

In Response To:  
Request for Qualifications: Park & Badger  
Redevelopment Partnership CDA of the City of  
Madison RFQ No. 13001-0-2024-DJ



**RINKA+**



KG Development Group in collaboration with Hope Community Capital, Rinka Architects, IMEG Engineers and The Opentable, brings:

### Redefining Urban Living in Madison

In response to the city of Madison, Wisconsin's Request for Qualifications (RFQ) for innovative development in affordable housing with integrated public health clinics, our dedicated development team is thrilled to present a transformative plan. This pioneering initiative aims to redefine community living by seamlessly integrating affordable housing, health services, and dynamic senior programming within a meticulously planned environment. Rooted in robust research-based models, our project is poised to instigate organic change through the strategic utilization of social and relational capital, creating a vibrant, inclusive community for the residents of Madison.

*Background and Context:* Madison, Wisconsin, is a city rich in diversity, culture, and history. Recognizing the unique needs of its residents, our proposal addresses the growing demand for affordable housing while incorporating essential elements like public health clinics and senior programming. This endeavor is not merely a construction project; it is a narrative of community-driven development designed to enhance the quality of life for all.

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*Impacting Communities through Transformative Housing Solutions*

## Values

### 01 Respect

We create a space where different voices are welcomed and encouraged. We believe understanding and learning are crucial to build trust.

### 02 Excellence

We strive to provide quality through our work and ensure the satisfaction of our clients and stakeholders.

### 03 Authenticity

Honesty, integrity, and transparency-are our core values as a team.

### 04 Loyalty

We promise to remain true to who we are by staying committed to our mission and our stakeholders.

## About Us

KG Development Group is a full-service real estate development firm that strengthens communities by providing intentional, sustainable, and supportive solutions that remove social determinants of health barriers to benefit people and their communities.

KG is a leader in the transformative housing space. It is committed to providing health focused housing which includes:

- Affordable accommodations
- Efficient building materials and systems
- Supportive health care and Resource Outreach
- Integrative Services

## Mission

To provide community and health centric approach toward real estate development through SDOH.

- Economic Development through Neighborhood and Physical Environment
- Economic Stability
- Education
- Culturally aligned heritage-based social activities and programs
- Health and nutritional balance through healthy food access and health care
- Access to social capital through volunteer models and training

# The Intentional Developer

## Project Team



**Anthony Kazee**  
Co-Principal  
Tuskegee University



**Jamie Gray**  
Co-Principal & EVP of  
Supportive Housing Operations  
Emory University



**LaQuondra Shaw**  
Vice President of Investment  
Strategy & Government Relations  
American University



**Pepita Johnson**  
Director of DEI and Workforce  
Development  
Cardinal Stritch College



**Keith Gregory**  
Director of Housing  
University of Pittsburg



**Michael Olen**  
Director of Construction  
Oklahoma State University



**Niharika Talwar**  
Vice President of Finance  
University of  
Wisconsin-Madison

# The Intentional Developer

## Resume

### Anthony Kazee

Anthony Kazee, RHDFP Background is in construction science & management. He is responsible for overall real estate development and project management from site acquisition to project close out. Anthony has an excellent track record of strong working relationships with owners, architects, engineers, government agencies, financial institutions, resulting in successful development and construction experience.

### Jamie Gray

KG's Co-Principal, Jamie is an experienced healthcare professional with a Master of Science in Nursing from Emory University and a Bachelor of Science in Nursing from Marquette University. She is currently serving as Administrator/Substitute/RN Supervisor at Kaleidoscope Care Services LLC, overseeing policy development, licensing, and referral coordination. Additionally, a Nurse Practitioner Case Manager at Care Management Plus Health Services since April 2002, she is involved in discharge planning, assessments, and supervision of healthcare personnel. Her previous experiences include roles as Administrator/Substitute/RN Supervisor at Advanced Personal Care Services. She possesses strong knowledge of community health, proven reliability, and sensitivity to diverse needs, along with excellent interpersonal and analytical skills.

### Michael Olen

Director of Construction at KG Development Group in Milwaukee, Michael specializes in Affordable Supportive Housing and Workforce Development. He is also a Building/Condemnation Inspector for the City of Milwaukee, overseeing demolition and deconstruction projects. He hold a Master of Science in Construction Management (UW-Stout, 2019) and is pursuing a Ph.D. in Fire and Emergency Management at Oklahoma State University. He is a published researcher and engages in volunteer committee work with the International Code Council. He holds certifications including Project Management Associate, State of Wisconsin Emergency Manager, and ICC Accessibility Inspector/Plans Examiner, and is committed to advancing construction practices, disaster resilience, and community safety.

### Keith Gregory

Results-driven leader and award winning developer with a decade of expertise in affordable housing and real estate development, Keith is currently steering residential projects at KG Development Group, expanding operations into the Southwestern United States. Accomplished Director of Housing for the Pascua Yaqui Tribe, he has managed a \$25M budget and overseen four successful low-income housing tax credit (LIHTC) developments. Previous roles include Deputy Director at the City of Tucson and CEO positions at Tlingit Haida Regional Housing Authority and Northern Lights Development Corporation, showcasing growth, operational efficiency, and substantial revenue generation. Keith has proven abilities in securing diverse funding sources and building successful partnerships. He also has a track record of directing large-scale projects, handling budgets exceeding \$100M, and leading teams of 140+ employees. His expertise also lie in navigating federal and local funding complexities.



### Pepita Johnson

Dedicated and accomplished professional with a diverse background in DEI and workforce development, Pepita is currently serving as the Director of DEI and Workforce Development at KG Development Group. She is leading KG's development and implementation of Diversity, Equity, and Inclusion plans. She is also experienced as the Grant Compliance Coordinator for the City of Milwaukee, excelling in budget compliance, reporting, and strategic grant planning. Her notable roles include Outreach and Training Supervisor for the City of Milwaukee, managing intern programs and workforce development plans. She has extensive experience in code enforcement, property management consulting, and transportation consulting. She is an accomplished presenter at the USGBC's Greenbuild 2019 Conference on workforce development and blight removal. She holds certifications in Fire Inspection and is pursuing a Project Manager Certification and is actively involved in the International Code Council, serving on the Major Jurisdiction Committee and the Diversity, Equity, and Inclusion Committee since 2020. Pepita also demonstrates a commitment to community outreach, training, and diverse workforce development.

