

NOTICES OF PUBLIC MEETINGS

A public meeting will take place at the time and place indicated below. The meeting is open to the public in keeping with Chapter 19, Subchapter IV, 1985 Wisconsin Statutes (Open Meeting Law).

Government Unit Conducting Meeting: Special Council
Date: February 23, 2026
Time: 4:00 p.m.
Place: 410 Division Street - 3rd Floor Auditorium

AGENDA

1. Call to Order
 2. Pledge of Allegiance
 3. Roll Call
 4. Housing RFP Interview – C&S Design & Engineering
 5. Adjourn
-

Government Unit Conducting Meeting: Common Council
Date: February 23, 2026
Time: 5:00 p.m. or Immediately After Special Meeting if Later
Place: 410 Division Street - 3rd Floor Auditorium

AGENDA

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Adopt the Agenda
5. Approval of Minutes:
 - A. Plan Commission Meeting February 3, 2026
 - B. Board of Public Works Meeting February 5, 2026
 - C. Common Council Meeting February 9, 2026
6. Communications
7. Public Comment
8. New Business
 - A. Ordinance 26-003 Destruction of Noxious Weeds
 - B. Ordinance 26-004 Length of Lawn and Grasses
 - C. Ordinance 26-005 Possessions of Firearms in Certain Buildings
 - D. Ordinance 26-006 Fire Department Organization; Goals of Department
 - E. Discussion/Action - Housing Development RFP
9. Committee Reports
 - A. Finance
 1. Payment of Bills
 - B. Board of Public Works
 - C. Public Services
 - D. Personnel
10. Committee of the Whole Items
11. Adjourn

Posted: February 18, 2026
Prepared By: Shannon Greenwood, Clerk

Services are provided on an Equal Opportunity basis. Reasonable accommodation for alternative means of communication or access for individuals with disabilities will be made upon request.
Please call 715-762-2436.

TOWER ROAD HOUSING DEVELOPMENT (REVISED)

CITY OF PARK FALLS, WISCONSIN

City of Park Falls

Attn: Scott Kluver, City Administrator

P.O. Box 146

Park Falls, Wisconsin 54552

January 20th, 2026



Point of Contact:

Lauren Dahl, RA
Principal

715.682.0330

lauren@csdesignengineering.com

2023 6th Street West,
Ashland, WI 54806

715.682.0330

www.csdesignengineering.com



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City of Park Falls

Attn: Scott Kluver, City Administrator
 PO, Box 146
 Park Falls, Wisconsin 54552
 admin@cityofparkfalls.com

January 20, 2026

Dear Mr. Kluver,

Dahl Property Management, together with our collaborative partners: C&S Design & Engineering, U.P Engineers & Architects, Inc. (UPEA), Bolten and Mink, and Dahl Construction Co. are honored to submit this response to the City of Park Falls' Request for Proposals for the Tower Road Housing Development. Our team is committed to supporting the City's goal of addressing its critical housing shortage through a thoughtfully planned, sustainable development that complements the surrounding neighborhood and strengthens the community for residents of all ages and incomes.

Our collaborative team brings extensive architectural and engineering experience throughout the country, with a proven track record of delivering housing and community-focused developments that respond to local market needs, infrastructure considerations, and long-term community goals. Our team understands the importance of providing a diverse mix of housing types, including market-rate, affordable, and age-appropriate options, while ensuring designs are energy efficient, environmentally responsible, and economically viable.

Our local presence, combined with our nation wide experience, and knowledge of leveraging funds, provides us with the background and connections to make the project a reality without creating any undue burdens on the City of Park Falls and it's residents.

Our integrated team can provide:

- Comprehensive site evaluation and programming to support an appropriate housing density and mix
- Conceptual planning and design that integrates with the surrounding rural and residential context
- Sustainable, energy-efficient design strategies that consider long-term operational costs
- Cost modeling, estimating, and value analysis to support financial feasibility
- Collaborative coordination with City staff and stakeholders throughout the development process

We are grateful for the opportunity to be considered for this important project. We've provided just a little bit of information regarding our firms and a few options in the following pages that will support Park Falls' continued growth and revitalization through high-quality housing design. We look forward to the opportunity to delve further into the project and the various possibilities that can be pursued. Please feel free to contact us with any questions or requests for additional information.

Sincerely,

Lauren E. Dahl, RA
 Principal
 C&S Design & Engineering, Inc.



LOCALLY OWNED. NATIONAL EXPERIENCE. REAL DESIGN.

At C&S the philosophy is based on the idea that design and construction are a team effort. We approach each project with this in mind; bringing clients, contractors, architects, designers and engineers together to create a framework for success.

We are practical designers with architects that have an eye for design. Our diverse staff and experience include an in-depth understanding of project financing, budgets, and the construction process. We've all been our own clients so we understand first-hand what it actually takes to make a project possible. That experience allows us to provide effective design and engineering services every step of the way.

At the end of the day, our number one priority is our client. We work diligently to make the complex process of design and construction more manageable. We strive to create a positive experience throughout the design process and are fully prepared to navigate each client's unique design journey with them.

Our team has been specifically crafted to provide smart, complete and innovated solutions that support project goals. We want your space to reflect the intended dreams and your aspirations.

SECTION 2: BUSINESS INFORMATION



For questions or clarifications related to this RFP Response, please reach out to the Point of Contact using the information listed below.

PROJECT TEAM

Client

City of Park Falls, Wisconsin
Tower Road Housing Development
P.O. Box 146
Park Falls, Wisconsin 54552

Developer

Dahl Property Management & Development
76440 Paulson Rd
Washburn, WI 54891
FEIN 81-5433781

Architect

C&S Design & Engineering
2023 6th Street West
Ashland, WI 54806
FEIN 39-1639513

Structural Engineer

MEP Engineer
U.P. Engineers & Architects
100 Portage Street
Houghton, MI 49931
FEIN 38-1604519

Civil Site Engineering

Bolton & Mink
4960 Miller Trunk Hwy, Suite 500
Duluth, MN 55811
FEIN 38-1604519

General Contractor

Dahl Construction Co.
76440 Paulson Road
Washburn, WI 54891
FEIN 39-1999575

Scott Kluver, City Administrator
admin@cityofparkfalls.com

Hans & Lauren Dahl, Owners
office@dahlproperty.com
715.779.3600

RFP Point of Contact:
Lauren Dahl, RA, Principal
715.682.0330
lauren@csdesignengineering.com

Jared Hyrkas, PE
jhyrkas@upea.com
Shane Pakkala, PE
spakkala@upea.com
Adam Manty, EIT, LEED AP
amanty@upea.com
906.482.4810

Mike Bach, PE
Urban Design Senior Project Manager
mike.bach@bolton-menk.com
414.690.0138

Hans Dahl, Owner
hans@dahlconstruction.com
715.209.1527



In a nutshell:

Located in:
Ashland, Wisconsin

Licensed to practice architecture in twenty states

Licensed engineers on staff (WI)

Licensed residential, commercial, mechanical, electrical and plumbing inspectors

We specialize in:

- Branding & Graphic Design
- Building Inspections
- Conceptual Design & Marketing
- Construction Administration
- Construction Documents
- Construction Management
- Feasibility Studies
- Historic Preservation
- Interior Design
- Landscaping Design
- Site Planning & Design
- Structural Analysis
- Sustainable Design
- 3D Rendering

Market Experience: Commercial, Industrial, Residential, Historic Adaptive Reuse, Senior Housing, Civic, Tribal Work, and Affordable Housing: Federal, State, & Local Housing Programs

WHO WE ARE

LOCALLY OWNED. NATIONAL EXPERIENCE. REAL DESIGN.

Why we are qualified to make your project a success:

C&S Design & Engineering is an established firm with over thirty-five years of experience. The office is comprised of architects, engineers, designers, inspectors, administrative staff and a general contractor, each of which provide a unique layer of expertise to our projects. We have go-to relationships with specialty consultants across the United States that we regularly partner with to provide the most educated and well-rounded responses to our clients.

Integrated design services foster collaboration across industries, create better communication, and with actual building trade input, the project process becomes more time and cost efficient.

Our team is comprised of problem solvers who are adept at finding project solutions and managing the numerous considerations necessary to create the built environment. We come to the table ready to explore creative ideas and will work diligently to find the best solution tailored to your project.

We also have experience working with a variety of stakeholders and with licensure in twenty states, we have the ability to offer architectural and engineering services across the country.

Our goal is to make our clients' lives better and more enjoyable through good design, while ensuring thoughtful consideration to public safety and the environment. We strive to bring leadership, efficiency, collaboration and quality to every project. We place emphasis on these traits because they are vital to create success throughout the design and construction process.



- HANS DAHL, Licensed General Contractor
- LAUREN DAHL, RA, Principal, Senior Architect, Licensed Inspector
- TREVOR PROVOST, Senior Project Manager
- AMBER ERICKSEN, RA, Project Architect
- LAYNE O'DELL-RICHARDSON, Senior Project Designer
- RACHEL WANINK, Designer, Project Manager
- KEITH MUNSON, Production, Drafter
- TAYLOR SHEILS, Office Administrator, Bookkeeper
- LUCY, DIESEL, COPPER, WAFFLES & MIDNIGHT, Barkitects

www.csdesignengineering.com

715.682.0330

WHO WE ARE

Dahl Construction and Dahl Property Management together form an integrated development, construction, and long-term ownership platform with decades of experience delivering and operating residential and commercial properties. The two firms work collaboratively to provide continuity across all phases of a project, from early planning and feasibility through construction and long-term operations, resulting in more predictable outcomes and reduced risk for project partners.

