and solicited feedback from area service providers. We were able to explore facilities that don't just provide emergency shelter, they're also establishing new norms for what supportive services and housing should look like. These tours gave our project team an invaluable education on how thoughtful, empathetic design is critical to a person exiting homelessness for good.

# project experience



Through working collaboratively with the Salvation Army, their service providers, and the greater community, we have been able to identify the current needs of the facility and design a new facility that is more efficient and able to serve the area for decades to come. The JLA team has worked closely with The Salvation Army to elevate and garner support from the community through a series of neighborhood meetings and events. JLA provided high-quality imagery like the images shown above to illustrate the quality of the design. In addition, a "Good Neighbor" committee was created for the neighborhood to meet monthly with the project team. This early and steady stream of feedback has been incorporated into the campus' programming and design. Listening to neighborhood feedback regarding security and parking issues influenced the master-planning of the site including the creation of thoughtful connections between buildings and each building's floor plan.

The separate building, The Shield apartments, will provide supportive affordable housing to allow the Salvation Army to slowly (and successfully) transition clients on a pathway out of homelessness. A wide array of on-site support services and

amenities will be offered to assist residents by stabilizing their housing situations, increasing their independence, and obtaining the tools and support that will allow them to break the cycle of homelessness and/or domestic violence. For example, clients would start in the emergency shelter then, through the aid of supportive services like educational resources, career coaching, and opportunities for job placement, 'move up' to a single occupancy room. Eventually they can 'graduate' to independent living with their own apartment in the supportive housing building. The Shield apartments were awarded 9% housing tax credits in 2021 through the Wisconsin Housing & Economic Development Authority (WHEDA).

“ JLA was professional and answered all the questions and comments at the neighborhood meeting as a great representative of our project. **EVERYONE ON THE JLA PROJECT TEAM ARE ROCKSTARS!** ”

*Tracy Habermehl, Divisional Property Administrator  
The Salvation Army*



# project experience



## THE STANDARD

### Mixed-Use

LOCATION: 1868 E. Washington Ave, Madison, WI

PROGRAM: Six-story building containing:

- 289 apartments
- 14,121 s.f. commercial space, including anchor tenant Starbucks, a ground floor restaurant with patio, and a separate rooftop bar suite
- Underground & surface parking; available to residents and the public

Resident amenities include: two rooftop courtyards, pool, dog run, clubroom, theatre room, ample private & shared co-working spaces, climbing wall room, yoga room, and a fitness center

COMPLETION DATE: Summer 2023



Located just blocks from the state capitol, The Standard rises along the revitalized E. Washington corridor. Its location on Madison's isthmus required close coordination with the engineering team to combat the site's high water table. Ultimately, over 1,200 geopiers were installed to support the new structure. Next door to the site will be the future Madison Public Market, this spurred conversations with the city to incorporate public parking within the building to help accommodate visitors. In addition, to support this pedestrian-friendly community, walk-up townhomes were incorporated along the ground floor of the building adjacent to the future market site. To meet our client's pro forma and the City's height guidelines, the building rises six stories with a setback at the sixth floor. Its E-shaped design provided for two amenity-rich rooftop courtyards, which were custom designed by the JLA team with support from our landscape partner. *In 2023, The Standard was recognized as a Project of Distinction by ABC-Wisconsin.*

# project experience



## THE HIGHLINE

### Affordable Housing for Seniors | Green Built

LOCATION: 2001 Traceway Drive, Fitchburg, WI  
PROGRAM: Four-story building with 160 affordable housing units for seniors

Amenities include:

- Library
- Screened in patio
- Two clubrooms
- Fitness Center
- Underground parking
- EV Charging Stations
- Solar Panels

COMPLETION DATE: May 2020



The Highline senior apartments are part of the revitalized Fish Hatchery Road corridor that feeds into Wisconsin's capital city. The project offers residents carefully designed unit plans and a diverse amenity package, they offer indoor and outdoor spaces ranging from large clubrooms to smaller spaces like a library room. These spaces provide residents balance between privacy and social interaction while discouraging isolation.

During the course of the project, early collaborations with the GC and subcontractors allowed our team to provide cost savings to client. This allowed our client to redirect funds to upgraded finishes, a solar panel system, electric car chargers, and an upgraded garage door. The project, which included more than a quarter mile of concrete foundation walls, was completed several weeks early without sacrificing quality; an impressive feat during the pandemic. It was recognized as a *2020 Project of Distinction* by Associated Builders & Contractors WI (ABC).



# project experience



## GLEN GROVE

Affordable housing for families with disabilities | Green Built

LOCATION: 1120 N Windsor Ave,  
Cottage Grove, WI 53527

PROGRAM: Three-story building with 100 units  
including two- & three-bedroom  
layouts.

Amenities include:

- Underground parking
- Playground
- Fitness Room
- Community Gardens
- Community Room

COMPLETION DATE: Fall 2022

**G**iven the short supply of affordable housing in Wisconsin, landlords can afford to deny housing to applicants. So private housing is often beyond reach for large families, those with disabilities, and tenants that have criminal records. Local nonprofit Movin' Out is working to combat this. They provide safe, affordable, community-integrated homes for households that include a family member with a permanent disability. They work to bridge the widening gap between available housing and job growth in the area. With average rents in the area growing at a rate of 2.3% per year, Glen Grove was designed to serve a wide range of tenants. As Real Estate Developer Megan Schuetz of Movin' Out explained, "Our goal is when someone walks in the door, we have a unit that fits their needs. *Housing is truly the root of everyone's success. Healthy, safe, affordable housing, if you don't have that, the ability to succeed in other areas is greatly minimized.*"



# project experience



## SYNERGY

### Mixed-Use

- LOCATION: 11221 Synergy Drive, Wauwatosa, WI
- PROGRAM: Two above-grade buildings separated by a pedestrian promenade located over one lower level of parking
- 270 market-rate apartment units
  - Two courtyards
  - Community gardens
  - Fitness center
  - Bicycle repair station
  - 87,000+ s.f. total retail space
- COMPLETION: Spring 2019; Synergy was recognized as a 2019 Top Project by The Daily Reporter (Milwaukee).

The Mayfair Collection, located just outside of Milwaukee, is a new vibrant, mixed-use development featuring anchor retailers like Nordstrom Rack and Whole Foods. The Collection's developer, HSA Commercial, partnered with Fiduciary Real Estate Development to bring a residential component to the mixed-use community. Throughout our design process, we collaborated closely with both clients, the contractor, and retail brokers to explore various construction options to accommodate very specific physical requirements of the retail end users (that required high bay heights). This ultimately resulted in the use of a unique hybrid option of concrete, steel, and wood construction to meet the objectives of all stakeholders. This collaborative approach contributed to the project finishing under its \$50 million budget and reaching almost 100% occupancy within its first year.

# project experience



## 702 E. WASHINGTON

### Mixed-Use

- LOCATION: Downtown Madison, WI
- PROGRAM: 14-story apartment building, including:
- 269 dwelling units, ranging from one- to three-bedrooms
  - Four levels of enclosed parking
  - Well-appointed amenity spaces:
    - Outdoor pool with roof deck and two club rooms on the 2<sup>nd</sup> floor
    - Fitness center
- COMPLETION: In Progress

Just blocks from the Wisconsin state capitol building, this mixed-use project is set to push the limits of height and density along one of Madison's busiest corridors. Our client's goal is to make this development "the place" to live in Downtown Madison. As such, the unit floor plans are designed to maximize views of the Capitol and Lakes Monona & Mendota. As an added challenge, the City upholds strict height ordinances to preserve views of the capitol building, so efficient floor plans & unit layouts were imperative to meet the needs of our clients within the City's limitations. Due to the area's high water table given it's proximity to the lakes, only one level of underground parking can be included. Parking needs are met through a multi-level parking deck that's designed to accommodate commercial suites along the street front therein contributing to the pedestrian-friendly downtown area.



# project experience



## OLIN POINT

### Mixed-Use

LOCATION:	250-252 E. Olin Avenue, Madison, WI
PROGRAM:	12-story building, featuring: <ul style="list-style-type: none"><li>• 191 apartments, amenities include:<ul style="list-style-type: none"><li>• 7,600 s.f. rooftop terrace</li><li>• Dog wash &amp; enclosed dog run</li><li>• Bike repair station &amp; storage</li><li>• Large fitness room</li><li>• Community rooms</li></ul></li><li>• 12,900 s.f. of commercial suites at ground level, including a restaurant with outdoor patio</li><li>• Three levels of parking</li></ul>
COMPLETION:	Construction documents in progress

**A**djacent to the Alliant Energy Center campus near downtown, Olin Point was designed to support the campus' 2018 masterplan. The 164-acre campus and the surrounding area is projected to become a 'destination district' providing recreation, dining and entertainment options that support the venue's reputation for hosting world-class events.

Originally designed as an 18-story development, Olin Point has evolved through feedback from municipal officials, the client, and the neighborhood. The most recent iteration has been scaled to 12 stories, but still allows ample space for commercial tenants and a residential unit count that meets the needs of our client's pro forma. The project received full city approval and is currently progressing into construction documentation phase.