### Niharika Talwar

UW-Madison and Stanford-educated professional with comprehensive coursework in Real Estate, Finance, and Business, Niharika currently serves as the Vice President Finance at K.G. Development Group, providing expertise in financial modeling, tax credit calculation, and project due diligence. Former experiences include being a Real Estate Finance Consultant at Hope Community Capital LLC, specializing in site selection, financial modeling, and project coordination, and a Real Estate and Development Intern at S.C. Swiderski, LLC, contributing to feasibility modeling, research projects, and property refinancing meetings. She has also served as the Finance Chair at PAVE-Promoting Awareness Victim Empowerment, managing a \$90,000 budget and enhancing financial oversight. She engaged in campus activities, including appraisal projects and leadership roles in the UW-Madison Speech and Debate Team and University Theatre Association. She is a versatile professional with skills in construction estimating, project management, and expertise in tax credits, historical tax credits, and mixed-use development.

### LaQuondra Shaw

LaQuondra establishes KG Development Group's local corporate responsibility agenda by developing goals, policies and initiatives that align with business strategies and operational objectives. Formalize and institute annual Foundation investment strategy. Forge strategic partnerships and serve as a liaison between enterprise, foundation, and communities. Oversee Foundation's Diversity & Inclusion portfolio, identify optimal opportunities to increase visibility of corporate giving initiatives, volunteerism, and leadership development.

## TEAM

### ERIC REINSCH, PE, SE

CLIENT EXECUTIVE



#### Experience

17 Total, 17 with IMEG

#### Education

University of Iowa, Henry B. Tippie College of Business, MBA  
Iowa State University, BS Civil Engineering

#### Registrations

Professional Engineer: IA (20558), MI (6201068962), WI (45728-6)  
Structural Engineer: IL (081-008427)

#### Affiliations

ASCE, AISC, Structural Engineering Institute - Past President, QC Chapter, Structural Engineering Institute, Rotary International

Eric is experienced in the design of structural systems from condition studies and evaluations, to system comparisons and preparation of plans and specifications for various building types utilizing wood, masonry, reinforced concrete, and structural steel. His design experience includes healthcare, educational, industrial, municipal, and commercial projects. Eric is known for delivering a high level of client satisfaction while producing engineered solutions that are economical and well-coordinated with other disciplines. He also has experience in coordinating the design team efforts on large and complex projects, along with experience in project management and construction administration services.

- City of Bettendorf, Bettendorf, IA, 45,300-sf New Event Center
- Firekeepers Casino Hotel, Battle Creek, MI, 206,000-sf Hotel and Meeting Room Expansion
- Madison Public Library, Madison, WI, 20,000-sf Pinney Neighborhood Library Renovation, LEED Gold

### JUSTIN STUHLIK, PE, SE

SENIOR STRUCTURAL ENGINEER



#### Experience

14 Total, 2 with IMEG

#### Education

Milwaukee School of Engineer, MS Architectural Engineering - Structures, BS Architectural Engineering - Structures

#### Registrations

Professional Engineer: WI (46972-6) MO (2016017685)  
Structural Engineer: IL (081-008648)

#### Affiliations

American Institute of Steel Construction  
American Concrete Institute  
American Council of Engineering Companies  
Downtown Madison Inc  
Lean Construction Institute

Justin is a licensed structural engineer native to the Madison area with deep Wisconsin roots. He is well versed in a variety of structural materials and framing systems. Justin has developed a strong relationships with local developers and residential clients. His design experience includes new construction and renovations for mixed-use buildings, retirement facilities, healthcare, and residential projects. Justin uses his experience to design innovative, practical buildings that achieve the performance requirements, resilience, and adaptability needed for today's modern residential facilities that are considerate of the client's budget and schedule, allowing a competitive advantage for marketing to end-users.

- Michigan Street Commons, Milwaukee, WI, Five-Story Residential Precast Building
- St. Johns on the Lake, Milwaukee, WI, 23 Story Cast in Place Concrete Building
- The Standard, Madison, WI, Five-Story Residential Building over Two-Story Commercial Building

### MARK RICE, PE

CIVIL ENGINEER



#### Experience

42 Total, 12 with IMEG

#### Education

University of Wisconsin, Platteville, BS Civil Engineering with Sanitary-Environmental Emphasis

#### Registrations

Professional Engineer: WI (24968-6), IL (062-044509)

#### Affiliations

APWA Illinois - NW Branch President, ISPE - Scholarship Golf Outing Chairman, ACEC Illinois -Engineering Excellence Committee

Mark has experience on state, county and municipal public improvement projects, school districts, park districts and private development projects for commercial and residential developers. Projects include, but are not limited to, freeways, highways, state and county rural roads, recreational trails, pedestrian bridges, traffic signals, drainage/hydraulic studies, and roadway landscape/streetscape design. Mark has extensive experience in large scale commercial and industrial site developments, septic and leach field design, sanitary sewer and water main design, "brownfield" remediation, and construction layout and observation.

- UW Health Sports Factory, Rockford, IL, Civil Project Manager for the conversion of an abandoned 70,000 sf manufacturing building along the Rock River.
- Watertown Public Library, Watertown, WI, Civil Project Manager responsible for the site design for the library building and parking lot expansion.

# CITY OF MADISON FIRE STATION 14

MADISON, WI

## NEW FACILITY

LEED Platinum

IMEG provided structural, mechanical, electrical, plumbing technology, and security engineering design and services, as well as construction administration, for the new Fire Station 14 in Madison. The new station provides space for recruit testing, incumbent standards, training evolutions, community meetings, engagement, education, fire prevention, and health services such as community paramedicine.