Dahl Construction

Founded in 1976, Dahl Construction is a family-owned general contracting firm with a long history of delivering residential, multi-family, and commercial projects throughout the region and across the United States. The firm provides comprehensive construction services, including estimating, scheduling, construction management, and field supervision, supported by established relationships with local and regional subcontractors and suppliers.

Dahl Construction's experience includes:

- New residential and multi-family construction
- Affordable and workforce housing projects
- Renovation, rehabilitation, and phased construction
- Commercial and healthcare building construction
- Sub-contracting and project management
- Constructability review and coordination during design

By maintaining direct oversight of construction activities and costs, the firm is able to manage pricing volatility, identify risks early, and adapt consistently to changing site conditions. This hands-on approach supports consistent quality, schedule control, and cost transparency.

Dahl Property Management

Dahl Property Management provides the ownership, asset management, and long-term operational expertise that complements the construction platform. The firm manages a portfolio of residential and commercial income-producing properties and approaches each project with a long-term ownership perspective.

Integrated Approach

Together, Dahl Construction and Dahl Property Management offer an integrated approach that spans:

- Project planning and feasibility analysis
- Construction delivery and cost control
- Long-term ownership and property management

As owner-operators, the Dahl team approaches development with a focus on long-term stability rather than short-term execution. Projects are evaluated not only on initial feasibility, but on their ability to perform, age well, and remain assets to their communities over time.

This integrated, long-term perspective has allowed Dahl Construction and Dahl Property Management to deliver projects that are durable, financially stable, and responsive to evolving market and community needs.

715.779.3600

76440 Paulson Road, Washburn, WI 54891



We specialize in:

- Custom Homes and Additions
- Decks and Patios
- Concrete Work
- Pole Buildings and Garages
- Renovations and Remodels
- Roofing and Siding
- Construction Administration
- Construction Documents
- Construction Management
- Site Planning & Design
- Structural Analysis
- Sustainable Design
- Tribal Housing and Development

Tax Credit Experience:

- Federal, State & Local Housing Programs
- Single-Family & Multi-Family Affordable Housing
- Historic Tax Credits
- Senior Housing

California Contractor License # 1027446

Minnesota Residential Bldg Contractor License # BC761495

Utah Contractor License # 10908469-5501

Wisconsin Dwelling Contractor License # 1327682

Federal ID No. 80-0647309

HANS DAHL, Licensed General Contractor, Owner, Licensed Real Estate Agent

LAUREN DAHL, Senior Architect, Licensed Inspector, Proformas

JAMIE KLEMA, Project Manager/Estimator

CHRIS SCHROEDER, Project Manager

JERAD WISKUS, Site Manager

TRAVIS PATTERSON, Site Manager

TAYLOR SHEILS, Office

Administrator, Bookkeeper



**Principal, Co-Owner
Senior Project Architect,
Licensed Inspector**

lauren@csdesignengineering.com
Direct: 715.685.1061

Education:

Kansas State University
Bachelor of Architecture,
Cum Laude
Manhattan, KS

Licenses/Certificates:

Registered Architect in twenty states
AZ, CA, CO, IL, KS, MI, MN, MO, MT, ND,
NE, NV, NM, OK, OR, SD, UT, WA, WI, WY
NCARB Certificate Holder

International Code Council Certified:

Residential Building,
Commercial Building,
Mechanical, Plumbing & Electrical
Wisconsin State Licensed Building
Inspector

Lauren E. Dahl, RA

After failing as a ballerina at 3, Lauren started young and completed her first project when she was a senior in high school - an addition for her aunt, printed on the school's diazo machine. She has an eye for design but likes numbers and understanding how to make a project possible. She spent 7 years learning to write programs and how to make good design affordable at Studio E Architects in San Diego. Eventually she returned to Kansas City to start her own firm, framework design, gained personal experience with the city's Economic Development Incentives program and spent 6 years as the senior architect for Travois, where she oversaw dozens of tax credit applications and grant funded projects across the United States, while continuing to manage framework. Work on these various projects eventually led to the merger of framework design and C&S Design and Engineering in the Northwoods of Wisconsin and north mountain region of California.

Expertise:

Twenty plus years of Residential and Commercial Design, Education and Project Management. Specializes in Tax Credit work. Skilled in proforma writing and development. Trained in AutoCAD, Creative Suite and Sketchup. Experience working one-on-one with clients from the early project planning phase through construction administration phase and contract closeout. Knowledge of ADA, WI, CA Building Codes & International Building & Residential Codes. Organized & efficient in management of project contract administration & project supervision.

Select Professional Experience:

C&S Design & Engineering w/ frameworkdesign Principal/Senior Architect
Ashland, WI 2018-Present
Travois Senior Architect Kansas City, MO 2013-2019
frameworkdesign Principal/Senior Architect
Kansas City, MO 2002-2018 (Became part of C&S Design & Engineering)
The Kansas City Design Center, Kansas State University
Adjunct Faculty Kansas City, MO 2008-2018
University of Missouri - Kansas City Architecture Urban Planning + Design
Adjunct Faculty Kansas City, MO 2008-2010
Studio E Architects Architect San Diego, CA 2002-2007
IA Chicago, IL 2001
Skidmore, Owings and Merrill, LLP Chicago, IL 2001

Select Project Experience:

Woodside Terrace Multi-Family Housing 4% Tax Credits Bayfield, WI
North Lakeland Discovery Center Lodge Manitowish Waters, WI
Woodman Arleta Multi-Family Housing HUD and 9% Tax Credits
Los Angeles, CA
Tolowa Dee-ni' Nation Tribal Admin Building, Housing and Head Start Projects
Smith River, CA
Karuk Medical Clinic Happy Camp, CA
Karuk Dental Clinic Happy Camp, CA
Pleasant Valley Multi-Family Housing 9% Tax Credits Dickinson, ND

2023 6th Street West Ashland, WI 54806 715.682.0330

Hans S. Dahl

After going to college, Hans realized that the indoor scene was not for him. He switched to technical college in hopes of getting a job where he could work outdoors. Using the knowledge he gained, he made wiring a garage for his dad his first project. Since then, he has earned the titles of CEO of C&S Design & Engineering and Owner of Dahl Construction, Black Wolf Construction and Dahl Property Management. Hans has a great habit of motivating others to work while keeping the job sites clean. With a niche for organizing larger projects, he enjoys (this word is misspelled on the document you sent) the challenge of making all the parts come together for multi-family tax credit projects. His best day on the job is any day he "come home with all my fingers and toes."

Expertise:

Twenty five plus years of experience in the construction industry. Skilled in Construction and Contract Management. Experience with Application for Payments (CAPS Program). Proficient with Microsoft Office. Knowledgeable in utilizing QuickBooks Enterprise Solutions. Other Software: Dropbox, TeamViewer, AIA Contracts Software, Construction Programming for Construction Estimating and Job Tracking. Coined the phrase, "It's really pretty simple."

Select Professional Experience:

C&S Design & Engineering w/ frameworkdesign CEO, Licensed General Contractor Ashland, WI 2018-Present
Dahl Construction Company President, Owner as of 2010, General Contractor, Office Management, Estimator, Lead Carpenter, Site Coordinator, Foreman, Project Manager, Master Electrician Washburn, WI 2000-Present
Black Wolf Construction, LLC Co-owner, General Contractor, Office Management, Estimator, Lead Carpenter, Foreman, Project Manager, Washburn, WI 2010-Present

Select Professional Experience:

Oski-Ombendamm (New Hope) LHTC, ICDBG and AHP Supportive Housing Complex Bayfield, WI
Karuk Family Services Center, Medical & Dental Clinics ICDBG, New Markets and IHS 4,800 sq. ft. New Construction Happy Camp, CA
Eastern Shoshone 2016 ICDBG Renovations for 116 Units in Three Villages Fort Washakie, WY
Red Cliff I and II \$12.4m Housing Authority LHTC Rehab Project Bayfield, WI
UPTHA LHTC Homes, General Contractor for 17 unit, single-family Rehab Cedar City, UT



**President,
Licensed General Contractor**

hans@dahlconstruction.com
715.779.3600 x10
715.779.1601 Direct

Education:

Northeast Wisconsin Technical
College: Green Bay, WI (2001)
Electricity Technical Diploma
Milwaukee Area Technical College:
Milwaukee, WI (2000)
Carpentry Technical Diploma
Milwaukee School of Engineering:
WI (1999) CAD and Architectural
Engineering Courses

Construction Industry Certifications

DFD Contractor Certified
Dwelling Contractor Certification and
Qualifier Certification
Master Electrician, Lead Safe
Renovator and Real Estate Broker
Minority-Owned Business (Black Wolf
Construction)



Designer, Project Manager
rachel@csdesignengineering.com
715.682.0330

Rachel has always had an artistic and creative side. Her entire childhood consisted of art projects and crafting. As far back as she can remember, she would spend her days drawing floor plans and wishing they would come to life. Rachel started turning her 2D drawings into 3D models, which consisted of a lot of paper and too much tape. Years later this led her to pursue a degree in Interior Design. This is where she developed a love for computer drafting and putting together drawing documents to better assist a design in becoming a reality. After graduating with her Bachelor's Degree, she was hired as a junior designer at a local design firm located in her hometown of Shepherd, MI. This is where she developed her skill set in SketchUp, a 3D modeling program. Eventually life led her to the Northwoods, and Rachel is a wonderful asset to the C&S Design Team. We can always count on her to tackle any project, big or small. She brings her creative side to any project she works on as well as a contagious and enthusiastic energy. She is always eager to see a project through, and her attention to detail and professionalism are exceptional. With her love for drafting and 3D modeling, she is eager to assist and take on any project!