Team site visit with our contractor partners



Visiting The Black Business Hub

FROM  
OUR TEAM TO YOURS  
**THANK  
YOU**



Members of the JLA Team



Suzi Tarikonda & Jaime Anderson  
volunteering at SheBuilds Camp

LEARN MORE AT [JLA-AP.COM](http://JLA-AP.COM)



**JLA**  
ARCHITECTS



**Five Bugles  
Design™**

+



**Mitchell Associates  
Architects**

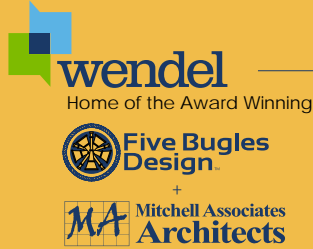
Wendel's award winning public safety design team

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# Firm Background & Qualifications

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## CORPORATE PROFILE

In 1940, Leon Wendel started a small civil engineering firm. Over the last eight decades, Wendel has grown into a full-service architecture, engineering, energy efficiency, and construction management firm that delivers customized solutions and turnkey projects in innovative ways.

Today, we boast a full complement of professionals in every engineering discipline, including a robust energy efficiency department; a talented team of architects and landscape architects; construction managers; planners; and interior designers. Our team is based out of 16 offices, is licensed in 38 states, and has over 280 employees dedicated to upholding our four core values: team first; quality; first-class communication; and promises made, promises kept. At the heart of those values is our belief that we can **create a better world through knowledge and leadership.**

Included within Wendel is our award-winning team of emergency services designers, Five Bugles Design (FBD) and Mitchell Associates Architects (MAA). Our emergency services design team has decades of experience working with municipalities across the country. Our clients understand that having all services, including emergency services design, under one roof is the key to a successfully run project. If our team uses sub-consultants for design, we still have all the services listed below for checks and balances, even during construction with our in-house construction management team.

### WENDEL SERVICES:



#### ARCHITECTURE

- Interior Design
- Landscape Architecture
- Master Planning
- Historical Preservation



#### ENGINEERING

- Civil
- Electrical
- Environmental
- Mechanical
- Municipal
- Structural
- Transportation
- Railroad
- Alternative Fuel Solutions/CNG
- Water/Wastewater Retrofits
- Land Surveying
- Geographic Information Systems (GIG)
- Planning



#### ENERGY EFFICIENCY

- Energy audits
- Commissioning
- Professionally Assisted Performance Contracting
- Alternative Funding/Grant Programs
- Retrofit and implementation design
- Green building design
- Measurement & Savings Verification (M&V)
- Renewable Technologies



#### CONSTRUCTION MANAGEMENT

- Master builder
- Progressive Design/Build
- Design/Bid/Build
- Construction Management at Risk (CMaR)
- CM Agent
- GMP Design/Build



## Firm Contact

Robert Krzyzanowski

P: (715) 559-0297

E: rkrzyzanowski@wendelcompanies.com

## Name & Location

Five Bugles Design + Mitchell Associates Architects Wendel's award winning public safety team

204 E. Grand Avenue, Suite 200

Eau Claire, WI 54701

fivebuglesdesign.com

## Year Established

Wendel: Established in 1940

June 1, 2017: Wendel acquired

Architectural Design Group (ADG),

a leader in architectural design and

planning in Eau Claire, Wisconsin to

enhance our service offering and market

reach in the Midwest. Also gained Five

Bugles, ADG's division focused solely on

the public safety industry.

## Legal Status

Licensed to perform Architecture &

Engineering services in Wisconsin

## Firm Ownership

Corporation

## Staffing

Total Staff: 280

Eau Claire: 17

## Primary Firm Location for this Project:

204 E. Grand Avenue, Suite 200

Eau Claire, WI 54701

## BUILDING ON A VISION

Five Bugles Design and Mitchell Associates Architects were formed to provide planning and design services to the public safety service industry. We understand that public safety buildings are truly a unique building type. Our focused design team is comprised of members whom, both collectively and individually, are among the most experienced public safety design professionals in the country.

## UNMATCHED PUBLIC SAFETY FACILITY DESIGN EXPERIENCE

Our award-winning team of architects and active emergency services designers and specialists have work experience throughout the country. We focus on exceeding our clients' expectations and providing exemplary project management services, all while "speaking your language."

## COLLABORATIVE. FOCUSED. CLIENT DRIVEN. COMMUNITY CONSCIOUS.

Making a positive and lasting impact on the people and communities we serve is at the core of what we do. We believe that by getting to know our clients, their needs, and the communities they serve, we're able to collaborate as a design team to provide winning solutions that go far beyond the obvious. Our goal is that the facilities we design today will serve our clients for decades to come.

## EMERGENCY SERVICE DESIGNERS

The architects, engineers and designers that are apart of our team have experience leading municipalities through the process of design. These individuals learn from every project they have been apart of, with some having decades of experience. Our team then takes everything that we have learned, good or bad, and puts that information forward to our new clients.

The design of emergency services facilities is an intricate process and very detail oriented. Our clients have to be detail oriented in their everyday job of saving lives, we expect our team to understand that the small details matter in a facility as every second counts.

We pride ourselves on function over frills, however we have the diversity in our portfolio to satisfy any client's needs and desires. Emergency services design is the only thing that our team focuses on and they have dedicated their careers to this cause.

## IN-HOUSE EMERGENCY SERVICE SPECIALISTS

The FBD/MAA team includes a number of Emergency Service Specialists. These individuals are both active and retired public safety personnel with extensive background in the management and operations of fire, police and EMS departments of all types and sizes (career, paid-on-call, combination).

Most importantly, they have built stations for their own departments and understand the challenges created by the necessity of blending facility demands with budgetary concerns.

Our Emergency Service Specialists use their decades of experience to lead our unique programming process. They will direct a conversation that explores your individual operational and facility challenges, breaks those challenges down into their respective building components and then work with our experienced architects and planners to define and quantify those elements with the goal of creating an accurate depiction of the built environment that will ultimately become your new facility.



**Five Bugles Design™**

+



**Mitchell Associates Architects**

Wendel's award winning public safety design team

## PROGRAMMING: UNIQUE IMMERSION PROGRAMMING & PLANNING

### SPACE NEEDS ANALYSIS

FBD/MAA have developed some of the most comprehensive programming tools in the industry. We view programming as the fundamental basis of our design and attribute much of our successes to our in-depth process.

Our process typically begins by conducting a programming session – typically a two-hour meeting – which would provide us an excellent understanding of your department's operational requirements and future goals.

With the the client already completing the programming in the previous feasibility study, our intent would be to reevaluate the findings of that study to refresh the entire team and to bring that exercise back up to par since in occurred over two years ago.

### PREVIOUS STUDY ANALYSIS

Due to our vast experience in the design of emergency services facilities, our team knows what it takes to put your staff into a facility that functions both efficiently and is budget friendly. The client's current study projects the facility to be approximately 18,269 s.f.

Below is a list of facilities that we have completed that compares the "Programmed Square Footage" with the square footage the building ended up at after construction. This shows that bringing an expert onto the project team in this particular building type will ensure a tight, efficient and cost friendly building.

#### **Suamico Fire Station**

Programmed S.F. = 36,846 S.F.

Completed S.F. = 22,050 S.F.

#### **Monroe Fire Station**

Programmed S.F. = 24,388 S.F.

Completed S.F. = 20,100 S.F.

#### **Riverside Fire Station**

Programmed S.F. = 21,504 S.F.

Completed S.F. = 17,450 S.F.

#### **Greenville Fire Station**

Programmed S.F. = 30,000 S.F.

Completed S.F. = 24,680 S.F.

#### **Wausau Fire Station**

Programmed S.F. = 16,884 S.F.

Completed S.F. = 15,233 S.F.





## PUBLIC ENGAGEMENT

Public Engagement is critical to our philosophy of gaining project support from project participation. Successful public campaigns are the result of effective planning, transparent communication of a value-based solution, and support at the local level by municipal staff and officials.

- Every community is different and presents a different set of challenges to the communications of project information and project approval processes. We will work with your team to develop a combination of the elements that works best.
- Assistance with social media postings.
- Referendum Assistance.
- Graphics for monthly news letters and websites.
- Produce mailers, postcards, and newsletters to be mailed to public.
- Create fliers to be posted around community.
- Public hearings and neighborhood groups provide opportunities for interactive progress updates with concerned citizens.
- The local press presents an opportunity to present the project in a positive light at chosen times throughout the project.
- Web-based project sites are available to provide meeting notes and project updates.



The needs and the challenge facing the Greenville Fire and Safety department and our community are not unique. The emergency vehicles have increased in size and complexity since the outset for station was built, the requirements and public expectations placed on our volunteer and full-time fire and safety personnel has increased dramatically over that same time period. The number of calls for service has increased and the circumstances in which we expect our emergency responders to work in has become increasingly more dangerous. The incidence and risk of several types of cancers is significantly higher for emergency personnel who we rely upon to preserve both life and property of those who live, work or visit our community. The needs of this department has been well documented in studies dating back to 2000. The current Fire and Safety station no longer meets the needs of the Department or our community and a new fire station will significantly add to the safety of those who serve.

The 2018 referendum included two other projects (Town Hall and Public Works) for a total of \$2.5 million. The current referendum being considered successfully addresses the needs of the Fire and Safety department independently for an estimated total of \$5.5 million. The cost to construct a new modern fire station has been reduced with this referendum and will overcome current and future challenges of the department and community for well over the next 50 years. The vote to construct a new fire station will increase by 10 to 15 percent annually until it is built. The majority of residents surveyed support the need for key aspects of this specific project.