The project was designed to be net zero energy capable and is projected to operate with a 58 percent energy savings in comparison to code baseline. MEP system highlights to help achieve this include:

- Geothermal borefield
- Energy recovery to pre-treat ventilation air
- High efficiency condensing boilers
- In-floor radiant heat throughout the facility
- Photovoltaics as a power source
- LED lighting and occupancy sensor control

Electrical design included 208/120V, 800A electrical service with a 50kW PV system and capacity for an additional 50kW worth of PV.

The structural design included a 3 1/2-inch-deep roof deck supported by deep, long span joists in order to clear span the apparatus bay and provide clear space for vehicles. The remainder of the building utilizes a conventional 1 1/2" roof deck supported by standard bar joists and steel framing. A mezzanine adjacent to the apparatus bay supports mechanical systems, storage and space for training exercises. The overhang canopy at the apparatus bay doors uses solar panels supported by steel framing as the roof structure. Safety tie-off anchor points for working on the solar panels were provided at the roof framing, and additional safety tie-off anchor points were provided within the building to accommodate a variety of training exercises. Due to poor soils on the site, two options (rammed aggregate piers and helical pile deep foundations) were designed around and competitively bid to determine the most economical solution for the city.



|                   |   |
|-------------------|---|
| <b>SIZE</b>       | 16,000-sf New   |
| <b>COST</b>       | \$4.5 million   |
| <b>COMPLETION</b> | 2018  |
| <b>SERVICES</b>   | Structural, Mechanical, Electrical, Plumbing, Technology, Security, Construction Administration                               |
| <b>AWARDS</b>     | ACEC Wisconsin 2021 Engineering Excellence Best of State<br>ACEC National 2021 Engineering Excellence National Regional Award |
| <b>REFERENCE</b>  | Jon Evans, City of Madison<br>Building Design Project Manager<br>P: 608.243.5893<br>E: jevans@cityofmadison.com               |



Company Bio: WBE Certified with the City of Madison

Since 2016, Hope Community Capital (HCC) has assisted a national base of clients in accessing, structure, and close diverse sources of capital needed to facilitate successful community development projects. HCC works across the United States to connect community development projects - particularly multifamily affordable housing and community facilities - with financing and investors, and organizations with opportunities to cultivate sustainable, inclusive, and thriving communities. We do this through community development advisory services and assistance in raising, structuring, and closing diverse sources of capital. HCC Founder and CEO Carrie Sanders has spent 18 years focused on community development finance, specializing in bringing capital to projects in low-income geographies across the nation. Hope Community Capital raises capital and provides development advisory services to accelerate the work of organizations across the nation whose mission it is to expand economic opportunity for systemically underserved people and communities.

- We provide development finance consulting to assist organizations to access capital for high-impact projects. We have worked on projects totaling over \$900M in development costs including over 500 units of affordable housing and over 1.5 million square feet of community facility space serving more than 350,000 stakeholders annually.
- We provide development management services to organizations building community facilities. We offer financial, real estate, permitting, and project management assistance from project concept to ribbon-cutting.
- We assist start-up community financing organizations to become certified Community Development Financial Institutions to support these organizations in extending flexible financing for high impact projects in disadvantaged communities.

| NMTC Projects Completed                              |                      |   |
|--|----------------------|---|
| Project  | Location             | Type  |
| Arts United Center                                   | Fort Wayne, IN       | Renovation and expansion of an historic theater   |
| Belle City Square                                    | Racine, WI           | Rehabilitation of historic manufacturing campus, 4 buildings, office, coworking, retail space           |
| Boys & Girls Club of the Muskegon Lakeshore          | Muskegon, MI         | Renovation and expansion of BGC, Fitness Center, physical therapy                                       |
| Children's Museum of Eau Claire                      | Eau Claire, WI       | Children's Museum, Childcare  |
| Crossover Community Impact                           | Tulsa, OK            | Community center, health center, school   |
| Crosstrainers Academy                                | Milwaukee, WI        | Charter School at the Milwaukee Rescue Mission  |
| Garver Feed Mill                                     | Madison, WI          | Renovation of historic mill; food hub, retailers, wellness studio                                       |
| Milwaukee Habitat for Humanity                       | Milwaukee, WI        | For-sale affordable housing   |
| Milwaukee Youth Arts Center                          | Milwaukee, WI        | Renovation and expansion of youth arts center   |
| Notre Dame School of Milwaukee                       | Milwaukee, WI        | Charter School  |
| Pediatrics Plus Arkadelphia                          | Arkadelphia, AR      | Pediatric behavioral health services  |
| Prime Health   | Chicago, IL          | Federally Qualified Health Clinic   |
| Rice Lake Aquatics and Recreation Center             | Rice Lake, WI        | New recreational facility and Boys & Girls Club   |
| South Wood County YMCA                               | Wisconsin Rapids, WI | Community Facility: YMCA, Boys & Girls Club, VA, Health Center  |
|  |                      | Community Facility: Emergency shelter for individuals and their children experiencing domestic violence |
| Sojourner Family Peace Center                        | Milwaukee, WI        | Community Facility: Childcare, skilled nursing facility, community space                                |
| St. Ann's Intergenerational Center                   | Milwaukee, WI        | Charter School  |
| St. Augustine Preparatory Academy                    | Milwaukee, WI        | Charter School  |
| The Wedge Innovation Center                          | Alton, IL            | Rehabilitation of historic wedge building, office space, in-labor, accelerator                          |
| Urban Ecology Center                                 | Milwaukee, WI        | Renovation and expansion of community center, youth education programming                               |
| Urban League of Greater Madison - Black Business Hub | Madison, WI          | Office space: co-working, accelerator, mission-based anchor tenants                                     |
| Urban League of Greater Madison - Homeownership      | Madison, WI          | For-sale affordable Housing   |



**Carrie Sanders, CEO, Hope Community Capital LLC**

Carrie Sanders is the Founder and CEO of Hope Community Capital, a nationally recognized community development finance consultancy and B Corp headquartered in Madison, Wisconsin. In her role as CEO, she oversees the strategic development and implementation of the firm's core services, encompassing funding advisory, development advisory, and investment advisory. With an extensive 18-year background in community development finance, Carrie serves as the lead consultant, specializing in advisory services for funding strategies related to affordable housing, community facilities, and economic development assets. Her expertise is notably acknowledged in capitalization strategies for intricate development projects involving a diverse range of public and private funding sources.