Expertise:

Proficient in SketchUp, Auto CAD, Revit. **Skilled** in Adobe Suite: Photoshop and Indesign. **Experience** with Excel, Microsoft Word, Google Drive, SAP and Illustrator. **Confident** in effective communication, teamwork, listening, problem-solving, time management, organization, self-motivation, creativity and independence.

Select Professional Experience:

C&S Design & Engineering w/ frameworkdesign Designer
Ashland, WI February 2021-Present
Mitchell's Gourmet Deli and Market Manager
Mt. Pleasant, MI November 2013-April 2021
B-Squared Design Studio Junior Designer Shepherd, MI 2018-2019

Select Project Experience:

Arieta Woodman Multi-unit LIHTC renovation, Los Angeles, CA
Woodside Terrace Multi-unit LIHTC renovation, Beloit, WI
Wood County FEMA Community Shelter Wood County, WI
Pleasant Valley Multi-Family Housing 9% Tax Credits Dickinson, ND
Milwaukee Highland Park 9% Tax Credits Milwaukee, WI
Iron Belle Apartments New multi-unit apartment building Bessemer, MI
Shepherd Central Office New layout plan, paint colors, flooring and furniture, Shepherd, MI
ChargeOver Office Building Renovation, Mt. Pleasant, MI
Mitchell's Deli 2nd Location Space planning, floor plans, material and finish selection, Mt. Pleasant, MI
Social Media Coordinator Mitchell's Deli, C&S Design & Engineering Instagram and Facebook

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Layne O'Dell-Richardson

Layne has always wanted to be an architect, before he even knew exactly what they did or why he wanted to become one. Legos are probably to blame. He loved them as a kid and would build buildings, play with it for a bit and then tear it down and start a newer, better building. Fast forward to the present... he has had a pretty wide variety of work experience in a variety of building and project types, but could design modern houses all day every day and not get bored with it. Overall, his favorite project would have to be any design that lets his imagination run wild. He has managed to turn his childhood love of Lego into a career.

Expertise:

Twenty plus years of design experience. **Specializes** in Residential, Commercial and Educational Building design and remodeling. **Trained** in AutoCAD, SketchUp and Revit. **Experienced** with Construction Monitoring and Draw/Financing Management. **Knowledgeable** of ADA, WI, CA Building Codes & International Building & Residential Codes. **Responsible** for working with clients from the planning phase through the construction phase up to contract closeout. **Member** of NCARB and the Intern Development Program. **All-around** best dry sense of humor

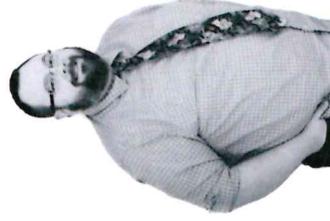
Select Professional Experience:

C&S Design & Engineering w/ frameworkdesign Senior Project Designer
Ashland, WI 2018-Present
frameworkdesign Principal/ Designer
Kansas City 2010-2018 (Became part of C&S Design & Engineering)
Munger Munger + Associate Architects, Inc. Project Manager
Toledo, OH 2003-2010
DeStefano + Partners Chicago, IL 2001
PageSouthernlandPage Dallas, TX 2000

Select Project Experience:

City of Ashland Police Station Ashland, WI
Park Western 4% Tax Credit Multi-Family Housing Los Angeles, CA
Lakeview Terrace 4% Tax Credit Multi-Family Housing Picoima, CA
Tolowa Dee-ni' Nation Government Services Building Smith River, CA
Missouri Bank Kansas City, MO
Lac du Flambeau Simpson Molding Facility Lac du Flambeau, WI
Mission Plumbing, Heating & Cooling Shawnee, KS
North Lakeland Discovery Center Manitowish Waters, WI
Dat-naa-syt Townhomes Smith River, CA
See-waa-dvn Smith River, CA
Red Cliff Wellness Center Bayfield, WI

2023 6th Street West, Ashland, WI 54806 715.682.0330



Senior Project Designer
layne@csdesignengineering.com
Direct: 715.685.1065

Education:

Kansas State University
Bachelor of Architecture
2002
Manhattan, KS

U.P. ENGINEERS & ARCHITECTS, INC.

COMPANY INFORMATION

U.P. Engineers & Architects, Inc.

100 Portage Street
Houghton, Michigan 49931
906-482-4810
Fax: 906-482-9799
Houghton@upea.com
Web: UPEA.com
Federal Tax ID: 38-1604519



U.P. Engineers & Architects, Inc. (UPEA) was founded in 1957 and was among the first Upper Peninsula-based professional consulting firms to offer clients a multi-disciplinary project approach. We have over 60 employees in five offices across the Upper Peninsula and Northern Wisconsin. Our offices are located in Houghton (Corporate), Iron Mountain, Ishpeming, Sault Ste. Marie, Michigan and Marinette, Wisconsin.

UPEA is an employee-owned company, a factor that positively influences the quality of work. All employees have a stake in the success of the company; staff members consistently report high job satisfaction, and employee turnover is low. Clients benefit from this continuity through higher efficiencies and lower costs. Team members understand that our success rests upon our ability to consistently, efficiently, and successfully serve the unique needs of our clients. Our employees are dedicated to improving the communities in which we live and work.

UPEA is a leading firm in a region where other firms have come and gone. UPEA has held to its core business and developed its strengths which have allowed us to remain as a uniquely qualified, reliable, local firm.

U.P. Engineers & Architects, Inc. is incorporated in the State of Michigan and is licensed to operate and practice as a Professional Consulting Service firm. Our professionals are licensed to practice as consultants in the State of Michigan as well as other states. Among our licensed professionals are engineers, architects, and surveyors.

UPEA is focused on delivering project excellence. From the onset of each project proposal that we receive, we strive to create the best team based on available resources. At the start, the project manager is selected according to client and project requirements. The project manager then assembles the team, focusing on individual talents and experience. The end goal is to create a team with both senior and junior staff that can cost effectively design a project that meets the clients' needs.

JEFF WEST, P.S.

PRESIDENT, PROJECT MANAGER AND SURVEYOR

PROJECT ASSIGNMENT PROJECT SURVEYOR

QUALIFICATIONS

Jeff has extensive qualifications as a surveyor. He has served as a project manager and crew leader on numerous projects throughout the Midwest. Jeff has worked on control, topographic and legal surveys. He is experienced with the newest technology, including GPS, GIS, Aerial Surveys and Hydrographic Surveys.

REGISTRATION

Professional Surveyor: Michigan and Wisconsin
OSHA 40-hour
HAZWOPER Training
8-hour Annual Refresher Course
e-RAILSAFE Certified

EDUCATION

Bachelor of Science in
Land Surveying,
Associate of Applied Science in
Civil Engineering Technology,
Michigan Technological University

RELEVANT PROJECT EXPERIENCE

DESIGN SURVEYS:

City of Houghton, Sheldon Avenue - Historic streetscape and utility.
Copper Harbor, State-owned Marina - Land and water topography survey for marina improvements.
Calumet, M-203 - Highway improvements.
City of L'Anse, Marina - Performed land and water topographic surveys for the marina redesign.
City of Marquette, Commons, Downtown Marquette, Michigan - Redevelopment of former railroad corridor.

ENGINEERING/CONSTRUCTION:

Michigan Department of Transportation - Bridge and road design surveys, numerous sites in Michigan, spanning 20-plus years.
USCG, Keweenaw Waterway, Lake Superior Waters, Houghton County - Navigational structure replacement projects.
Baraga County Road Commission - Numerous road and bridge reconstruction projects, spanning 25-plus years.
Houghton County Road Commission - Numerous road and bridge reconstruction projects, spanning 10-plus years.
Alger County Road Commission - Numerous road and bridge reconstruction projects, spanning 10-plus years.
Michigan Technological University - Multiple building projects, spanning 25-plus years.
Portage Health System, Hancock, Michigan - New hospital facility.
Houghton County Medical Care Facility, Hancock, Michigan.

RAILROAD:

Bridge Design Surveys, Structural Alignment Surveys, Track Re-alignment Surveys, Hydraulic Modeling, Construction Staking and Permitting Services.

Wisconsin Central, Ltd., Escanaba, Michigan - Ore dock, ship loader and conveyor improvements.

Canadian National Railway - Numerous Bridge-Culvert replacement projects in Michigan, Wisconsin, Minnesota, Iowa, Indiana, Ohio, Illinois, Indiana and Kentucky, spanning 25-plus years.

WATER/WASTEWATER:

Coordination and Scheduling of Survey Work (Design mapping and Construction Staking), easement and property acquisition, coordination with Municipalities and their Legal Counsel.
City of Houghton, Michigan - Water and wastewater improvements projects.



UPEA.com

GREGORY A. PUTMAN

PROJECT MANAGER AND ENVIRONMENTAL ENGINEER

PROJECT ASSIGNMENT PROJECT MANAGER AND DESIGN

QUALIFICATIONS

Greg is an project manager with experience in engineering and architectural projects. He has experience in commercial building and design and has been an advocate for clients working with the project design team. He has worked on a variety of engineering projects including trail projects, building, development, building reconstruction, civil site design and environmentally sensitive area development and construction. Greg's experience also includes managing numerous architectural projects including new buildings, renovations, exterior upgrades and conceptual studies and reports.