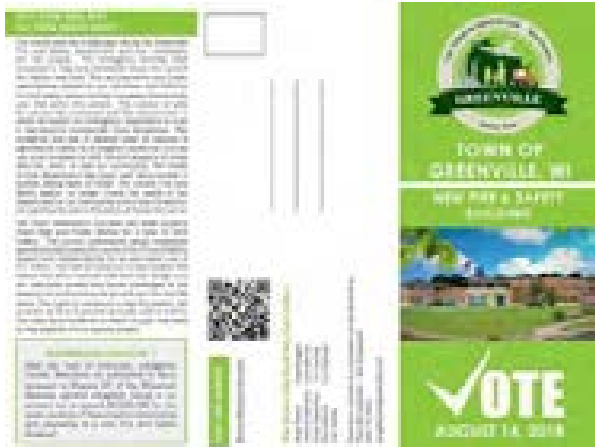
**ESTIMATED TAX IMPACT**

ESTIMATED AMOUNT	ESTIMATED AVG MILL RATE OVER 20 YEARS	\$4,500,000
\$120,000 Property	Annual Impact	\$35.00
	Monthly Impact	\$2.92
\$150,000 Property	Annual Impact	\$43.50
	Monthly Impact	\$3.63
\$200,000 Property	Annual Impact	\$58.00
	Monthly Impact	\$4.83
\$300,000 Property	Annual Impact	\$87.00
	Monthly Impact	\$7.25

**CONTACT US**

The Greenville Facilities Committee  
 Andy Peters, Brian Calkenson, Greg Koenigsmann,  
 Amy Walker, Don Berra, Brad Roggen, Larry Wilcox,  
 Eric Lippke, Eric Albrecht

Questions, comments or a ballot can be directed to:  
 Town Administrator - Joel Gregerson  
 (920) 734-1100 or jgreg@townofgreenville.com  
 Visit [TownofGreenville.com](http://TownofGreenville.com) for more information.







Five Bugles Design™

+



Mitchell Associates Architects

Wendel's award winning public safety design team

### PUBLIC SAFETY BUILDING

#### LEED PROJECTS:

- Buffalo, MN
- Marshfield, WI
- Menomonie, WI
- Chisholm, MN.



#### OTHER LEED PROJECTS

##### WITHIN OUR FIRM:

- Village of Westfield, NY
- City of Beacon, NY
- Village of Fredonia, NY
- Syracuse, NY
- Village of Horseheads, NY
- City of Phoenix, AZ
- Lynchburg, VA
- Savannah, GA
- Niagara Falls, NY
- Blacksburg, VA
- Rapids, MI
- Lorton, VA
- Binghamton, NY
- Bridgeport, CT



### SUSTAINABLE DESIGN

Standard design features include:

- Natural Light
- In-Floor Heat
- Building Envelope Exceeds Building Code Requirements
- Other exciting technologies: Photovoltaics, Solar Walls, Water Reclamation Systems, Green Roofs, White Roofs, Geothermal, Wind Power, Purchasing Renewable Energy Credits from Local Energy Co-Ops, Etc.

### INDUSTRY LEADERSHIP & ENVIRONMENTAL STEWARDSHIP

As a design and construction firm, we recognize that our projects can have a significant impact on the environment and we are passionate about advancing opportunities that raise the bar on sustainability. This carries through into how we operate as a company, how we pursue our work, and how we interface with the world in our daily lives. Wendel's sustainability legacy will be how we respected the environment and our community.

Our Sustainability Charter identifies both short- and long-term sustainability goals, and establishes metrics to evaluate our successes, identify areas for improvement, and creates a roadmap for greater engagement in initiatives across departments and offices.

As part of the Wendel Strategic 2020 Plan, a "Stewards of the Environment" leadership group was created to help drive the "practice-what-we-preach" element into a larger energetic group. Wendel has set six goals to help prioritize sustainability efforts for increasing energy efficiency, increasing staff awareness, increasing engagement with the community, and creating a platform to track and document efforts. Progress will be evaluated annually in conjunction with implementation milestones. The Stewards team provides on-the-ground support to implement the initiatives, collect data, and lead communication and reporting efforts.



CITY OF BEACON FIRE DEPARTMENT



ITHACA FIRE DEPARTMENT

"Our design teams have recently completed the design and have begun construction on a No-Fossil Fuels emergency services facilities in Beacon, NY and Ithaca, NY. Wendel strives to protect the environments in which we live, work and play."

### Station Highlights:

- 37,000 Square Feet
- Training Center
- Living Quarters
- EMS
- LEED Gold

\$4,800,000 Cost of Work

New Construction

2010

Scott Owen, Fire Chief  
City of Marshfield Fire Department  
412 East Fourth Street  
Marshfield, WI 54449  
715.486.2090

## MARSHFIELD FIRE & EMS STATION

Marshfield, WI

Steve Gausman and Robert Krzyzanowski assisted the Marshfield Building Committee in reviewing fifteen various sites within the stipulated geographical area. Space Programming sessions were conducted with the Building Committee over multiple dates. As a result of this study, Marshfield Fire and Rescue decided to move ahead with a 37,000+ SF facility, completed on schedule and under budget. The proposed design was constructed as an urban infill project on a downtown site that accommodates several sustainable features. The City of Marshfield is a leading proponent of sustainability and achieved a LEED Gold certification for this facility.

The Architectural Design was the result of numerous public presentations and open house forums during both programming and schematic design phases of the project.

Additionally, the building's design further resulted from meetings with the local Historical Society to incorporate design elements of past Marshfield buildings. Public Relations techniques included interviews on Public Radio.



## Station Highlights:

- 48,000 sf central station
- Dedicated & Flexible Emergency Operations Center (EOC)
- Satellite Station with most of the same features as Station 1

Station #1: \$15,200,000 (estimate)

Station #2: \$5,700,000 (estimate)

New Construction

Bidding Winter 2024

Kevin G. Stieve

Fire/EMS Chief

Baraboo Area Fire & EMS District

City of Baraboo Emergency

Management Director

(608) 356-3455

kstieve@baraboofireandems.com

# CITY OF BARABOO FIRE/EMS STATION

Baraboo, WI

Five Bugles Design was commissioned to design and construct a new fire station for the City of Baraboo. During early programming and facility tours, it was determined that with the city's current needs and anticipated growth, the department would need a satellite station in the immediate future. This realization led to the project scope expanding to include the concurrent design of one large, central station, and a smaller satellite station.

The 48,000sf Central Station will serve as the department's headquarters, and primary training facility. Three primary factors influenced the layout of this facility: response times, particularly with such a large facility; the desire to separate day-to-day operations; and the quantity of apparatus and support vehicles. All three of these factors drove the resulting design, in addition to the standard concerns of safety and civilian / department interaction.

Features of the station include the departments administration, dedicated and flexible Emergency Operations Center (EOC), extensive training facilities, exercise space, a mental health room, personal decontamination, and living quarters for ten.

The smaller satellite station provides most of the same features as Station 1, at a smaller scale. This includes office space, a watch room, three drive-through apparatus bays, personal decontamination spaces, exercise room, training facilities, and living quarters for six.

The project is set to bid in the Spring of 2024, with completion of both facilities in the Fall of 2025.





## Station Highlights:

- Six Apparatus Bays
- Training Room
- Training Tower
- State-of-the-art Decontamination
- Living Quarters for Five

Cost: \$4,500,000 Cost of Work

Construction Completion: 2021

Rob Bowen, Fire Chief  
211 Grand Ave.  
Rothschild WI 54474  
Office (715) 359-3500  
Cell (715) 370-4134

# RIVERSIDE FIRE STATION

## Schofield, WI



After the consolidation of two fire departments into the Riverside Fire District, it was determined that a new facility should be designed and constructed. Five Bugles Design worked with the design committee to review numerous sites in terms of their constructability and response times. Ultimately, it was determined that the new facility would be constructed on the site of the former Rothschild Fire Station. This challenging site requires the razing of three structures, and the installation of a sheet piling wall to the north of the structure.

This new station features a two-door apparatus bay for the District's EMS response vehicles, and a four-door apparatus bay for the Fire response vehicles, with space between them for turn our lockers, storage, SCBA cleaning, and a mezzanine accessible by the training tower on the front of the facility. This tower will serve to dry hoses and will allow training opportunities for this department, while creating a stunning architectural feature on the public side of the facility. Also included in the station is a large community room, offices for the District, living quarters for five, and a state-of-the-art personal decontamination zone.



## Station Highlights:

- 44,000SF
- Career Station: Fire & Private EMS
- 6 Drive-through apparatus bays dedicated to Fire
- 2 ambulance bays
- Training Center
- Public Museum
- Decontamination zone
- Dormitories with pass-through gear lockers
- Kitchen
- Dining Room
- Day Room
- Exercise Room

**\$9,180,000 Cost of Work**

**New Construction**

**July 2015**

**Bill Burns**

**Verona City Administrator (former)  
City of Middleton  
7426 Hubbard Ave. Middleton, WI  
53562 [bburns@ci.middleton.wi.us](mailto:bburns@ci.middleton.wi.us)  
608.821.8356**

# VERONA FIRE & EMS STATION

Verona, WI

Following a study of their existing facility and with consideration to their rapidly growing community, it was determined that the City of Verona needed to replace their existing fire station. The new facility would allow their volunteer station to become a career station with additional paid-on-call staff. This station also has the unique partnership with the Fitch-Rona EMS; a private paramedic EMS program that serves both the Verona and the nearby Fitchburg area with ALS delivery services.

During the study, it was determined that the existing location was ideal for the new station. However, the existing station needed to remain in use during construction and still allow the best orientation for the new station to serve the community in the future.

The new station was placed to allow the apparatus bays in the existing station to re-main in use until the new station was complete, while the administration offices were relocated to trailers on site, allowing for continued 24/7 response throughout construction.

The architectural design was the result of numerous public presentations and open house forums throughout the design process. Community leaders stated that they wanted this new station to be, "...the standard of construction that we wish to see as the community grows."

This project was bid in April of 2013 and opened to the public July 1, 2015.