Before establishing Hope Community Capital LLC, Carrie held pivotal roles as the Director of Lending and the Director of Structured Community Finance for a statewide community development financial institution. In these capacities, she orchestrated lending activities and successfully launched the institution's New Markets Tax Credit program. Additionally, Carrie served as a senior community development finance consultant for a national accounting firm based in Madison.

Carrie's comprehensive career spans strategic planning for nonprofit community development organizations, public housing program evaluation, affordable housing finance, with a specific focus on re-entry housing, and economic impact analysis. A graduate of the Massachusetts Institute of Technology, she earned her master's degree in City Planning, emphasizing community and economic development finance. Carrie Sanders stands as a seasoned professional at the forefront of community development finance, contributing significantly to the success and impact of Hope Community Capital.



**Sierra Johnson Senior Consultant, Hope Community Capital LLC**

Sierra brings fifteen years of experience in the academic, nonprofit, and government sectors. As a senior consultant at Hope Community Capital, Sierra leads the firm's funding advisory practice, connecting project-based clients to an array of diverse and flexible sources of funding, including green finance tools, New Markets Tax Credits, institutional and venture capital investors, technical assistance, and public and private grant sources. In this role, Sierra assists clients in understanding the opportunities and risks associated with the environmental, social, and governance dimensions of their businesses and investments. Before her position at Hope Community Capital, Sierra was a consultant for Sort Sol Group, a consultancy rooted in collective impact and social justice that focuses on strengthening social sector organizational capacity.

Sierra's experience includes grassroots leadership development, impact measurement, research, governance, organizational effectiveness, and strategic planning. Sierra is a Returned Peace Corps Volunteer where she served as a Rural Development Advisor in Burkina Faso, West Africa. Sierra holds her bachelor's degree in Ecology, Evolution, and Behavior from the University of Minnesota-Twin Cities.

Open Table is a 501(c)(3) organization founded in 2005. It develops and has trained its models that organize and create access to a community's social and business networks – social capital in thirty-three states. Access to social capital through Open Table empowers people, neighborhoods, and communities to overcome SDOH barriers. Open Table models focus on social capital to access untapped individual, organizational and business resources, increase volunteer and skill investment, and connect multiple community sectors to invest resources in shared purpose initiatives. Community sectors, including business, education, faith communities, foundations, government, healthcare, and social services agencies, fund, and contract OpenTable to train its evidence-driven social capital models.



**JON KATOV**

Jon Katov is the CEO and founder of Open Table. Open Table is a movement of communities designing models to apply social and relational capital to individual, neighborhood, and community challenges. The Open Table process catalyzes education, business, faith communities, health care, non-profits, government, and social service sectors to work through a shared-purpose model. The process is helping develop new paradigms of how society responds to social challenges.

With Jon's strategic leadership, Open Table trains and supports a national network of community leaders and volunteers, developing social and relational capital as the new form of collective impact. Jon works with partners to co-design social and relational capital models for prioritized community challenges. Through this process, Open Table has become a multi-sector, outcome-driven movement to address individual and community social determinants of health.

Jon directs an executive team of experts and national consultants and works under a Board of Directors. He has led state, regional, and local efforts in over 30 states.

#### EXPERIENCE

Jon has an executive background in marketing and advertising. He transitioned from the corporate world in 2005 after a chance meeting with a man experiencing homelessness. Listening to his challenges, Jon realized that his most significant barriers were systems not designed to promote social and relational capital access. From an initial effort in Phoenix to a rapidly expanding model, he has developed innovations in the areas of social and relational capital that are moving across the United States.

Jon believes that access to social and relational capital, which involves personal and business networks, is a determinant of quality of life for individuals and community impact on generational quality of life. Social capital is the sum of an individual's skills, resources, and networks. Relational capital involves reciprocal relationships through which outcomes flow. Jon has developed aspects of the model that have proven highly effective, customized applications for local challenges, such as community convening, which breaks down barriers between sectors and combines their social capital to solve daunting local challenges.

INNOVATIVE AND UPCOMING DEMONSTRATIONS

Jon is leading the expansion of the Open Table model to support communities serving:

- Healthcare - Systematically examining the intersection of creating better health and increasing healthcare cost savings, working through major national healthcare organizations. For example, Open Table has implemented social and relational capital models to remove social determinants of health barriers and develop health equity in maternal health, transplantation, Medicaid, and recovery.
- Childcare - in Arizona, linking community social and relational capital with local entrepreneurs to create childcare capacity in childcare deserts.
- Affordable housing – Open Table in Las Vegas, Nevada, and three other states to integrate untapped social and relational capital for residents with complex needs and to build substantial neighborhood revitalization.
- System of Care Based efforts - working to perfect techniques of ensuring strong government and faith-based community partnerships, which successfully combine the SAMHSA/CMHS developed System of Care, the Wraparound Process and Open Table to address the needs of those with complex emotional and behavioral health problems.
- Foster care – innovative aging out of the foster care system efforts have started statewide in North Carolina and community-based sites in the U.S. For example, supporting these youth in Virginia led to a successful transition to productive adult lives. Young adults are linked to companies using their social and relational capital to retain and create career opportunities and advancement for these youth.

CONCLUSION

Jon and his team are focused on solving complex social challenges through breakthrough forms of collective impact, leading to even more vibrant communities. Through partnerships with communities, unique opportunities for change are developing with enormous potential.