CERTIFICATIONS

State of Michigan
Asbestos Inspector
#A59106

Confined Space Entry,
Compliance Training
29 CFR 1910.120 40 Hour
HAZWOPER Training

EDUCATION

Bachelor of Science in
Earth Science and Geographic
Information Science,
Michigan State University
Master of Science,
College of Civil,
Environmental and Geospatial
Engineering,
Michigan Technological University



UPEA.com

AARON JANKE, P.E.

PROJECT MANAGER AND CIVIL ENGINEER

PROJECT ASSIGNMENT PROJECT MANAGER

QUALIFICATIONS

Aaron is currently a project manager and an expert in a hydrology and site design for a variety of commercial, industrial, governmental, and institutional projects with 25 years experience. He specializes in the development of site plans which include contour and grading, site utilities, parking design, and landscape architecture. He also provides preliminary analysis for construction costs including labor, material, equipment, and miscellaneous.

REGISTRATION

Licensed Engineer: Michigan, Texas, Illinois, Iowa, Kentucky, Indiana, Delaware, Maryland, New Jersey, Kansas, and Minnesota
e-RAILSAFE Certified

EDUCATION

Bachelor of Science in
Civil Engineering,
Michigan Technological University

HYDRAULIC SOFTWARE EXPERTISE FILIATIONS

HEC-RAS
Iowa Backwater
Pond Pack and Storm CAD
Hydraflow
National Flood Frequency Program
WinTR-55

RELATIVE PROJECT EXPERIENCE

DTMB Calumet Armory Motor Vehicle Storage Building and Renovations, Calumet, Michigan - Project Manager for renovation and addition project to existing Calumet Readiness Center, including classrooms, military storage, bathrooms, and vault modifications. Additionally new MVSB, 10,000 SQ FT for military vehicle storage. Project Cost \$5,000,000.

DTMB Kingsford Armory Renovations, Kingsford, Michigan - Project Manager for renovation and addition project to existing Kingsford Armory, including classrooms, military storage, bathrooms, and vault modifications. Project Cost \$4,500,000.

Michigan Tech University, Woodland Avenue Parking Lot, Houghton, Michigan - Project Manager for 60 space parking lot facility on Houghton Michigan Campus.

Michigan Tech University, Keweenaw Research Center - Testing Facility, Houghton, Michigan - Project Manager for testing facility located on the Houghton County Airport Campus dedicated to the Keweenaw Research Center. Project Cost \$5,000,000.

DTMB Michigan State Police, Parking Lot Renovations - Project Manager parking lot restoration project at 4 Michigan State Police Posts across the Upper Peninsula. Project Cost \$1,000,000.

Michigan Technological University Advanced Technology Development Center, Houghton, Michigan - Site design and architectural plan/profile layout of the project. Design includes space for a dynamometer, automobile labs, and office space to be leased in zoned areas to technological firms. Construction Management during construction. Project Cost \$4.0 Million.

Saxon Harbor Marina and Campground, Saxon Harbor, Wisconsin - FEMA project that required intensive project management and design, UPEA was able to provide services for the marina and campground utilities and the complete layout design of the 30-site campground. Project Cost \$3.8 Million.

Dollar Bay School Addition and Renovation Project, Dollar Bay, Michigan - Project Manager for a complete site design including multiple parking lots, bus lanes, delivery loading docks and site utilities, stormwater upgrades for site and township storm water systems. 2020 completion.

RELEVANT PROJECT EXPERIENCE

Keweenaw Waters Resort, Campground and Resort Design - Provided full design service for the development of a 98 slip campground with 24 multi level cabins as well as coastal recreational facilities. Project is being conducted on an ecological and environmental sensitive area and requires special provisions to maintain acceptable site conditions.

U-Haul International, Design Development, Atlantic Mine, Michigan - Managed the design and development of two separate large storage centers (34,000 sq ft., 43,000 sq. ft.). Services included civil site design, structural design, architectural design, and MEP services.

UPPCO W. Houghton Service Center - Conducted a extensive study of the existing service center in Houghton MI to determine feasibility and cost associated with renovating the existing service center. Services included existing civil systems inspection, lead and asbestos surveys, architectural update possibilities, and structural integrate evaluations.

DTMB-Chassell to Houghton Rail Trail - An ORV Trail project that was damaged by significant flood event in Houghton County in 2017. Design of replacement structures for 28 sperate damaged locations along a 5 mile rail grade stretch adjacent to Portage Lake. Project was funded in part by FEMA emergency funding.

City of Houghton, Nara Boardwalk Replacement - Provided ecological characterization and route development for replacement of over 4,000 feet of wood boardwalk through a city nature preserve. The original boardwalk was mostly destroyed from the 2018 flood. The project included redesign of the entrances to update the original boardwalk to meet current ADA requirements.

Ecological Sensitive Area Site Characterization and Design - Survey, sample, and determine minimal impact site criteria for buildings, boardwalks, bridges and recreational pathways. Integrated low disturbance methods for naturalization of impacted wetland areas. Oversaw and managed onsite construction of boardwalk and bridge installation work within sensitive environments to minimize environmental and ecological impact and risk. Clients include City of Houghton, Wetsrock Corporation, GFL Environmental, MDNR, DTMB and many more.

Wetland Delineation - Performed and oversaw wetland determinations and wetland delineations following U.S. Army Corps of Engineers procedures, including in atypical situations. Completed wetland monitoring and made recommendations to ensure agency mitigation compliance. Completed technical delineation reports and submitted joint permit applications to Michigan Department of Environmental Quality and U.S. Army Corps of Engineers. Recent projects include delineations at a 120 acre site investigation for a residential development complex, MTU's Keweenaw Research centers project expansion areas, Village of Baraga's Road Commission project areas, MDNR Bridge project sites, USFS road project sites, and a variety of other local development projects.



Mike Bach, PE
Urban Design Senior Project Manager

Education

- Bachelor of Engineering - Environmental Engineering - University of Wisconsin - Platteville

Professional Registration

- Professional Engineer, WI
- Professional Engineer, IL
- Professional Engineer, OH
- Professional Engineer, CO

Mike is an urban design senior project manager at Bolton & Menk. Beginning his career in 2007, his work spans a diverse range of market sectors including retail, multi-family and single-family residential, commercial, industrial, renewable energy, as well as public sector projects. He brings a particular passion and expertise to brownfield and waterfront mixed-use redevelopments, where he helps transform underutilized spaces into vibrant, sustainable communities.

With a strong foundation in urban infill and redevelopment, Mike's technical strengths include site due diligence and design for mixed use developments, renewable energy systems, industrial and commercial developments, and complex land use projects. His approach is rooted in improving the built environment through thoughtful engineering and collaborative client engagement. He is passionate about creating safe, sustainable, and beautiful communities, and is driven by the opportunity to partner with clients to bring that vision to life through innovative and responsible

Select Projects

Westfield Development - 80-Acre Multifamily Mixed Use, Virtus Development Palmyra, WI	The Reserve at Brookfield, Campbell Capital Group Brookfield, WI
City North Development - 13-Acre Multifamily Mixed Use, Virtus Development Jefferson, WI	The 2100 Wauwatosa, WI
The Oaks, JBJ Companies Richfield, WI	The Marling, Campbell Capital Group Madison, WI
Cosgrove Acres, JBJ Companies Richfield, WI	Various Market Rate Multifamily Housing Projects M+A Design
Residential Recreational Lake Expansion Fiduciary, Mequon, WI	The Reserve at Mayfair Wauwatosa, WI



Firm Overview

Sleeves Rolled Up

Two hard-working Midwesterners started our story from a garage in 1949. John Bolton and Martin Menk's goals were to help surrounding communities advance the natural and built environments by listening and leading. From humble beginnings, they epitomized the backbone and spirit of a firm dedicated to well designed and engineered projects that endure.

We have grown from that modest garage into a dynamic collective of designers, planners, landscape architects, engineers, researchers, artists, scientists, strategists, storytellers, doers, dreamers, realists, collaborators, problem-solvers, and creators.

We Believe

Our people believe in the power of placemaking. Rooted in collaborative problem solving and a passion for creating unique places, our design teams establish visionary place-based planning guidance, conceptual design vision, and possess the expertise to articulate timeless, safe, and sustainable projects.

Benefits

Feasibility Studies: We assess site feasibility, market demand, and construction cost implications to inform development decisions early in the site selection process.

Master Planning: We develop comprehensive site plans that optimize density while creating a community that fits within the fabric of our changing landscape.

Civil Engineering: We design sustainable, equitable, and scalable infrastructure systems, including domestic water, sanitary sewer, stormwater controls, and roadways to support and improve development within the communities we live and serve.

Landscape Architecture: We transform outdoor spaces into thriving environments that build a sense of belonging within our neighborhoods.

Construction Administration: We provide expert oversight to ensure projects are completed to the highest standards of quality, maintaining clear direction to ensure the client's vision and goals are at the forefront of every decision.

Design Rigor

Our practice is intentional. We plan, design, and engineer within the site context, function, and ambitions of a project to exceed client expectations. Our design rigor is the guiding framework of our practice to ensure projects are responsive to their scale, place, and community.