## Project Highlights:

- Architectural Design
- Master Planning
- Interior Design

Spring 2023

\$8.7 Million Cost of Work

Todd Prafke  
City Administrator  
(507) 934-0663  
toddp@saintpertermn.gov

# ST. PETER FIRE STATION

St. Peter, MN

The City of St Peter, MN hired Five Bugles Design to design a new state of the art fire station in St. Peter, MN. This 23,100 square foot facility will be funded using USDA borrowing and paid for through a community referendum supporting a .5% sales tax. The facility was designed with five bays in the base bid and a sixth bay as an alternate. Other various alternates are included in the design such as ice-melt on the apparatus bay aprons, concrete in lieu of asphalt aprons, fluid applied flooring in the apparatus bays and four-fold doors in lieu of standard overhead doors.

The department is a volunteer department and took on the process of decontamination by designing those features into their new facility.

This includes PPE storage, gear laundry, decontamination hallways and decontamination toilet/showers with steam capabilities. Training within the station was a requirement of the department and a Training Tower sits proudly between all the apparatus bays on the front elevation as well as a training room within the administrative areas.

The training room can accommodate up to 50 personnel sitting at tables and chairs as well as a kitchen that is large enough to support various community events. The remaining rooms in the facility include various offices for ranked department members, a conference room, maintenance offices and a staging area.

The facility bid in June 2022 with construction beginning that summer and completion occurring in the fall of 2023.







Saiki Design is an award winning, specialty landscape architecture firm based in Madison, Wisconsin with offices in Milwaukee, Wisconsin and Boulder, Colorado. Organized in 1989, the company provides services to both public and private clientele with project locations throughout the State of Wisconsin and the Upper Midwest.

The creation of high quality spaces is central to our practice. Our work spans multiple sectors and our team has delivered high-quality design services for public, private and joint-venture clients. Our built work can be found in botanical gardens, retail development, corporate campuses, university campuses, mixed use and residential developments. We pride ourselves on the ability to work from the master plan scale down to the detailed design, where the personal experience of a space and its surroundings comes to life.

We treat all of our projects as unique challenges. We do not apply previously developed solutions, although we lean heavily upon the collective wisdom and experience of our own staff, our collaborators and clients. We are an office with over 100 years of combined staff experience; our team is comprised of licensed landscape architects, LEED accredited professionals, landscape designers with degrees in landscape architecture, master gardeners and student interns.

We know that we are practicing in a world that is changing. Therefore, we are committed to continued learning and teaching and our staff regularly attend local and national conferences and workshops. Saiki Design is a Certified Minority Business Enterprise (MBE), and is committed to equal employment opportunities for all individuals.

For more information explore: [www.saiki.design](http://www.saiki.design)



PEOPLE | LAND | PLACE

## Urban Infill Portfolio



Saiki Design understands the many intricacies of the urban infill project sector; the balances between durability, budget and aesthetic improvement and the challenges associated with existing urban infrastructure and systems. We work closely with our public and private clients to integrate their project into the urban fabric or neighborhood surrounding each site. Urban infill projects are particularly rewarding for many of our staff who enjoy the challenge of working in the urban realm.

Successful urban infill comes down to the details. The integration of different materials and components, both custom and “off the shelf”, and attention given to the ways in which designs are installed can be the difference between average and excellent. Solutions are always the integration of existing and proposed. The preservation of existing elements within a reconstruction is challenging, but often becomes the key part of making an expression of the project real and grounded in its context and unique location.

Saiki Design has worked closely with public and private clients in Wisconsin and the Upper Midwest to create vibrant, successful urban infill developments including:

- Hilldale Shopping Center Redevelopment, Multiple Phases, Madison, WI
- West Place Redevelopment, Madison, WI
- J.H. Findorff Headquarters, Madison, WI
- Archipelago Village, Multiple Projects, Madison, WI
- The Lyric & The Arden Mixed Use Development, Madison, WI
- Ovation 309, Madison, WI
- Quarter Row at The Yards and Nine Line at The Yards, Madison, WI
- Tobacco Row Lofts, Madison, WI
- Seven27, Madison, WI
- National Conference of Bar Examiners Headquarters, Madison, WI
- Madison Engineering Services Building, Madison, WI
- The Edgewater Hotel, Madison, WI
- Home Savings Bank East Branch, Madison, WI
- The Wisconsin Center, Milwaukee, WI
- United Way of Dane County, Madison, WI
- Barbara Hochberg Center for Jewish Student Life (UW Hillel), Madison, WI



## ***SAIKI DESIGN -- DIVERSITY, EQUITY AND INCLUSION***

Saiki Design is a certified Minority Business Enterprise (MBE), have minority individuals in our company, and have minority perspectives to share. We are an equal opportunity employer committed to hiring the best people to support our organization's mission and continue to be a leader in our industry. Our office is currently composed of 13% minority individuals and 66% women.

We support outreach efforts to broaden diversity within the profession of landscape architecture through support and involvement in the Wisconsin Chapter ASLA Mentorship program which pairs mentors with students studying landscape architecture and helps to strengthen and support ties to increasing diversity within our profession by establishing and fostering relationship with diverse student populations.

We recognize that people have their personal lives. We have generous vacation, personal time, and holiday policies. We have flexibility with office hours. We do not place demands on personal off-work time and we provide generous annual health and wellness, short and long term paid time off. These intentional efforts support our collective staff's abilities to maintain their investment in professional growth and development while promoting flexibility to balance rather than having to choose between personal and professional commitments and career paths.

Our office has supported our staff in paid and unpaid capacities on sabbaticals for extended parental leave; to expand professional capacities by working in other disciplines; and to support teaching at both the University of Wisconsin Madison Department of Landscape Architecture and the GLACE program through the University of Michigan - Ann Arbor which fosters collaboration with Indigenous communities surrounding education about native plant communities and habitat restoration.

## ***SAIKI DESIGN -- WORK FOR THE CITY OF MADISON***

Saiki Design has been a trusted design partner for City of Madison projects including ongoing and recent work including the CDA Triangle Site, Imagination Center at Reindahl Park, Madison Senior Center Courtyard, Olin Building renovation, the Madison Public Market, and a 25-year continuing design and planning relationship with Olbrich Botanical Gardens. Completed work for the City of Madison include roles as landscape architect for the reconstruction of State Street (multiple phases), Monroe Street (Crazylegs) Plaza, McPike Park, State Capitol Grounds, and a master plan for James Madison Park. We have served in supporting roles as landscape architect for the renovation of the Madison Municipal Building, Madison Engineering Services Building, Madison Metro Transit Renovation Study, Judge Doyle Square, Verona Road reconstruction, Madison Metropolitan School District (MMSD) sites and numerous other City of Madison projects.

Our Madison office is approximately one-mile and less than 10 minutes from the project site. This will give us immediate access to the site for site visits, neighborhood meetings, and construction site visits.



## Taking Shape, Our Triangle Development Madison, Wisconsin



*Amenities and elements diagrams created by Saiki Design (left) and Potter Lawson architects (right)*

Taking Shape, Our Triangle is a project partnership between the City of Madison Community Development Authority (CDA) and the development team at New Year Investments that aims to redevelop the Triangle Neighborhood, a site with a complex and challenging history of revitalization efforts into a community-centered neighborhood that supports existing residents and welcomes future residents, additional service providers, and community advocates. The project was catalyzed by an exhaustive, research-based analysis that indicated that the quality of existing housing was relatively low, did not meet the physical and social needs of the residents, and would have been too costly to renovate.

A neighborhood plan, crafted by Potter Lawson, EQT by design and Saiki Design sought to reflect the voices of the residents, be responsive to their specific and unique needs and desires, and engage the entire community to ensure that everyone had a voice and a stake in the redevelopment. The outcome of the planning process was a physical development plan that located and integrated buildings, parking, new access points, sidewalks, community gathering areas, and courtyard within the project site while also identifying and creating new connections to adjacent parks, open spaces, trails and other social and City-wide networks.

Saiki Design was retained to continue work on the project through phased implementation of the neighborhood plan, starting with the larger infrastructure pieces like roadways and pedestrian sidewalks and the first phase of buildings. Our team provided overall site planning and design, courtyard design, planting and landscape restoration, conceptual grading for the site, and site furnishing and amenities selections for the first phase of implementation and construction.

## Center for Black Excellence and Culture Madison, Wisconsin



*A site plan rendering of the project illustrating challenging grading and site elements integration*

Saiki Design worked with a dynamic consultant team led by JLA architects on The Center for Black Excellence and Culture, a visionary project to create a hub of cultural, educational, and artistic excellence, fostering a sense of pride and unity within the community. The design and architecture of the center reflect a commitment to honoring and celebrating Black history, while also looking towards the future with a modern and forward-thinking approach. One of the key objectives of the project is to provide a platform for local Black artists, scholars, and community leaders to showcase their talents and perspectives, contributing to the cultural vibrancy of Madison and creating opportunities for dialogue and collaboration across different communities.

Significant topography, parking requirements and working within the City's transit-oriented zoning guidelines required careful building placement within the site, design and layout of pavements and walkways, and integrating exterior pedestrian spaces reflective of the architectural style of the building and the occupant's core mission and vision. The design integrates two entry plazas at a main and lower-level theater entrance, a private patio space with shade structure, integrated seatwalls, a potential water feature, walking paths, green roofs, a roof terrace, and modest surface parking lot into a cohesive, accessible project. The planting and landscape restoration plan integrates wet basin and bioinfiltration features with native communities restoration and more refined plantings around the building.