**Josh Ihde**  
With a dynamic career spanning various industries, Josh Ihde is a seasoned senior business executive and entrepreneur known for his success in steering start-ups and driving growth. As the Founder and Managing Partner of Grey James Ventures in Dallas, Texas, he serves as a commercial real estate consultant to the automotive industry, specializing in property acquisition due diligence, maintenance, ground-up development, and project rehabilitation. Josh's impactful leadership extends to roles such as Vice President of Business Development at Driversselect, where he played a key role in integrating the business model into Echo Park, contributing to a remarkable 200% revenue growth. As the Founder and Managing Partner at Forge Real Estate, he successfully acquired and developed 300,000 square feet of space, raising significant funds and overseeing day-to-day operations. His entrepreneurial vision also led to the creation of Champion Medical Center in Baton Rouge, where, as Founder and Chairman of the Board, he developed and executed the operational plan, ensuring profitability and compliance with state licensure requirements. Additionally, as a Partner at Caddis Partners, Josh co-founded and played a pivotal role in the acquisition and development of medical projects, totaling approximately \$300 million.

**RINKA+**  
**ABOUT US**  
TO INSPIRE THROUGH THOUGHTFUL DESIGN

Founded in 2006, RINKA is a design collective specializing in creative problem-solving and innovative place-making to create meaningful experiences for people. We maintain a broad based architectural practice that connects inspiring designs with practical and functional solutions. Collaborating to ensure success, our team builds long-term relationships with progressive and visionary clients.

**RECENT AWARDS**  
2023 Best Places to Work  
2023 ASID - Gold Award - Schlitz Park  
2023 ASID - Gold Award - JFG Office  
2023 ASID - Silver Award - MIAD 4th Floor  
2023 ASID - Bronze Award - WBMI  
2023 Mayor's Design Award - Tribute Apartments  
2023 Mayor's Design Award - RIVER Development  
2022 ASID - Silver Award - River 1 Office  
2022 ASID - Silver Award - Forward Space  
2022 Mayor's Design Award - Schlitz Park  
2022 Mayor's Design Award - 321 Jefferson  
2022 Business Journal Real Estate Award - JFG Office  
2021 Best Places to Work  
2021 Daily Reporter Top Project - The Yards  
2021 ASID WI Platinum - Badger Mutual  
2021 ASID WI Silver - Bradley Foundation

**SERVICES**  
**ARCHITECTURE + INTERIORS**  
Visioning  
Site Analysis + Feasibility  
Master Planning  
Architecture  
Interiors  
Landscape Design  
Construction Documentation  
Construction Administration  
**RESEARCH + COMPLIANCE**  
LEED Certification  
WELL Certification  
Historic Preservation  
Code + Compliance Analysis  
**BRAND + EXPLORATION MEDIA**  
Brand Creation + Development  
Website Brand Presence  
Graphic + Motion Design  
Virtual Augmented Reality Experiences

**100+ INDUSTRY AWARDS**

"Once built, the 44-story, \$122 million Couture will be one of the tallest in Wisconsin....it is an instant landmark, the kind of project that could reshape Milwaukee's sense of itself" - Milwaukee Journal Sentinel

**CONTACT**  
756 N. Milwaukee Street, Suite 250,  
Milwaukee, WI 53202  
414.431.8101  
613 NW 3<sup>rd</sup> Ave, Suite 104A, Fort  
Lauderdale, FL 33311  
954.820.7500

**CONTACT**  
https://www.linkedin.com/company/rinkachung-architecture/  
https://www.instagram.com/we\_are\_rinka/  
https://www.facebook.com/We.Are.RINKA/

PROJECT TEAM

**MATTHEW RINKA**

AIA, NCARB, Design Partner  
mrinka@RINKA.com



As an architect and partner at RINKA, Matt's passion is to meaningfully enhance the built environments of our local and regional communities.

**SELECT PROJECT EXPERIENCE**

- Pabst Professional Center - Milwaukee, WI
- The 42 - Milwaukee, WI
- Hoffman York - Milwaukee, WI
- Badger Mutual Insurance Company - Milwaukee, WI
- RIVER Development - Milwaukee, WI
- Ward 4 - Milwaukee, WI
- MEDC - Milwaukee, WI
- Northern Gateway Community Collective - Saukville, WI
- The Moderne - Milwaukee, WI
- The Couture - Milwaukee, WI
- Milwaukee Bucks Deer District, Milwaukee, WI
- F3 Marina - Fort Lauderdale, FL
- The Yards - Milwaukee, WI
- The Quin - Milwaukee, WI
- Tribute Apartments - Milwaukee, WI
- Woodnote Residences - Milwaukee, WI
- Drexel Town Square - Oak Creek, WI
- Lakeshore Commons - Oak Creek, WI
- 84South - Greenfield, WI
- Lakefront Gateway - Milwaukee, WI
- Pizza Man Restaurants - Milwaukee, Oak Creek, Wauwatosa, WI
- Cafe Hollander - Madison, Brookfield, Milwaukee, Mequon, WI

**CREDENTIALS**

Registered Architect: Wisconsin  
American Institute of Architects, Member  
AIA Milwaukee, Member  
NCARB Certification  
US Green Building Council, Member

**KATIE MONACHOS**

AIA, Senior Vice President | Residential Practice Leader  
kmonachos@RINKA.com



Katie is an experienced Architect with professional involvement ranging from small-scale, affordable rehabilitations to international mixed-use high-rise design.

**SELECT PROJECT EXPERIENCE**

- Townhomes at Lakeshore Commons - Oak Creek, WI
- Single Family and Villas at Lakeshore Commons - Oak Creek, WI
- Coast at Lakeshore Commons - Oak Creek, WI
- Summit & Grove at Lakeshore Commons - Oak Creek, WI
- Clubhouse at Lakeshore Commons - Oak Creek, WI
- The Scoot Grandeur Apartments - Cudahy, WI
- The Emree Apartments - West Bend, WI
- Whitefish Bay Townhomes - Whitefish Bay, WI
- Greenlink Residences - Brown Deer, WI
- The Quin Apartments - Milwaukee, WI
- The Yards Apartments - Milwaukee, WI
- The Contour Apartments - Milwaukee, WI
- Parterre Apartments - Oak Creek, WI
- The Pier - Tempe, AZ
- The Couture - Milwaukee, WI
- Poths General Apartments - Franklin, WI
- Brown Deer North Apartments - Brown Deer, WI
- Midland Station Apartments - Lexington, KY
- Schlitz Park - Milwaukee, WI

**BACKGROUND**

Bachelor of Art in Architectural Studies:  
University of Illinois at Chicago  
American Institute of Architects, Member  
AIA Milwaukee, Member  
NCARB, Member

**CREDENTIALS**

Registered Architect: Illinois

## PROJECT TEAM

### BUCK KNITT

Architect, Senior Vice President | Senior Design Director  
bknitt@RINKA.com



Buck is an Architect skilled in leading experience-first design solutions ranging from one-off retail and hospitality to community-wide Masterplanning.