Local Love, National Knowledge

We know how important it is to embrace the local context and what makes each place special. Beyond our ties and understanding to the local pulse of a place, we also rely on our extensive national perspective and resources. Our connected group of people have a wealth of experience on various project types from the coast, to the Rockies, and throughout the plains.





Joe Haefner, PLS
Survey Practice Leader | Principal

- Education**
- Associate of Applied Science - Land Surveying Technology
South Central College
 - Bachelor of Science - Land Surveying and Mapping Science
Saint Cloud State University

- Professional Registration**
- Professional Land Surveyor, MN

Joe began surveying in 1997 and is licensed in Minnesota and Iowa. A survey practice leader at Bolton & Menk, he is responsible for the coordination and supervision of survey work for engineering projects in the southern Minnesota and Northern Iowa service areas. Joe enjoys working on large-scale surveying projects that cover many sections of land. He has experience performing, preparing, and supervising land surveys and parcel and right-of-way determinations involving government land corners, corner certificates, section breakdowns, highway right-of-way, and railroad properties. He oversees all aspects of land surveying activities from the establishment of initial project control through project delivery and construction staking.

Select Projects

- Six Fairway View
Worthington, MN
- Worthington Bio Science Industrial Park - Third Addition
Worthington, MN
- Glenwood Heights Second Addition
Worthington, MN
- Cecilee Addition
Worthington, MN
- Whitelale Ridge
Fairmont, MN
- Prairie View Addition
Blue Earth, MN
- North Industrial Park Subdivision
Blue Earth, MN
- Community Center
Emmetsburg, IA
- Marina and Campground Development
Emmetsburg, IA
- New School Development
United South Central Schools
- Winnabago Avenue Sport Complex
Fairmont, MN
- Adolescent Treatment Center in Winnabago
United Hospital District



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Alex Larson
Land Development Project Manager

- Education**
- Bachelor of Science - Civil Engineering
University of North Dakota - Grand Forks

- Certification**
- Aggregate Production Tester,
Minnesota Department of Transportation

- Awards**
- 2023 Top 75 Women in Business -
Prairie Business Magazine

Alex began working in the engineering and surveying field in 2005 and has experience as an engineering technician, construction representative, and project supervisor. This includes design drafting, estimating, construction staking, construction inspection, client contact, and project design. She has extensive experience as a construction representative for a variety of street and utility construction project. Alex enjoys building a positive relationship with her clients while making sure all project needs are met.

Select Projects

- Westfield Development – 80-Acre
Multifamily Mixed Use, Virtus Development
Palmyra, WI
- City North Development – 13-Acre
Multifamily Mixed Use, Virtus Development
Jefferson, WI
- South Pond Developments
West Fargo, ND
- Wilds Developments
West Fargo, ND
- Shadow Wood Developments
West Fargo, ND
- Maple Ridge Developments
West Fargo, ND
- Shadow Creek Developments
West Fargo, ND
- Westport Beach Developments
West Fargo, ND
- Charleswood Developments
West Fargo, ND
- Eagle Pointe LOMR
Fargo, ND
- Cottonwood Estates Addition
Cassleton, ND
- West Housing Development Site Design
Twin Buttes, ND



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Samuel Kessel, PL, LEED AP

Urban Infill Practice Leader | Principal

Education

- Associate of Applied Science - Commercial Horticulture
- Des Moines Area Community College
- Bachelor of Landscape Architecture - Landscape Architecture Iowa State University College of Design

Professional Registration

- Professional Landscape Architect, MN
- Professional Landscape Architect, IA
- Professional Landscape Architect, WI

Certification

- LEED AP, Green Building Certification Institute

Sam is an urban infill practice leader with 20 years of experience. Over the last decade, Sam has been a driving force in revolutionizing site development projects across the Midwest. His focus on integrating sustainable design practices into complex and often contaminated sites has been transformative. With Sam's dynamic leadership, multidisciplinary teams have created development opportunities that truly resonate with each local community and their unique culture. His enthusiasm for working with and leading diverse teams shines through in his ability to forge strong relationships with clients and consultant partners, actively engaging project stakeholders in the design process. Sam is dedicated to fostering both internal and external support, ensuring that every project will stand the test of time.

Select Projects

North Side Yard Mixed Use Development, Stevens Point, WI	2W1 Mixed Use Development Cedar Falls, IA
The Common Place Green Bay, WI	Urbane 210 Mixed-Use Davenport, IA
Mackson Corners Osh Kosh, WI	Urbane 1220 Mixed-Use Sioux City, IA
6 th and Commercial Slingshot Architecture	Railroad Lot Redevelopment Eau Claire, WI
Art Block Slingshot Architecture	Ashwaubemon Phase I Slingshot Architecture
College Hill Mixed Use Cedar Falls, IA	

OUR REFERENCES

Tolowa Dee-ni' Nation
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 tim.hoone@tolowa.com 707.951.4255

Bayfield County
Mark Abeles-Allison, County Administrator
 117 E. Fifth Street, Washburn, WI 54891
 Mark.Abeles-Allison@bayfieldcounty.wi.gov
 715.373.6181

U.S. Department of Housing & Urban Development
James A. Myers, Construction Analyst/ Construction Manager
 West Multifamily Regional Center
 One Sansome Street, Suite 1200
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Red Cliff Chippewa
Joe Defoe
Red Cliff Band of Lake Superior Chippewa Indians
Community Health Center
Project Manager / Design Engineer
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 joe.defoe@redcliffhealth.org 715.799.3707 ext. 2308

North Lakeland Discovery Center
Richard Phillips, Chair
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 rphill1955@gmail.com 715.543.2085

Sault Tribe of Chippewa Indians
Andrew Lane, Facility & Operation Director, Facilities Management
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Baraga County Memorial Hospital
Todd Peltola, Director of Quality and Risk
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 tpeltola@bcmh.org
 906.524.3322

Gogebic Community College
Chris Pattrito, President
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 Ironwood, MI 49938
 ChrisP@gogebic.edu
 906.307.1200





SECTION 3: PROJECT EXPERIENCE



Oski-Ombendaam (New Hope)
Bayfield, WI

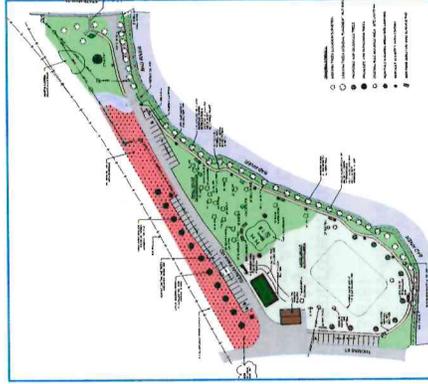


Oski-Ombendaam (New Hope)
Bayfield, WI

Master Plans

Select Project Experience:

Our Master Planning projects have covered everything from facility assessments to life cycle costs; circulation paths, including accessibility, pedestrian, vehicular and even wildlife patterns; programming and spatial layouts, including adjacencies, phasing and visibility. The multitude of overlays such as: funding, building lives, history, cultural significance, use, growth, infrastructure and future planning are just a few of the important factors we have considered when collecting and analyzing data, creating designs and assisting our clients in creating plans for implementation.



Gilman Park
Mellen, WI

North Lakeland Discovery Center
Campus Plan
Manitowish Waters, WI

Tolowa Dee-ni' Nation Tribal
Administration Complex
Smith River, CA

Bayfield County Business Park
Ashland, WI

Town of Eileen Sanitary and Water
Study
Bayfield County, WI

Irwin Historical Society
Ironwood, MI

Karuk Health Complex
Happy Camp, CA

715.662.0330

2023 6th Street West, Ashland, WI 54806

Single-Family Residential

Select Project Experience:

No single family house is the same, at least not ones that come out of our office! We understand your home needs to be unique and special to you. We'll work with you to understand your needs and wants for your home. We are trained problem solvers and it's our job to listen to what you want and turn that into a home for you.

Whether new construction, renovation, historic or even if you aren't sure if you should keep it or start over, our team can rise to the challenge of any aesthetic or variety of styles. Historical, mid-century, industrial, modern, contemporary, eclectic, craftsman, we've worked on them all!

Chutes d'Eau Residence
Washburn, WI

Tree House
Project Cost: Approx. \$250,000

Vivienda Moderna
Project Cost: Approx. \$750,000

Panoramic Residence
Project Cost: Approx. \$550,000

Center Stone
Cornucopia, WI

Prairie Residence
Project Cost: Approx. \$450,000

West Coast Bungalow
Project Cost: Approx. \$100,000

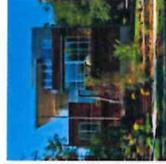
Canaan Lake Residence
Project Cost: Approx. \$450,000

Cell Block
Project Cost: Approx. \$500,000

Greenamyre
Leavenworth, KS

mhaus
Kansas City, MO

Garden Lake Residence
Barnes, WI



Multi-Family Residential

Select Project Experience:

Our staff has specialized in multi-family housing projects for 20+ years. From affordable, tax credit projects to market rate projects, townhomes to multi-story, duplexes to single-home developments, we've worked on them all. We'll work with your team to understand the needs of the residents, the surrounding area advantages and limitations, incorporate your budget parameters and are well versed in funding and financing options, from traditional to grant and tax credit based.

We've worked on projects everywhere from rural developments to reservation land; suburbs to busy urban environments, waterfronts to mountain regions. Our projects have incorporated multiple ADA and Universal Design requirements, indoor and outdoor amenities, utilized and been certified under multiple green building initiatives.