Saiki Design was responsible for leading an iterative site and grading design process focused on refining alternate building and site elements relationships to meet the physical and budgetary challenges of the project. Ultimately, we produced documentation for pavement materials and layout, roof terrace and green roofs, planting and landscape restoration and detailing for specialty site features and furnishings.



*The plaza space provides a backdrop for outdoor events and programs; image courtesy of EUA*

Saiki Design worked with architects at EUA and an incredible team at Centro Hispano of Dane County on a new location for their non-profit organization. Envisioned as a vibrant, dynamic hub for the Latinx community, the Centro team envisioned a building and site that would support their mission and vision to provide cultural opportunities, bilingual programs, and other support services for the Latinx community and become a place for people of all ages.

Saiki Design led site planning and design for the project, focusing on the pedestrian experience from the active Cypress Way corridor and the surface parking lot designed by Wyser Engineering. The focal point of the site design is a plaza space that extends the building's entrance into the site and provides flexible space for hosting gatherings and events. A water fountain in the center of the plaza space visually anchors the gathering space while custom precast seatwalls frame the space and provide built-in seating and structure for the plaza; their forms inspired by classic mercados and plazas from Latin American countries. Overhead catenary string lights crisscross the space, weaving through the grove of trees planted in modular soil vault systems within the permeable paver plaza. The main entry sequence to the front doors of the building off of Cypress Way provides an accessible connection from the public sidewalk and evokes the feeling of a front porch. Vibrant layers of brightly-colored plants suggestive of bold, tropical colors but suited to the challenging Midwestern climate frame the front entry and provide structure, seasonal interest and contribute to the character of the entire site.

Saiki design provided site planning and design, producing construction documents for specialty pedestrian pavements, planting and landscape restoration, and fountain detailing.





*A rendering of the Market's vibrant exterior spaces, courtesy of MSR Design*

The Madison Public Market project entailed the adaptive reuse and transformation of the City's vehicle fleet maintenance building into a highly desired public market space. The existing structure offered multiple building openings, including high-clearance overhead doors to allow the building to function as a permeable interior-external venue in warm weather. The design extended the open floor plan of the building out into the surrounding site to accommodate expanded vendor opportunities, outdoor eating and gathering functions and special events. An event hall was incorporated into the project to provide dedicated space for public and private functions.

The concept for Madison's first public market went beyond the ordinary complex mission of a marketplace venue integrating multiple vendor offerings to include specific goals and objectives coming from the community and Market leadership. The project was intended to be universally welcoming and offer visual, educational and programmatic opportunities within the framework of the project's physical design and operations. Planning for the public market prioritized inclusivity across diverse cultural, racial and economic spectra. Citizen members of the market's leadership and board of directors were intentionally recruited from under-represented demographics to strengthen and broaden perspectives and opinions. The City of Madison also created a Market Ready Program to prepare new entrepreneurs of food or craft-based concepts with business training, mentorship and start-up capital in hope that some of these participants would become future vendors.

Saki Design was responsible for site planning and design and conceptual site grading, ultimately producing construction documents for site layout, planting design and planting details.

### TRANSFORMING LIVES THROUGH EXCEPTIONAL ENVIRONMENTS

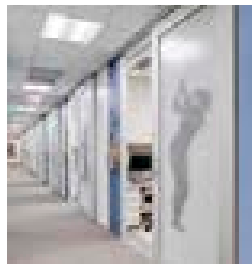
BWBR is a team of professionals specializing in commercial architecture, interior design, planning, and research who are obsessed with the performance of people and organizations. For over 100 years, the firm has designed solutions to enhance how people live, work, heal, learn, pray, and play in engaging and empowering spaces. A leader in medical planning and design, BWBR helps health care organizations find innovations and efficiencies in tertiary, regional and critical access hospitals, behavioral health hospitals and clinics, and ambulatory care centers. **Working with clients to create facilities for better care delivery and patient and staff satisfaction, BWBR transforms lives through exceptional environments.**

#### Health Care Credentials

- Design of more than **\$1.7 billion in medical construction** across 16 states, last 10 years. Designed **2.8 million s.f. of clinics and MOB**s in the last 10 years.
- A medical planning team second to none, with extensive knowledge about health care **Lean principles, Evidence-Based Design and healing environment principles**, government regulations and reimbursements, and trends in health care design for facilities of all sizes.
- Staff includes board-certified members of the American College of Health Care Architects (ACHA), **Evidence-based Design Accreditation Certification (EDAC)**, and International WELL Building Institute.
- Approximately 40% of design staff have 10+ years of experience on medical projects; more than 20% of design staff have 20+ years of medical design experience.
- Nearly 60% of design staff achieved professional licensure or certification, offering clients more knowledge and a better product.
- **Sustainability** is an integral part of BWBR's health care design and has led to certification of numerous healthcare facilities.

#### Regional Focus, National Thought Leaders

BWBR's goal with our professional client relationships is to maintain a level of mutual trust that allows us to become not just the designer of choice, but also a strategic advisor helping each client enhance what they do. BWBR knows every aspect about planning for health systems, with experience serving such organizations nationwide.



		ARCHITECTURE. INTERIOR DESIGN. PLANNING.
<b>3</b> OFFICES	SAINT PAUL   Minnesota MADISON   Wisconsin OMAHA   Nebraska	<b>102</b> YEARS in Business 1912 — 2014
<b>40+</b> LEED Accredited Professionals	<b>90%</b> Repeat Clients	
<b>ENR</b> Top 100, Green Building Design Firms   2013	<b>200+</b> Dedicated Employees Licensed in <b>25 States</b>	<b>18.3</b> YEARS Average Experience
<b>BUILDING DESIGN                  + CONSTRUCTION</b> #37, Giants 400 Architecture Firms   2019	<b>AIA</b> <b>2030</b> Signatory Since 2014 Architecture 2030 Commitment	
<b>AIA</b> Minnesota First Award   2015 Intern Development Program Award   2014, 2017	<b>Healthcare Planning                  &amp; Design Comprises</b> <b>48%</b> of our Services	

# Firm Overview

## Madison Area Office

- Opened in 2012
- Grown to 17 employees (and counting)
- The office began with a focus on higher education work, especially state universities, and has since branched out to include healthcare and behavioral health (especially in rural settings), with science + tech and workplace projects not far behind.

## Volunteer Efforts

- Yearly donation drive to the United Way
- Second Harvest
- The River
- Middleton Outreach Ministry (MOM)
- Habitat for Humanity
- Empty Stocking Club
- ACE and BOSS Mentoring
- American Red Cross Blood Drive
- Donating office furniture to non-profits such as the Latino Academy, etc.

## BWBR's Equity Journey

Over the past five years, BWBR has embarked on an equity journey that has begun with a concentrated firm focus on racial and gender equity. This work is important to address significant gaps in our profession and community. From the conversations we're having with the AIA (both locally and nationally) to our own programs and initiatives, we're taking steps to open the profession to others who may never have known what we do or have seen themselves working in it.

Our largest initiatives include:

- The annual [BWBR Prize Competition](#), where higher education students of all backgrounds and attendance statuses present their work and compete for a cash prize.

- Implemented in 2021, BWBR offers [two scholarships](#) to support equity in the built environment: the Dorothy Brink Ingemann Scholarship for Gender Equity in Design and the Milt Bergstedt Scholarship for Racial Equity in Design.
- [Inclusive recruiting efforts](#), such as recruiting from career fairs hosted by Historically Black Colleges and Universities.
- [Gender equity and social justice work](#) with Hackman Consulting Group to provide ongoing training for our entire staff to recognize and address biases and improve firm culture and policies.
- We [sponsor and host an ACE Mentor program team](#), an after-school program for high school students to work on a project from the angles of architecture, construction, and engineering.

BWBR is committed to equity and supporting social justice issues that address the underlying systems and structures presenting barriers for groups of people (e.g., race, socio-economic, sexual orientation, gender, mentally or physically disabled) to succeed in our country, our industry, and our organization. Through a [Learn-Integrate-Implement approach](#), BWBR aims to model an inclusive environment for our staff, industry, and clients. We are demonstrating a commitment to equity through developing a culture of deep inquiry, extensive staff training (gender equity, racial equity, and social justice), a dedicated task force, and integration of equity lenses into our business-as-usual operations and processes.

[The intention to bring this focus into our design process ultimately impacts the efficacy of this work and optimizes value for our clients.](#) Starting with an inclusive and equitable design process, our teams work to address the complexities of designing for all people and not intentionally ignore, exclude, or marginalize sub-groups or populations. We believe design is better when we engage more diverse perspectives and backgrounds into the process.

## Diversity, Equity, and Inclusion in Design

Environments can reinforce or break the boundaries of prevailing societal narratives about gender identity, sexual orientation, cultural background, race, class, and physical ability. BWBR is dedicated to addressing the complexities of designing for all people via a process that keeps wellness, equity, and mental health support at the forefront of design decisions. We believe design is better when it engages with diverse perspectives, removes obstacles, leverages its ability to bring people together, and creates spaces that build better communities.



## The Family Partnership New Social Service Agency Headquarters Relocation

The Family Partnership (TFP) is a Minneapolis-based community services organization that offers programs and services related to counseling, education, and advocacy for vulnerable children and their families.

With community needs outpacing facility and program capacities and the goal to join multiple existing office locations into one efficient headquarters location, TFP launched the “Building for Better Futures” capital campaign to centralize and expand important social services that strengthen the lives of community members in the Twin Cities. A strategic site selection process identified an underutilized site that is both conveniently located for TFP clients and enhanced by a culturally diverse neighborhood.