#### SELECT PROJECT EXPERIENCE

Lakeshore Commons – Oak Creek, WI  
OneNorth – Bayside, WI  
Milwaukee Bucks Deer District – Milwaukee, WI  
Schlitz Park – Milwaukee, WI  
Brown Deer Development – Milwaukee, WI  
River 1 Development – Milwaukee, WI  
The Lokal @ 84South – Greenfield, WI  
Clubhouse @ Lakeshore Commons – Oak Creek, WI  
Lowlands Group Restaurants – Madison, WI  
MECCA Sports Bar + Grill – Milwaukee, WI  
Yokohama – Milwaukee, WI  
The 42 – Milwaukee, WI

Buck's experience across many scales and typologies has fostered a deep conviction that well-designed spaces inherently add value to users, clients, and the surrounding community. He believes that the best solution is often the simplest, and is the result of good communication and a clear understanding of the project's goals. Buck's desire to engage and collaborate with clients and project teams has resulted in a proven record of impactful design solutions.

#### BACKGROUND

Master of Architecture: UW-Milwaukee  
Bachelor of Science in Architectural Studies with Certificate in Urban Planning Studies: UW-Milwaukee

#### CREDENTIALS

Registered Architect: Wisconsin



### 321 JEFFERSON

Milwaukee, WI

**STATUS**  
Complete

**SIZE**  
132,500 SF

**PARTNER**  
Joseph Property Development

The 321 Jefferson Apartments are a new 7-story multi-family residential building in Milwaukee's Historic Third Ward neighborhood.

Incorporating a modern interpretation of the classic warehouse grid to the facade, the building presents a refreshing statement to the area. Exterior cladding consists of brick, metal panel, fiber cement panel, and wood-look phenolic panel. Partnering with WE Energies to build around a new power station, the two buildings could easily be thought of as one by seamlessly integrating each building into the overall gridded facade. The 60 residential units, ranging from 1-bedroom to 3-bedroom layouts, offer the users various viewpoints to downtown Milwaukee, Lake Michigan, and the surrounding historic neighborhood. Amenity spaces include a roof top deck, clubroom, and fitness center, all with southern exposure.

#### AWARDS

2022 Mayor's Design Award

## Team Experience

### New Markets Tax Credits with health care

**St. Augustine Preparatory School, \$18M NMTC Allocation, \$49M project**

there is an FQHC onsite at this school in the previous phase - Milwaukee, WI

Contact Information: Kelsey Brenn, Chief Financial Officer

St. Augustine Preparatory Academy, 414-810-1611,

kelsey.brenn@augprep.org, 2607 S 5th St., Milwaukee WI 53207

**Crossover Community Impact, Inc. \$19M NMTC Allocation, \$21M project, Tulsa, OK**

Community center + school offering healthy living programming in partnership with the affiliated, adjacent Crossover Health Services

Contact Information: Philip Abode, Executive Director, Crossover Preparatory Academy, [www.crossoverprep.org](http://www.crossoverprep.org), 918-986-7499

**South Wood County YMCA, \$19M NMTC Allocation, \$35M project**  
Includes YMCA, Boys and Girls Club, and Veterans Administration Community-based Outreach Clinic, Wisconsin Rapids, WI

Contact: Bret Salscheider, Former Chief Executive Officer of SOUTH WOOD COUNTY YMCA, 211 Wisconsin River Drive, Port Edwards WI 54469, 715-818-6020, [bsalscheider@ymcafoxcities.org](mailto:bsalscheider@ymcafoxcities.org)



## Team's Workforce Equity & Diversity Programming

KG Development Group believes in community resilience and having a skilled workforce is a vital component of building a resilient community. We will use a community-first approach to upskilling workers and contractors for long-term success. The goal of our workforce development plan is to foster prosperity for individual, neighborhoods, and businesses.

KG Development Group understands the construction industry facing a crucial moment with an aging workforce threatening the industry and it is imperative to act now to train workers. KG Development Group have partner with local schools, universities, community organizations, community colleges, and the local workforce development board for recruitment into constructions and building code enforcement.

Our Workforce development training includes:

- Basic Construction Skills training
- Construction Certifications
- Code Enforcement
- Soft Skills training
- Career Development
- Contractor/vendor Development
- Diversity, inclusion and belonging training
- Leadership and management training
- Financial Literacy

The workers and contractors recruited will be used on our projects to develop the next generation of construction professionals to create a sustainable future for the industry. A strategic workforce development plan is critical to positioning the construction industry for long-term success. We believe these skills will directly contribute to developing your workforce as a whole.

The team has seen success with this model in the past as we worked with the City of Milwaukee to train people from the community on different workforce development projects. Team members helped to train building code enforcement interns and Compete Milwaukee participants to gain family sustaining wages as building code enforcement inspectors or gateway into entry level construction workers after successfully completing their perspective training programs. The training programs length ranged from 6 months to up to 2 years depending on the track chosen by the participants.

## Project Approach

### *Strategic Partnerships for Organic Community Development: Weaving Collaborative Excellence*

At the heart of our proposal is the strategic collaboration with esteemed partners renowned for their impactful contributions to master-planned communities and active senior programming. These partnerships bring a wealth of experience in deploying **research-based models that ensure not only the physical well-being of the community but also enrich social connections and relational networks.** By uniting forces, we envision establishing a framework where organic change flourishes, supported by programs fostering community engagement, lifelong learning, and meaningful intergenerational connections.