Park Place Residences
Ashland, WI

A Place on the Lake
Ashland, WI

J.G. Peppard Residence
Kansas City, MO

Beaser Fire Station Apartments
Ashland, WI

Pier Plaza Condominiums
Bayfield, WI

The Inn on Madeline Island
La Pointe, WI

Woodman Nordhoff Apartments
Manhattan Beach, CA

Harvey Dueholm Villa
Centuria, WI

Granger Senior Living Apartments
National City, CA

Northland College Townhouses
Ashland, WI

Opportunity Detroit Competition
Detroit, MI

Park Western Estates
Los Angeles, CA



SELECT TAX CREDIT & GRANT FUNDED PROJECTS

PLEASANT VALLEY: Dickinson, ND **2024-Present**
The project, utilizing tax credits through NDFHA, converts 3 units to fully ADA-compliant layouts with accessible routes, kitchens, and bathrooms, and remodeled 12 additional units to meet universal design standards. All 60 units have interior upgrades including new finishes, flooring, doors, cabinetry, countertops, and appliances. The maintenance shop is being converted into a management office, with the former office repurposed as a residential unit. Site improvements include ADA-compliant sidewalks, parking and dumpster access and to updated amenities including new playground equipment and basketball courts.

HIGHLAND PARK: Milwaukee, WI **2024-Present**
This multi-building project utilizing tax credits through WHEDA remodels 8 units into ADA accessible apartments with the required mobility features. All other 150 units will receive replacement finishes, fixtures, cabinets and counters. The existing amenities will be updated and additional new ones installed. Sidewalks are being modified to create an ADA compliant path of travel to new site amenities and parking throughout the entire complex.

DAT-NAA-SVT TOWNHOUSES
DAT-NAA-SVT HOMES
SEE-WAA-DVN DUPLEXES
The Dat-naa-svt Village and See-waa-dvn Duplexes together strengthen the Tolowa Dee-ni' Nation's commitment to providing culturally grounded, high-quality housing for families and elders. The three new Dat-naa-svt townhouses each offer two- and three-bedroom homes designed with open living spaces, generous mudrooms, attached garages, large backyards, and sweeping views of the Pacific Ocean. Their architectural character draws directly from the neighboring single-family development which we've just started working on expanding in 2026 to provide additional housing.

Designed specifically to support the comfort and independence of elders, the See-waa-dvn Duplexes each include two fully accessible one-bedroom apartments. The units feature open floor plans, wide doorways, step-free entries, and kitchens and bathrooms planned with ample clear floor area for ease of movement.
All three projects incorporate an offset roof line, a modern interpretation of the distinctive roof construction found in traditional Tolowa structures and now used throughout the Tribe's newer buildings. Together, these projects reflect a unified design approach that honors Tolowa architectural heritage while meeting the practical needs of today's residents.

2023 6th Street West, Ashland, WI 54806

715.682.0330

SELECT TAX CREDIT & GRANT FUNDED PROJECTS

WOODMAN & ARLETA PARK APTS: Los Angeles, CA **2019-2022**
Utilizing LIHTC tax credits and HUD funding, this two site project focuses on renovations in twelve buildings to bring them up to current building codes including substantial ADA rehab, material updates, energy efficiency upgrades, interior and exterior renovations and site work. In addition two clubhouses were significantly revamped and expanded to better serve the residents.

PARK WESTERN: Los Angeles, CA **2019-2020**
This \$10m, 14-building, 216-unit multi-family project is utilizing 4% tax credits for interior and exterior rehab, ADA conversion, site work and the addition of a new clubhouse. As the design architect and architect of record, C&S Design & Engineering provided code review, drafting, design and construction administrative services for the developer.

LAKEVIEW TERRACE: Pacoima, CA **2019-2020**
C&S Design & Engineering teamed up again with SDG Housing for the rehab, architectural design and ADA conversion of this \$10m, 12-building, 128-unit project. Incorporating the 2016 CBC, Chapter 11A Accessibility Standards, the project utilized 4% tax credits. As the design architect and architect of record, C&S Design & Engineering provided code review, drafting, design and construction administrative services for the developer.

WOODSIDE TERRACE: Beloit, WI **2022-2024**
This 3-building multi-family project utilized 4% tax credits to renovate 120 existing apartment units, 12 of which were remodeled to be fully ADA compliant. New amenities for tenants include a new parking lot, leasing office, exterior fitness area, dog park, playground and an outdoor pavilion. C&S worked alongside CPP Housing, Clifford & Company, and Renu Inc., even replacing all the vanity sink faucets.

GRANGER: National City, CA **2016-2017**
Acquisition Rehab of 180 existing affordable residential units included new finishes, flooring, cabinets and countertops, new plumbing and electrical fixtures. The exterior received a face lift with new community spaces, a managers unit, landscaping and site upgrades, plus a new community center for a total cost of \$7.5m.

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The Common Place

Green Bay, Wisconsin

The vision for this mixed-use development near Lambeau Field in Green Bay, Wisconsin, was to create a vibrant building with a dynamic outdoor space that functions both as a residential courtyard and as a semi-public community gathering space. Bolton & Menk led site design and coordination efforts with the architects and consultants in design development and coordinated staff to bring the design to completed construction documents. Our team's responsiveness and ability to coordinate with multiple consultants on the project helped advance the design through an accelerated pace that met the owner's unique needs on the project.

Client / Stingshot Architecture
Year Completed / 2022
Services Provided / Urban Design & Landscape Architecture, Civil Engineering, Water Resources, and Land Surveying



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North Side Yard

Stevens Point, Wisconsin

Merige Urban Development and Stingshot Architecture had a vision for developing the 4-acre vacant lot in downtown Stevens Point, Wisconsin. The design team looked to Bolton & Menk to design a site plan that blends commercial and residential environments into a unique use of shared spaces.

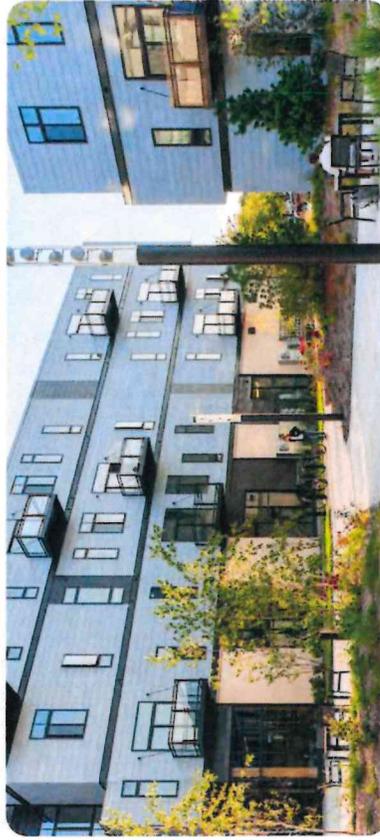
The design concept pays homage to the community's beginnings of a lumber industry. Using inspiration from images of log driving down the Wisconsin River, the design team created a residential courtyard that incorporates raw wood timbers and native plant filled berms. Within the residential courtyard the use of space blends together intimate gathering of three to five people, activity zones of ping-pong and corn hole, and larger group gathering space with a built-in outdoor movie system.

The central spine courtyard is lined with commercial tenants on both sides to provide a unique shopping experience. The central walk is designed to connect patrons from the downtown area across Center Point Drive into a new indoor and outdoor shopping experience.

Client / Stingshot Architecture
Location / Stevens Point, Wisconsin
Year Completed / 2022
Services Provided / Landscape Architecture, Urban Design, Civil Engineering



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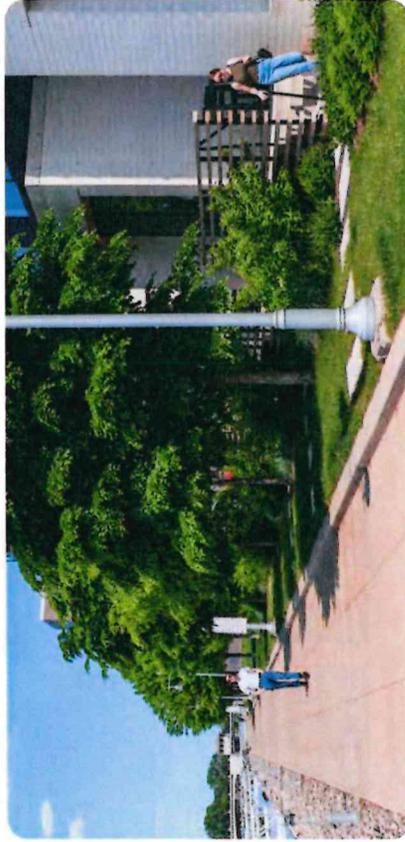
Mackson Corners

Oshkosh, Wisconsin

Bolton & Menk, along with project partners, are working to design and manage all site related items for the Marion Road Redevelopment project in Oshkosh, Wisconsin. The site directly accesses the Fox River which provides great opportunities for an active site program.

Bolton & Menk is currently working with Slingshot Architecture and the City of Oshkosh to define how the site is activated as well as how it interacts with the Fox River. Through multiple concept design sketch plans, the image above represents the final schematic design plan that integrates the active lifestyle of a riverfront community with the commercial plaza space.

The relationship between buildings and entry sequence experienced by both residents and patrons played a key role in defining the use of space and programming for the central spine between the buildings. Direct collaboration with Slingshot on site constraints influenced both building design and site programming.