The relocated headquarters uplifts families through the healing elements of TFP’s Two-Generation Approach, which unites children and parents through programs that improve social, educational, and economic outcomes. Additional classrooms for TFP’s therapeutic preschool program provide greater access to age appropriate programs, as well as secure indoor and outdoor play areas displaying cheerful animal themes. Safe, private, and therapeutic counseling areas give relief to victims of sex trafficking and those improving their mental health. Through the support of a more flexible, community-focused facility, TFP has the necessary tools for strengthening families and creating better, healthier lives.



Project Details	
Location	Minneapolis, Minn.
Square Footage	50,300 s.f.
Completion	2021

This project’s completion schedule was influenced by components of fundraising and jurisdictional (political) approvals. Achieving alignment of scope and budget proved initially challenging and we acknowledge a primary role in that misalignment. In concert with the project team, critical decisions were made, solutions discovered, and details analyzed to bring the project to a successful completion.



# CLUES Social Service Agency Headquarters Expansion

With approximately half of Minnesota’s Latino population under the age of 21 and the senior Latino population projected to increase more than 700% by 2025, CLUES (Comunidades Latinas Unidas en Servicio) is at the epicenter of community growth. An expansion of the original building (also designed by BWBR) increases CLUES programming space to meet future demand, while enhancing the services and classes already provided.

Through interactive client and community workshops, BWBR and CLUES laid the framework for a design that puts a modern spin on existing spaces and gently draws inspiration from traditional Latino arts and cultural gathering spaces. Vibrant colors and an abstract sun pattern, reminiscent of papel picado, bring the CLUES brand to life and invite the outside community in.

Like the CLUES programs themselves, the expansion is technology-enriched and designed to flex between services and age ranges. A teen technology center, multi-purpose classrooms and meeting spaces, small areas for micro-businesses, and Aging Well Services (relocated from the West Saint Paul campus) provide community members access to educational and skill building opportunities. Other healthful resources include a teaching and demonstration kitchen that doubles as Aging Well Services space, a pre-K center, and an art classroom.



Project Details	
Location	Saint Paul, Minn.
Square Footage	19,300 s.f.
Completion	2019

***“The new space will allow our organization to move into more cultural engagement work that will provide the community social capital in advancing advocacy and social equity.”***

— Ruby Azurdia-Lee, CLUES President



# Description of Firm



EXACT SCIENCES DISCOVERY CAMPUS, IMAGE PROVIDED COURTESY OF FINDORFF

## Vision to Reality

Vierbicher is a community planning and civil engineering firm that has become a proven partner for thriving Wisconsin communities and developers. Our extensive experience working with both public and private clients has earned us the reputation as a trusted advisor and a firm that brings vision to reality.

Clients choose Vierbicher because we get projects done. While our core service is civil engineering, our extensive due diligence, market-based approach and public funding expertise have made us an industry leader with unmatched success rates.

In addition, our wide range of work with both public and private clients has uniquely positioned us to bring added value by connecting developers to community projects.

We pride ourselves on long-term client relationships, many spanning decades. Our multi-disciplined team of experts works collaboratively and efficiently from concept to completion to accomplish client goals on time and on budget.



### INTEGRATED SERVICES

- Planning & Community Development
- Economic Development
- Urban Design & Landscape Architecture
- Grant Writing & TIF
- Municipal Engineering
- Civil Engineering
- Surveying & GIS
- Water Resources Engineering

# FIRM OVERVIEW

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## Vierbicher Madison Office

999 Fourier Drive, Suite 201  
Madison, WI 53717  
Phone: (608) 826-0532  
Fax: (608) 826-0530  
www.vierbicher.com

## GEOGRAPHIC SERVICE AREA



**FOUNDED 1976**



**5 OFFICE LOCATIONS**

Madison  
Milwaukee  
Reedsburg  
Green Bay  
Prairie du Chien



**SERVING WISCONSIN  
& NORTHERN ILLINOIS**



**LICENSED AND  
CERTIFIED  
PROFESSIONALS**

**43**

(PE, EIT, PLS, PH, CST, PLA,  
CFM, LEED AP, AICP, CNU-A)

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**CIVIL ENGINEERING**

**LAND SURVEYING**

**LANDSCAPE ARCHITECTURE**

**PLANNING**

**ECONOMIC DEVELOPMENT**

**107 TEAM MEMBERS**



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**#1 VIERBICHER GOAL:**

**PROVIDE A CULTURE THAT INSPIRES PEOPLE TO DELIVER EXCEPTIONAL RESULTS**





# Community Engagement

## COMMUNITY GROUPS IN WHICH VIERBICHER HAS BEEN INVOLVED

- Dane County Community Rain Gardens
- Friends of Pope Farms Conservancy Sunflower Days
- American Cancer Society's Relay for Life
- Habitat for Humanity of Dane County
- WayForward Resources (formerly Middleton Outreach Ministry)
- UW–Madison Civil Engineering Capstone Mentorship
- Second Harvest Foodbank of Southern Wisconsin
- Ronald McDonald House of Madison
- Dane County Humane Society
- Arts in the Community Awards
- Kids Building Wisconsin
- American Heart Association
- Joey's Song



At Vierbicher, company volunteerism is an integral part of who we are. Our employees actively seek opportunities to give back to their communities. Whether it's through serving in leadership roles in local government or nonprofit organizations, participating in environmental clean-up efforts, or organizing fundraising events, our team members embody the spirit of service and civic engagement.

We encourage our employees to become involved in their communities, lending their voluntary support to programs that positively impact the quality of life within these communities.

Employees who serve as volunteers in 501(c)(3) non-profit community programs that are either of personal interest or are corporate-sponsored initiatives are eligible for charity leave. Employees may take up to 8 hours of paid charity time, per year, to participate in their specific volunteer program.

Our commitment to improving local communities is rooted in the belief that small actions can have a big impact. By thinking globally and contributing locally, we recognize that the well-being of our neighborhoods is interconnected with the broader global context. Through our collective efforts, we strive to create positive change that resonates beyond geographical boundaries, inspiring others to join us in making a difference.

At Vierbicher, fostering a balanced lifestyle isn't just about work-life balance; it's about finding fulfillment and purpose beyond the workplace. Our culture encourages creativity, positivity, and collaboration, both within our team and in our interactions with others. By embracing volunteerism as a core value, we not only strengthen our communities but also cultivate a sense of fulfillment and belonging among our employees. This is who we are—a company dedicated to making a meaningful difference in the world, one act of service at a time.





# Diversity

Through our strategic planning process, we have identified Diversity, Equity, and Inclusion (DEI) as a priority strategy. This recognition underscores our firm commitment to fostering a workplace culture that values diversity, promotes equity, and ensures inclusion for all. We understand that embracing DEI isn't just a moral imperative; it's also essential for driving innovation, enhancing employee engagement, and achieving sustainable business success. Guided by our HR manager, we are committed to implementing comprehensive strategies to uphold these principles throughout our organization. Current action items include:

- Performing DEI Training with managers
- Incorporating a variety of individuals into our interview processes
- Increasing awareness among our recruiting and hiring practices
- Creating Employee Resources Groups
- Advertising job openings on diversity recruitment sites
- Widening our footprint on recruiting

DEI has been identified as a top priority strategy at our company, and we are actively taking steps to embed these principles into every aspect of our organization, from recruitment and hiring to day-to-day operations. By integrating DEI into our strategic initiatives, we aim to create a more dynamic and inclusive organization where every individual has the opportunity to thrive and contribute their unique perspectives and talents.



# CDA/City of Madison Projects

## **Olbrich Gardens**

Location: 3330 Atwood Avenue

Project Stage: Project completed in 2021.

Olbrich expanded its offerings with the construction of a new production greenhouse and two-story learning center. The Frautschi Family Learning Center is a 9,000-square-foot, LEED Platinum-designed space, built with purposeful, sustainable features, including a 60,000 underground cistern to capture and reuse rainwater to meet the gardens watering demands means on an annual basis.

Vierbicher provided site design (pavement, grading, utilities), and stormwater design. Vierbicher also assisted with the Olbrich Master Plan, providing conceptual stormwater designs and opinions of cost.

## **Taking Shape, Our Triangle**

Location: S Park / Regent St / W Washington

Project Stage: Currently in design/permitting; multi-year project that is anticipated to take 5-10 years to complete.

The project is a \$300 million plan to redevelop housing in “the Triangle” downtown. “The Triangle,” is surrounded by South Park Street, Regent Street, and West Washington Avenue. The city’s Community Development Authority is enacting a plan that would turn over 300 housing units into approximately 1,200. The plan is split into five different phases so that current residents may stay while construction is being performed.

Vierbicher is providing surveying, civil engineering, and stormwater design for the project.

## **Madison Public Market**

Location: N First Street & E Johnson

Project Stage: Currently under construction; anticipated to open in early 2025.

The Madison Public Market will be a year-round indoor marketplace with forty permanent vendors featuring locally grown foods, handcrafted artwork, and center for cuisine-centric entrepreneurship to help foster businesses. The 48,000 square-foot market, which is in the city’s former Fleet Services building, in the 200 block of First Street, is expected to open in 2025.

Vierbicher is providing multiple services including surveying (topo, alta, easement documents, condo plat) and civil engineering for site utilities (stormwater management, erosion control), and construction administration for the project.



# Sustainability

## LEED Accredited Staff

Randall T. Kolinske, PE, LEED-AP

Justin Zampardi, PE, LEED-AP

Matthew W. Schreiner, PE, LEED-AP

Vierbicher has multiple LEED accredited professionals on staff who have led the sustainability effort through several projects, including the following recent ones:

### ***Gays Mills Long-Term Community Recovery Program***

The recovery Plan intentionally incorporated a number of clean energy and sustainability goals in an effort to make the Village more sustainable over the long-term. With development of a new Central Business District as well as new lots for single- and multi-family development, new buildings met top Energy Star efficiency standards. Home lots were designed to maximize natural light and be oriented to accommodate solar electric panels.