**Partner Spotlights:** Highlighting our esteemed partners, we delve into their successful track records, showcasing their previous achievements in developing communities that have stood the test of time. Their expertise in creating environments that thrive through strategic planning and community involvement adds an extra layer of credibility to our proposal.

### *Building Social and Relational Capital: Nurturing Community Strength - racial equity through high-quality housing and community amenities*

Central to our development philosophy is the belief that genuine community strength lies in its social and relational capital. Our meticulously designed programming is geared towards fostering a profound sense of belonging, supporting mutual aid, and encouraging active participation in community life. Through the creation of purposeful spaces and opportunities for residents to connect, share, and collaborate, our vision is to enhance the social fabric of the community, catalyzing organic growth and positive change. This approach not only benefits immediate residents but also contributes to the broader societal good, reinforcing our development as a catalyst for community resilience and empowerment.

**Innovative Programming Details:** Delving into the specifics, we outline innovative programs such as community gardens, intergenerational workshops, and communal spaces that encourage collaboration. These elements are carefully designed to create a sense of community ownership and shared responsibility, fostering an environment where residents actively contribute to the development's success.

## ***Public Works***

Caddis Healthcare is recognized for its proficiency in healthcare real estate, focusing on hospital development, medical offices, and assisted living. Our team members bring substantial experience in public works projects, having previously worked with civic agencies, demonstrating a deep understanding of building codes, and cultivating relationships with entities such as fire departments and public health services. Utilizing Open Table partnerships, our team fosters community convening models, promoting collaborations in dynamic programming for both public and private initiatives. It is noteworthy that a principal in our team is an active healthcare professional, advocating for housing as a crucial component of healthcare and wellness.

## ***Impact on the Surrounding Community: A Beacon of Innovation and Inclusivity***

Envisioned as a beacon of innovation and inclusivity, our proposed development transcends its physical boundaries to make a lasting impact on the surrounding community. By seamlessly integrating affordable housing with a public health clinic and dynamic senior programming, we address not only the immediate needs of our residents but also contribute to the overall health, safety, and well-being of the wider Madison community. This holistic approach positions our development as a model for sustainable urban living, championing environmental stewardship, economic vitality, and social cohesion.

**Community Engagement Initiatives:** Detailed plans for community engagement initiatives, such as health awareness campaigns, safety workshops, and environmental sustainability programs, are outlined. These initiatives extend the benefits of our development beyond its borders, creating a ripple effect that positively influences the entire Madison community.

Furthermore, the inclusion of a public health clinic within our development ensures accessible healthcare services, thereby reducing strain on the city's medical infrastructure and fostering a healthier, more vibrant community. Collaborations with the fire department will introduce educational and safety programs, enhancing community knowledge, preparedness, and resilience, thereby benefiting both our residents and the neighboring areas.

## ***Fire Department Integration: A Hub for Public Safety and Education***

Recognizing the critical role of public safety, we are excited to introduce a groundbreaking collaboration with the Madison Fire Department. Our development will serve as a hub for public safety and education, leveraging the expertise of the fire department to enhance community well-being.

**Safety Workshops and Training Programs:** The fire department will actively participate in conducting safety workshops and training programs within our development. From fire safety and emergency response training to CPR workshops, residents will have access to valuable skills that enhance their ability to respond to unforeseen situations. This collaboration not only fortifies individual households but also creates a more resilient and well-prepared community.

**Community Emergency Preparedness Initiatives:** In partnership with the fire department, our development will spearhead community emergency preparedness initiatives. This includes organizing drills, distributing emergency kits, and establishing communication networks to ensure a coordinated response in times of need. By fostering a sense of collective responsibility, we empower residents to actively contribute to the safety and security of the entire community.

**Educational Programs for All Ages:** The collaboration extends to educational programs designed for all age groups. From interactive sessions for children on fire safety to specialized courses for adults on disaster preparedness, our development will be a continuous source of knowledge and empowerment. This multifaceted approach not only enhances safety measures but also fosters a culture of learning and community involvement.

## ***Sustainability Approach***

At the heart of KG Development is the understanding that building community resilience begins in the community, listens to the community, and provides and receives critical feedback from the community. The built environment is central to the system we call the community, and understating how the community interacts with the building can help us to understand future use and demands on energy and the environment.

From the onset of KG Development, we have understood that the lifecycle of the people that use our buildings is as important as the life cycle of the buildings themselves. KG Development understands how these two parts work together to create something larger than the development. The process begins by working and partnering with architects, engineers, general contractors, and trusted industry professionals that share our vision of strengthening the individual's resilience as we develop community resilience. The shared vision of KG Development and our partners will expand to include a shared vision with the City of Madison. This increased capacity will allow KG Development Group and the City of Madison help to meet the complexities of the project.

Michael Olen, Director of Construction and Sustainability for KG Development, will be working with our development team and government representatives and agencies to ensure that the project exceeds the City of Madison's requirements for energy efficiency and also reduces the energy burden to the building's occupants. Michael Olen and Pepita Johnson began a journey of bridging the gaps between sustainable construction and workforce development with an incredibly well received presentation at USGBC's Greenbuild 2019 in Atlanta, Georgia titled Deconstruction for Workforce Development and Blight Removal. In 2020 Michael delivered a presentation at Greenbuild 2020, along with industry expert Dave Bennink titled Harvesting Reclaimed Lumber for Mass Timber. Jamie Gray and Anthony Kazee will direct KG Development Groups efforts to ensure the support and health of the individual continues to be a constant purpose for throughout the development process.

## ***Creation & Installation of Public Art***

### **Research and Conceptualization:**

- KG Development Group's process often begins with thorough research into the area's history, culture, and landscape. This could involve studying archival materials, conducting interviews with locals, and exploring the physical environment.
- KG Development Group develops a deep understanding of the community's identity and values to create meaningful artwork that resonates with residents.

### **Design Development:**

- Based on research findings, KG Development Group works with artists to develop initial design concepts for the public art piece. These concepts may go through several iterations, incorporating feedback from stakeholders such as community members, city officials, and arts organizations.
- KG Development Group considers practical factors such as site constraints, materials, and maintenance requirements during the design phase.