The Griff

Charlotte, North Carolina

The Griff is a 250-unit, multi-family development located between Morehead Street, Freedom Drive, and Stewart Creek. The project included master planning, rezoning, civil engineering, landscape architecture, greenway planning, and easement acquisition. Stewart Creek and a portion of the future Stewart Creek Greenway are located adjacent to the Morehead Ridge project providing a unique opportunity for the development, adjacent stakeholders, and overall community. This greenway section is approximately 1,700 linear feet and a vital part of Mecklenburg County's overall greenway master plan, providing connectivity to multiple existing neighborhoods, community amenities, and the mixed-used redevelopment along the Morehead Street and Freedom Drive corridors. The Stewart Creek Greenway conceptual planning, design, and easement acquisition were coordinated between the existing landowner/developer and Mecklenburg County. Bolton & Menk worked with each entity to prepare a conceptual greenway alignment and easement mapping for the necessary land exchange to implement this key portion of the Stewart Creek Greenway. The conceptual greenway planning and coordination used the design guidelines and planning principles set forth by Mecklenburg County Park and Recreation for greenway design and planning. The concept alignment was approved by Mecklenburg County and the private landowner, resulting in land exchange that will accommodate the McAlpine Greenway alignment.

Client / Griffin Real Estate Services
Year Completed / 2016

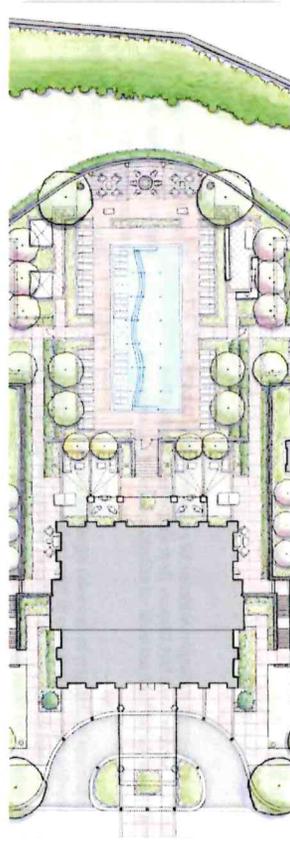
Services Provided / Urban Design
& Landscape Architecture, Civil
Engineering, Water Resources, and
Land Survey



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SECTION 4: PROJECT DESCRIPTION

Proposed Project Goals, Structure, and Alignment with City Objectives

The Tower Road Housing Development is proposed as a flexible, community-oriented neighborhood that directly addresses the City of Park Falls' housing goals while remaining financially viable, scalable, and low-risk to the City and its residents. The intent of the project is to deliver high-quality housing options for a range of household types and incomes, integrated within a thoughtfully planned site that supports long-term community value.

Community-Focused Design Goals

A central goal of the project is to create a cohesive residential environment that prioritizes livability, accessibility, and connection. The proposed site concept incorporates shared outdoor amenities, including a playground, recreation area, and outdoor gathering spaces, designed to serve residents of all ages and abilities. These shared amenities are intended to foster a sense of neighborhood identity and encourage informal interaction, reinforcing the project as a place to live, not simply a collection of housing units.

The overall site layout emphasizes walkability, clear circulation, and a residential scale that complements surrounding development patterns while allowing for future refinement as the project advances.

Proposed Unit Mix and Housing Options

The development concept presented reflects one of several potential housing configurations and is intended to demonstrate feasibility rather than prescribe a fixed outcome. The current model includes a total of 64 units, comprised of:

- 16 single-family units
- 20 duplex units (10 buildings)
- 4 four-plex units (1 building)
- 24 eight-plex units (3 building)

Units are anticipated to include a mix of two- and three-bedroom layouts, responding to the City's documented need for family-oriented and workforce housing. Each unit is planned to include a minimum of one covered parking space, supporting year-round usability and durability in a northern Wisconsin climate.

Up to 80% of the units may be designed for full accessibility or adaptability, utilizing universal design principles that allow units to accommodate changing mobility needs over time. This approach supports inclusive housing without segregating accessible units and aligns with long-term aging-in-place goals.

GOALS, STRUCTURE AND SCHEDULE

Affordability Strategy and Project Structure

To minimize risk and maximize feasibility, the project is currently structured around a modest 4% Low-Income Housing Tax Credit (LIHTC) framework, which allows the development to move forward without reliance on speculative or highly competitive funding sources. Under this model, the twelve four-plex buildings would be reserved for households earning up to 60% of Area Median Income (AMI), providing long-term affordable rental housing while maintaining a balanced, mixed-income neighborhood.

Beginning with a 4% LIHTC structure:

- Reduces financial exposure for the City and County
- Increases certainty of project delivery
- Supports reasonable, stable rents
- Generates tax base and housing supply without ongoing public obligation

While this initial structure is intentionally conservative, the project is designed to remain flexible. Additional variations may include:

- Expanding the number of LIHTC-supported units
- Exploring alternative affordability levels
- Evaluating homeownership opportunities for the single-family units
- Leveraging additional funding sources to enhance amenities or building systems

These options can be explored collaboratively with the City as priorities, funding opportunities, and market conditions evolve.

Integrated Delivery and Cost Control

The proposed development benefits from an integrated, locally based project team capable of delivering the project from initial planning through construction and long-term operations. By consolidating design, engineering, and construction expertise within a coordinated team, the project can better control costs, manage scheduling, and reduce unknowns that often impact housing developments in smaller markets.

This comprehensive approach supports predictable outcomes, transparent communication with City staff, and efficient coordination throughout the development process.

Preliminary Phasing and Schedule

The project is anticipated to proceed in a phased manner, allowing flexibility around funding cycles and market conditions:

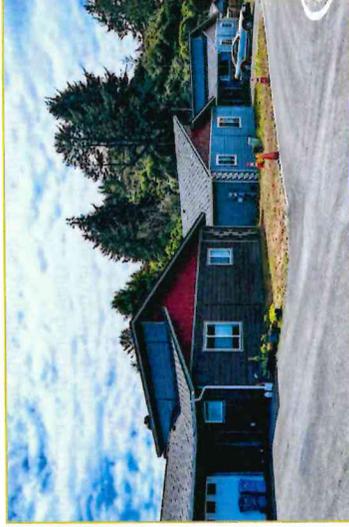
- 2026–2027: Project refinement, entitlement, and 4% LIHTC application
- 2027: Construction commencement
- Phase 1 Completion: 2027–2028
- Phase 2 Completion: By 2028



SECTION 5: CONCEPT IDEAS



Woodman Nordhoff Apartments
Los Angeles, CA



See-Waa-Dyn Duplexes
Smith River, CA

PROPOSED SITE PLAN OPTION



CONCEPT 2 BEDROOM UNIT TYPE

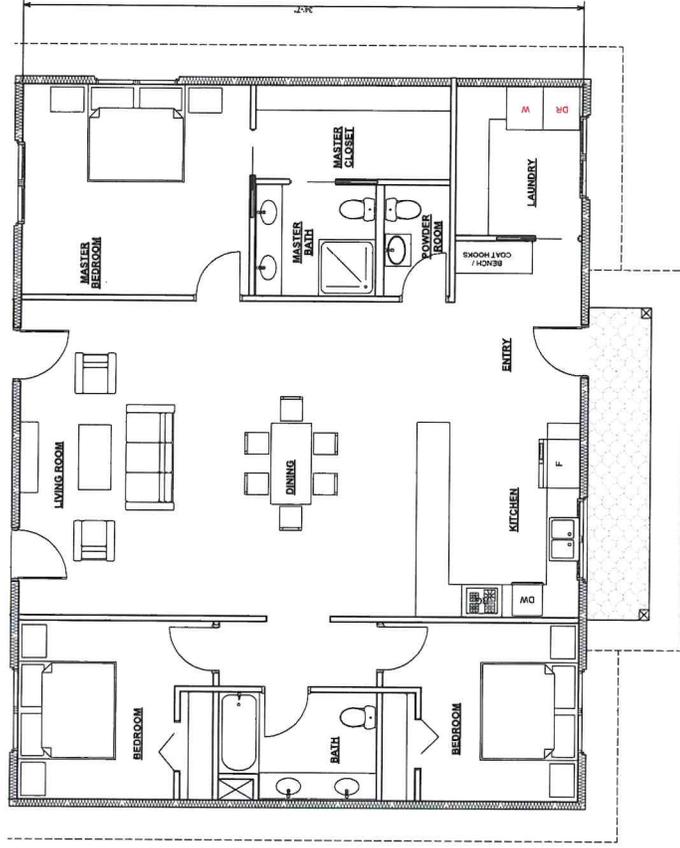
Design is owned by C&S Design & Engineering and is presented as a concept idea only with various aesthetic options. Refinement to be provided in future phases of design development.



CONCEPT 3 BEDROOM UNIT TYPE



Design is owned by C&S Design & Engineering and is presented as a concept idea only with various aesthetic options. Refinement to be provided in future phases of design development.





SECTION 6: FINANCIALS

Financial Feasibility and Project Funding Summary

The proposed Tower Road Housing Development has been evaluated using a conservative, implementation-focused financial model developed specifically for this site and program. The intent of the financial analysis was to confirm long-term feasibility, stable operations, and minimal financial exposure to the City of Park Falls and its residents, rather than to rely on aggressive assumptions or speculative funding structures.