The Community Commerce Center, which houses the Village offices, public library, community center and Kickapoo Culinary Center, was constructed utilizing geothermal energy, thereby reducing the Village's reliance on fossil fuels. The Kickapoo Culinary Center was developed as a new food incubator, providing opportunities for food independence as well as for local entrepreneurs to contribute to the local food economy. In addition, stormwater managements techniques were designed to meet state and federal water quality standards

### ***Exact Sciences Discovery Campus***

The site contained a number of existing constraints that required careful attention to design and detail, including a 50-foot change in elevation across the site. A number of facets of sustainability were incorporated into the site design, including a 30,000-gallon rainwater harvesting tank. This greywater system will be used for flushing fixtures and irrigation around the main entrance. The rainwater tank will significantly reduce water demands. The site also includes a large prairie restoration which will reintroduce native plantings and assist with natural stormwater management systems.

Being constructed over three phases, this redevelopment will ultimately include a LEED-Certified Clinical Lab Facility as well as an LEED-Certified Production Lab Facility. In an effort to reduce the footprint of vehicle transportation, electric vehicle charging stations will be provided, as well as preferred parking for green vehicles.

### ***Habitat for Humanity Town Hall Road Development***

Stormwater management for the development has been designed to improve and preserve water quality, maintain natural flows, protect existing wetlands, and protect and enhance the existing wildlife habitat. In total 18.9 acres of environmental corridor will be protected.

### ***Dane County Sustainability Campus***

Vierbicher developed schematic plans of the potential future facility, assisted with amending the neighborhood plan, and researched potential businesses and landfill operations that incorporate a public/private partnership to divert portions of the waste stream. This work included initial concept analysis of site access constraints and review of available utilities to support the campus functions.



# Exact Sciences Discovery Campus



PHOTO CREDIT: JAKE ROSTERMUNDT

## LOCATION

City of Madison, WI

## PROJECT SERVICES

- Site Selection
- Civil Engineering
- Surveying
- Stormwater Management
- Landscape Architecture
- Master Planning



As pioneers in the field of early detection and prevention of cancer, Exact Sciences is rapidly evolving in innovation and research, but also in the needs of their physical facilities. During the summer of 2017, the company chose the 50-acre site formerly occupied by Spectrum Brands on Madison's Beltline Highway as the home for their new laboratory campus.

The site contained a number of existing constraints that required careful attention to design and detail, including a 50-foot change in elevation across the site. A number of facets of sustainability were incorporated into the site design, including a 30,000-gallon rainwater harvesting tank. This greywater system will be used for flushing fixtures and irrigation around the main entrance. The rainwater tank will significantly reduce water demands. The site also includes a large prairie restoration which will reintroduce native plantings and assist with natural stormwater management systems.

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# Lyric / Arden Site Development



PHOTOS COURTESY OF STEVENS CONSTRUCTION

## CLIENT

Stone House Development

## LOCATION

Madison, WI

## PROJECT SERVICES

- Civil Engineering
- Land Surveying
- Stormwater Management
- Permitting

Located in the beautiful and historic Tenney-Lapham neighborhood, within walking distance of Breese Stevens Field, Madison's Youth Arts Center and The Sylvee, it's easy to see why Lyric is called the "Rhythm of the City."

The Lyric was the first building of a two-phase, mixed-use redevelopment project located on the East Washington corridor in the City of Madison. With downtown views overlooking the capitol, Lake Monona and Lake Mendota, the Lyric provides luxury living with a full suite of amenities for residents.

Vierbicher provided services for the second phase of this development, the Arden. Site design for this phase includes an 11-story building with 120 apartments and common space amenities, ground floor commercial space, a 290-stall underground parking structure, and a 61,000 square-foot youth arts center. MYArts, Madison's Youth Arts Center, is home to anchor organizations Madison Youth Choirs and Children's Theater of Madison, and provides desperately needed space for many youth arts organizations in the community.

Vierbicher provided site design, stormwater management, land surveying, and municipal permitting for the Lyric and Arden.







# PARK & BADGER REDEVELOPMENT

CITY OF MADISON

# 2024

1010 E. Washington Ave.  
Suite 202  
Madison, WI 53703  
608 / 242 1550  
[www.graef-usa.com](http://www.graef-usa.com)





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# DIVERSE TEAM & BACKGROUND

TRIED & TRUE  
INNOVATIVE & NEW

---

We embrace a dynamic blend of  
tried-and-true expertise and innovative fresh perspectives,  
ensuring a harmonious fusion of both the wisdom of experience  
and the vigor of new ideas.



# DIVERSITY, EQUITY + INCLUSION

Our vision and mission reflect our fundamental belief that all people belong and deserve fairness, justice, and inclusivity.

Our strength comes from our diversity and we celebrate the visible and invisible qualities that make each person unique, including race, gender, age, sexuality, ability, religion, national origin, gender identity, and other identities.

At GRAEF, we commit to aligning our culture and business practices to be a beacon of diversity, equity, inclusion, and belonging for all people.



RACE / ETHNICITY	MALE	FEMALE
ASIAN	4	4
BLACK OR AFRICAN AMERICAN	2	3
HISPANIC OR LATINO	17	9
NATIVE AMERICAN	0	0
OTHER	3	0
WHITE	169	66
TOTAL	195	82



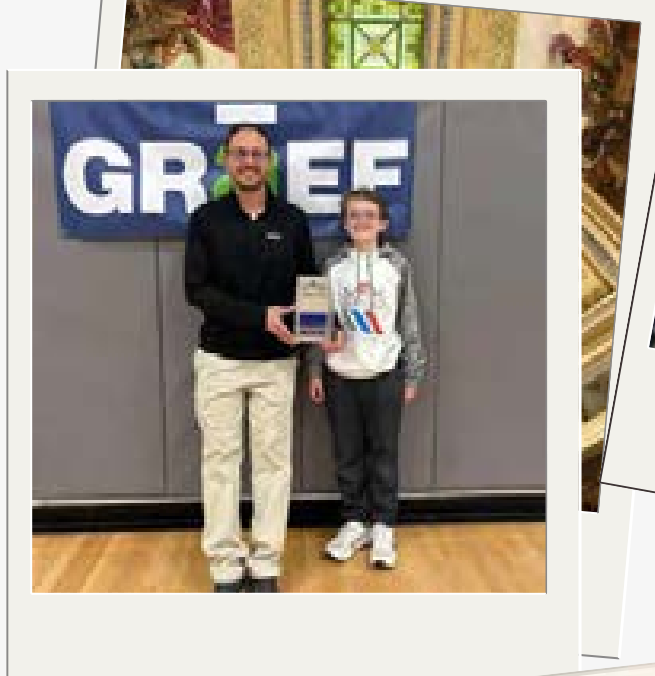
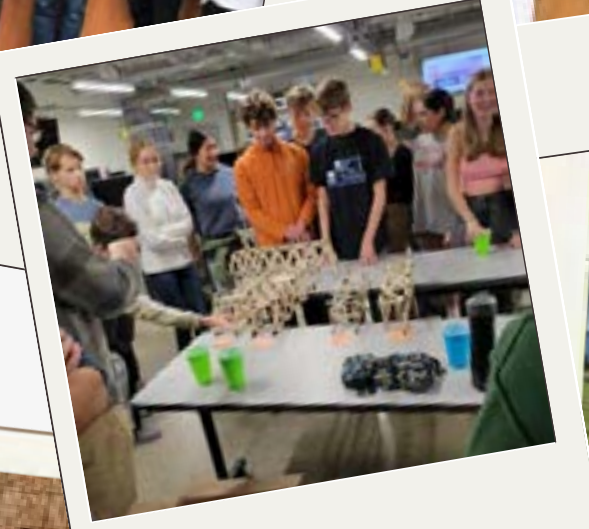
# MADISON IS OUR HOME.

WE LIVE,  
WORK,  
& PLAY  
HERE

We love where we live, and our staff takes great pride in what Wisconsin has to offer. Whether it's the excitement of games at UW-Madison supporting our beloved Badgers, attending many of our local festivals and farmers markets, or volunteering at our local charities, we pour our energy into making it great. Our families have grown with us, and Madison is a great community to live life and raise kids.

**We proudly support and dedicate our time to the following organizations:**

- Kids Building Wisconsin
- Science Olympiad – Cambridge
- Clean Lakes Alliance
- Deforest Robotics
- Habitat for Humanity of Dane County
- Run Santa Run
- Second Harvest Foodbank
- ACE Mentoring Program
- Free Bikes for Kids
- Dane County Parks
- The Prairie Enthusiasts
- United Way of Dane County
- UW-Madison Capstone Program





# WE KNOW MADISON

## CITY OF MADISON PROJECTS

- ✓ THE STANDARD
- ✓ THE EDGE
- ✓ CITY OF MADISON PARKING GARAGE ASSESSMENTS
- ✓ LAKE MONONA DESIGN COMPETITION
- ✓ CITY OF MADISON SOUTH LIVINGSTON STREET PARKING GARAGE
- ✓ BREESE STEVENS FIELD
- ✓ PATERSON STREET OPERATIONS CENTER
- ✓ TENNEY PARK PATH CULVERT
- ✓ CITY OF MADISON VILLAGE ON PARK PARKING STRUCTURE

# BY THE NUMBERS

29

MADISON OFFICE  
EMPLOYEES

70+

PROJECTS COMPLETED  
IN MADISON



## WE ARE LOCAL

Being a local firm, we have a strong connection with the community and better understanding of local needs, leading to effective solutions.