Baseline Financial Assumptions and Operating Performance

The initial financial model is structured around a 4% Low-Income Housing Tax Credit (LIHTC) framework, paired with a mixed-income unit strategy and permanent financing sized to actual operating performance. Based on current planning assumptions, the model reflects:

- Market-rate rents for single-family and duplex units generally in the range of \$1,800 to \$2,000 per month, depending on unit size and configuration
- Affordable rents for some of the duplexes, the 4 plex and the 8 plexes are set at 60% of Area Median Income (AMI), with net rents generally in the range of \$950 to \$1,100 per month, depending on bedroom count and utility assumptions
- A stabilized Effective Gross Income that supports a projected Net Operating Income (NOI) of approximately \$400,000 to \$450,000 annually, under conservative vacancy and expense assumptions
- An estimated purchase price for the property of \$250,000-350,000.

This blended income structure allows the project to deliver meaningful affordability while maintaining overall financial stability.

Debt Structure and Coverage

Permanent financing has been intentionally sized using a debt-service-coverage-driven methodology, rather than loan-to-cost metrics, to avoid over-leveraging the project. Under the current model:

- Permanent debt is sized to a target Debt Service Coverage Ratio of approximately 1.15
- This approach results in a low permanent debt load relative to total development cost, ensuring that long-term debt obligations remain well supported by projected operating income
- The project demonstrates modest but positive stabilized cash flow, providing a cushion for long-term maintenance, insurance, and operating cost variability

This disciplined approach supports long-term operational resilience and reduces exposure to future market or cost fluctuations.

Equity, Flexibility, and Creative Financing Capacity

In addition to LIHTC equity, the development team brings significant experience in creative and layered financing structures, including the strategic use of balance-sheet strength to support project delivery when appropriate. Dahl Property Management currently maintains a portfolio of income-producing properties with low debt-to-income ratios, creating the potential, subject to market conditions and concurrent project commitments, to leverage existing assets in support of new development.

While the baseline financial model does not assume reliance on this capacity, the ability to deploy internal resources provides added flexibility to:

- Bridge timing gaps between funding sources
- Support construction or early operations if needed
- Reduce dependence on external debt
- Further strengthen overall project feasibility

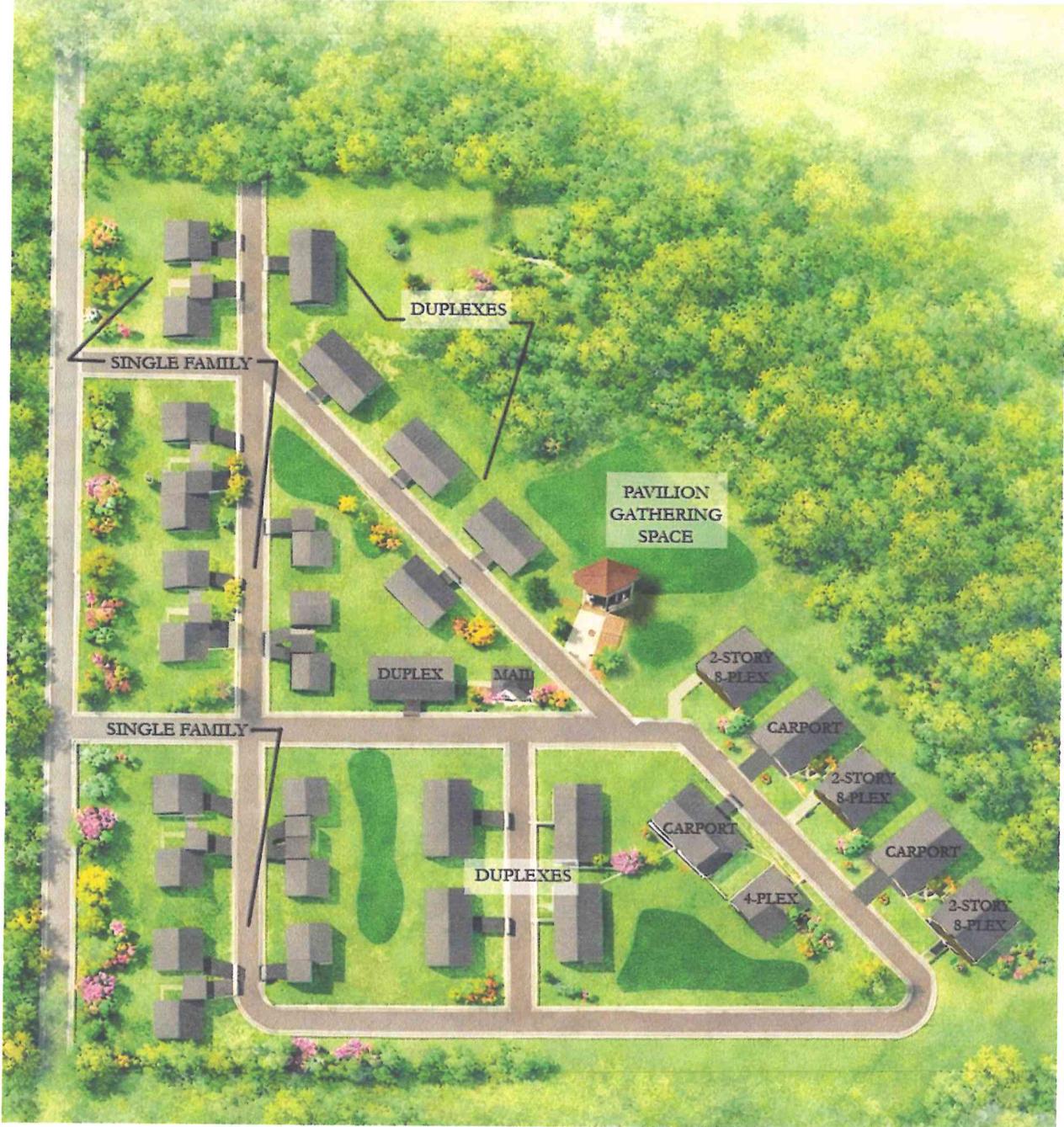
Adaptability and Risk Management

Although the project is intentionally structured to be viable under a modest 4% LIHTC framework, the financial model remains adaptable. Should additional funding sources become available, the project could be adjusted to support expanded affordability, enhanced amenities, or upgraded building systems, without compromising baseline feasibility.

Summary

The proposed financial structure reflects a measured and responsible approach to housing development in Park Falls. By grounding the project in realistic rent assumptions, conservative operating projections, disciplined debt sizing, and flexible capital strategies, the development is positioned to deliver new housing that is financially stable, scalable, and aligned with the City's long-term housing goals, without imposing undue risk on the City or its residents.

PROPOSED SITE PLAN





COLLABORATIVE SOLUTIONS



WHY US

LOCALLY OWNED AND MANAGED

Our team is located in the Northwoods, understanding of the unique area, demographics and financial implications

Long-term ownership and management

Ease of involvement and availability

CONTRACTOR AS DEVELOPER

More input on pricing

Involved from the outset

Relationship with local subcontractors

Control over labor force

A&E AS DEVELOPER

Delayed billing/fee to reduce carrying costs and extending close time

Involvement in design implications for application and in line with costs

EXPERIENCE

Combined team brings almost 3 billion in combined project development experience

Substantial experience in a variety of tax strategy planning and grant application processes



PROPOSED MODEL

PROJECT MIX

12 SINGLE FAMILY MARKET RATE UNITS

52 LOW INCOME UNITS (SINGLE FAMILY, DUPLEX, 4-PLEX AND 8-PLEX)

64 TOTAL UNITS

SIZE

2 AND 3 BEDROOM UNITS

900-1,200 SQUARE FEET

COST PER SQUARE FOOT

\$250-275/SF FOR LIHTC UNITS

\$300/SF FOR SINGLE-FAMILY MARKET RATE UNITS

ADJUSTED ASSUMED RENTS (pending utilities included)

\$1,400-1,800/MONTH AVG. FOR MARKET RATE

\$800-950/MONTH AVG. FOR LIHTC UNITS

PROJECT SUMMARY

\$18.4M TOTAL PROJECT DEVELOPMENT COSTS

\$11.3M LIHTC EQUITY (9% TAX CREDITS)

\$3.4M PERMANENT LOAN

\$3.7M GAP

(DEFERRED DEVELOPER'S FEE, HOME LOANS, CDBG, R&D, AHP)

MODEL REQUIREMENTS

9% TAX CREDIT AWARD

REDUCED PROPERTY TAXES TO <\$100K

THROUGH TIF, PILOT OR INCOME-BASED ASSESSMENT

EXISTING INFRASTRUCTURE SUPPORTIVE

LAND PURCHASE OF \$200K

SCHEDULE

Spring/Summer 2026: Project refinement, agreements, design
November 2026: Submit LIHTC Application
Winter 2027: Award Announcements
Spring 2027: Begin Construction
Spring 2028: Phase 1 (Multi-Family Units) Completion/Lease-up
Spring 2029: Phase 2 (Single-Family Units) Completion/Lease-up
Winter 2029: Phase 3 (Single-Family Market Rate Units)
Completion/Lease-up:

CAPITAL STACK

REDUCED PROPERTY TAXES	1.7%
PERMANENT LOAN	18.1%
GAP (DEFERRED DEVELOPER'S FEE, HOME LOANS, CDBG, R&D, AHP)	19.8%
LIHTC EQUITY	60.4%

PROJECT TEAM

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Tower Road Housing Development
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