## FULL-SERVICE FACILITY ENGINEERING

With a dedicated focus on facility engineering, we provide end-to-end solutions encompassing everything from initial planning & design to construction management and beyond.

## WE KNOW MUNICIPAL REDEVELOPMENT

Our expertise is unmatched, reflecting our commitments to creating extraordinary places for our community.

**OUR OFFICE IS  
IN THE HEART  
OF MADISON**

Since its inception in 1961, GRAEF has grown from a small individual partnership to a prominent, multi-disciplinary international firm. GRAEF has a team of nearly 300 employees spread across ten offices in the Midwest, Florida, and Turks and Caicos.

Over 60+ years, GRAEF's unwavering dedication to excellence has been fueled by core values such as integrity, quality, and a steadfast commitment to exceptional customer service. These principles form the bedrock of GRAEF's operations, ensuring that clients receive the highest level of satisfaction and a seamless experience.

GRAEF has remained at the forefront of the industry, consistently adapting to emerging trends and embracing advancements, and is proud to be a reliable partner for clients seeking top-tier design services and unmatched expertise.

# ALL SERVICES UNDER OUR ROOF

## WE ARE

- ✓ Structural Engineers
- ✓ Mechanical Engineers
- ✓ Electrical Engineers
- ✓ Plumbing + Fire Protection Engineers
- ✓ Site/Civil Engineers
- ✓ Landscape Architects
- ✓ Surveyors
- ✓ Urban Planners
- ✓ Transportation Engineers



# STRUCTURAL ENGINEERING

WITH A METICULOUS FOCUS ON PRECISION AND AESTHETIC CONSIDERATIONS, OUR ENGINEERS BRING A WEALTH OF KNOWLEDGE TO THE TABLE.

Our team of structural engineers offer a comprehensive spectrum of design and investigative services catering to diverse projects, with an unwavering commitment to quality being the foundation of every project.

Drawing from extensive experience in structural building design, our proficiency spans from modest additions to the intricate design of multi-million dollar structures. This broad spectrum of projects has given us the understanding of the efficient utilization of concrete, masonry, steel, and wood structural systems.

## AREAS OF EXPERTISE

Machine Foundation Design  
High Density Storage Foundation Design  
Building Superstructure Design  
Crane Support Design, Crane Building Design, and Crane Inspection

Evaluation of Existing Facilities  
Structural Retrofit and Reinforcement Design  
Construction Inspection  
Feasibility and Cost Studies

# MEP & FP ENGINEERING

WE BLEND PRECISE PLANNING, CUTTING-EDGE DESIGN, AND SUSTAINABLE PRACTICES TO SEAMLESSLY INTEGRATE FUNCTIONALITY INTO OUR PROJECTS

With a keen understanding of the intricate requirements of housing and clinics, our team excels in crafting innovative solutions that optimize efficiency, reliability, and safety. From meticulously planning the layout of mechanical systems to integrating cutting-edge electrical solutions and plumbing infrastructure, we specialize in delivering MEP designs that empower our clients to thrive in today's dynamic marketplace.

Trust us to transform your projects into a beacon of excellence.

## AREAS OF EXPERTISE

Mechanical  
Chilled Water Plant System Analysis/Design  
Steam and Hot Water Boiler System Analysis/Design  
Built-up and Packaged Air Handling Units  
Exhaust Air Heat Recovery  
HEPA Filtration  
Energy Modeling  
Primary and Secondary Electrical Services

Normal Power Distribution Systems  
Emergency Power Distribution Systems and Generators  
Lightning Protection  
Indoor and Outdoor Lighting Design  
Communication and Alarm Systems  
Plumbing & Fire Protection  
Water Distribution Systems  
Domestic Hot Water System  
Wet Pipe System  
Dry Pipe System  
Fire Pumps



# LAKE MONONA DESIGN COMPETITION

## Madison, WI

Lake Monona is an integral segment of downtown Madison, Wisconsin. The City of Madison launched the Lake Monona Waterfront Design Challenge in early 2022 to reimagine the underutilized waterfront site with hopes of creating a visionary, inclusive, and environmentally focused master plan for 1.7 miles of shoreline and 17 acres on Madison's second largest Lake.

The primary goals of the Design Challenge were to create a Vision for a welcoming destination for all Madison residents and visitors, connect Downtown Madison to Lake Monona, enhance community connections, increase physical and visual access to the lake, improve Lake Monona's water quality and aquatic habitat, celebrate Frank Lloyd Wright's architectural legacy in Madison, and preserve Lake Monona's cultural history from the Ho-Chunk nation to the present day.

After 14 weeks of design and development, the design teams completed their master plan submittals. The Ad Hoc Committee evaluated the three master plan submissions and scored each team on five primary categories: alignment with guiding principles; overall project vision and cohesion; response to and engagement with the public input; project feasibility; and overall quality of plan materials.

GRAEF, along with project partners Sasaki and Moffatt & Nichol, were unanimously selected by the City of Madison's appointed Waterfront Ad-Hoc Committee. The project is currently under review for next steps by the Common Council.

## SERVICES

Civil Engineering  
Landscape Architecture  
Environmental Engineering  
Coastal Engineering  
Planning & Urban Design





# DREXEL TOWN SQUARE REDEVELOPMENT



### Oak Creek, WI

Oak Creek is a large suburban city which lacked a downtown. The Mayor, born and raised on a farm in Oak Creek, had the vision to create a downtown on an 80 acre abandoned, contaminated, industrial site. Public controversy erupted over the cost, desirability, and feasibility of the vision.

GRAEF's planners created a public engagement process, financial subsidy analysis (TIF), and environmental and economic development grants. Collectively these efforts brought the community together and led to major market-driven interest by local developers. GRAEF developed a series of different design options for the redevelopment of the former 80-acre Delphi site, now known as Drexel Town Square. This work included several public workshops, economic analysis, and the creation of plan alternatives to address multiple visions for the site. GRAEF also analyzed the public costs and revenues associated with development options. GRAEF's work helped support the creation of a new Town Square featuring the City Hall and Library as a premier destination place.

GRAEF prepared a Planned Development ordinance to regulate and guide the vision set forth in the prior conceptual master planning phase. The ordinance includes design standards that regulate both physical appearance and social activity within the development. The document is amply illustrated and includes standards for site design, buildings (broken down by building types), landscaping, streetscape, community places, signage, and lighting, as well as an embedded section on detailed sustainability options for the district.

Today, the project's success has led to further development along Drexel Avenue including a new investment in streetscape and aesthetics – also led by GRAEF's designers.

### SERVICES

- Site/Civil Engineering
- Landscape Architecture
- Streetlighting
- Streetscape
- Brownfield Grant Assistance
- Sustainable Development Guide



BEFORE





# ASPIRUS RHINELANDER CLINIC

## Rhineland, WI

GRAEF provided structural engineering design for a new, 29,000-square-foot, singlestory clinic in Rhineland, Wisconsin. Building systems included glu-lam beams, steel joist and beams. The lateral load resisting system was steel moment frames. The building features an interior painted in tones of coral and sandstone, a vaulted glass ceiling in the lobby, wood beams and a fireplace.

The clinic provides care for entire families, same day appointments and on site laboratory and diagnostic X-rays. Clinic services also include digital imaging services, including MRI, CT, bone density, and mammography.

The Wausau-based, not-for-profit healthcare provider has 19 clinics that serve communities in 14 counties located in northern Wisconsin and the Upper Peninsula.

**SERVICES**  
Structural Engineering





# VERONA FIRE AND EMS STATION

## Verona, WI

This new fire station was recently completed for the Verona Fire Department. The seven-bay central station includes a large apparatus/emergency vehicle bay with administrative offices on the first level and living quarters for staff and interns on the second level. The new station occupies a prominent site and the Prairie Style architecture reflects the local urban fabric. Designed to Self-Performing LEED Silver, the station is anticipated to be a high-performing building.

## SERVICES

- Site/Civil Engineering
- Structural Engineering
- Landscape Architecture





# UNIVERSITY OF WISCONSIN-LA CROSSE

## PARKING RAMP

### La Crosse, WI

During the first phase, the University of Wisconsin-La Crosse added a 598-space, aboveground parking structure and police services building on the northern edge of campus. GRAEF, acting as the prime consultant, provided structural, site/civil, mechanical and electrical engineering, and commissioning for the design and construction of the post tensioned concrete ramp.

The parking structure includes stair towers in all four corners and an elevator in the southeast corner. The exterior has precast concrete spandrel panels inset with brick to match the architecture of the campus.

Sustainable design strategies include a biofiltration basin on the north side of the parking ramp to treat stormwater runoff. The design life of the structure was extended to 80 year with the inclusion of a crystalline waterproofing admixture.

The new 8,700 square foot UW-La Crosse Police and Parking Services Building was adjacent to the ramp. The services building included offices, interview rooms, squad rooms, meeting rooms, parking utility customer service areas, secure storage, personal locker areas, and a fully functional 24-hour emergency dispatch area.

In 2011, DFD contracted GRAEF again as the prime consultant to provide design, mechanical, electrical, plumbing, and structural engineering for a 404-space, two-story vertical expansion to the existing parking structure. The expansion was continued as post-tensioned concrete to match the existing structure.

### SERVICES

Structural Engineering  
Site/Civil Engineering  
Mechanical Engineering  
Electrical Engineering  
Landscape Architecture  
Cost Estimating