### **Fabrication:**

- Once the design is finalized, KG Development Group and artists proceed to fabricate the artwork. This could involve working with various materials such as metal, wood, glass, or ceramics, depending on the chosen design.
- KG Development Group along with the Artist often collaborate with fabricators, engineers, and other specialists to bring their vision to life. Attention to detail and craftsmanship are essential to ensuring the quality of the finished piece.

### **Installation:**

- Installing public art requires careful planning and coordination. KG Development Group work closely with installation crews, contractors, and city officials to ensure that the artwork is safely and securely installed.
- Factors such as site preparation, transportation logistics, and weather conditions must be taken into account during the installation process.

### **Community Engagement and Outreach:**

- Throughout the entire process, KG Development Group engage with the local community to gather input, build support, and foster a sense of ownership over the artwork.
- This could involve hosting community meetings, workshops, or public presentations to involve residents in the creative process and educate them about the significance of the artwork.

### **Maintenance and Preservation:**

- After installation, KG Development Group is involved in the ongoing maintenance and preservation of the artwork. This could include periodic cleaning, repairs, and restoration efforts to ensure the longevity of the piece.
- Artists often work closely with maintenance teams and city officials to develop a maintenance plan tailored to the specific needs of the artwork and its environment.

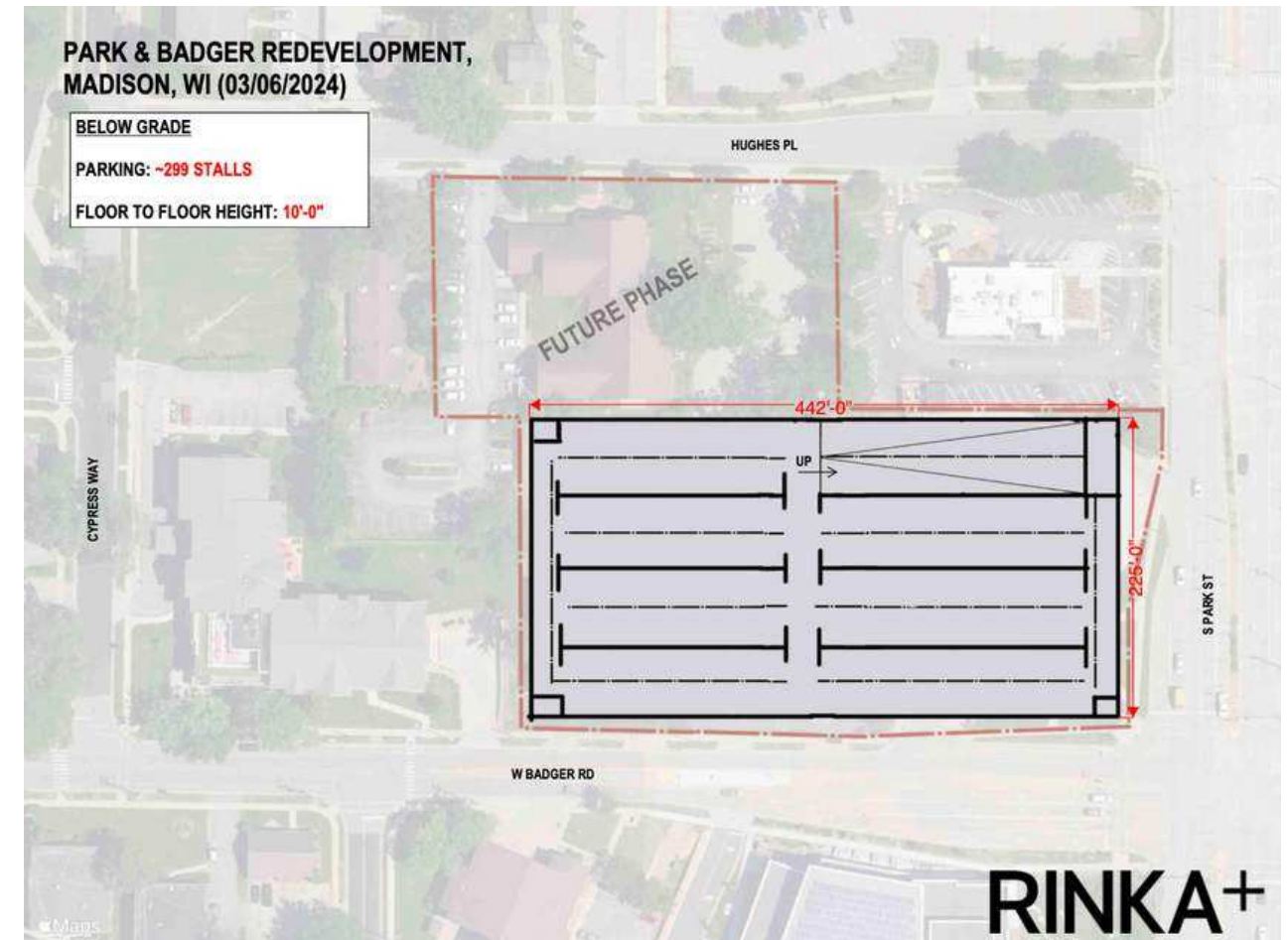
## ***Demographic Data and the Case for Multidemographic Developments: Meeting Diverse Needs - public engagement, particularly from diverse populations***

Madison, Wisconsin, boasts a diverse population with varying needs across different age groups, incomes, and cultural backgrounds. Statistical data underscores the city's growing demand for affordable housing, with a significant portion of the population spending more than 30% of their income on housing. Recognizing the aging population's need for senior-friendly housing and programming, coupled with the requirements of the city's youth and working-age adults for access to educational and employment opportunities, our development addresses these needs head-on.

**In-Depth Demographic Analysis:** A detailed demographic analysis is presented, showcasing the comprehensive understanding of the diverse population of Madison. This analysis informs our approach, ensuring that our development is tailored to meet the specific needs of various demographic groups.

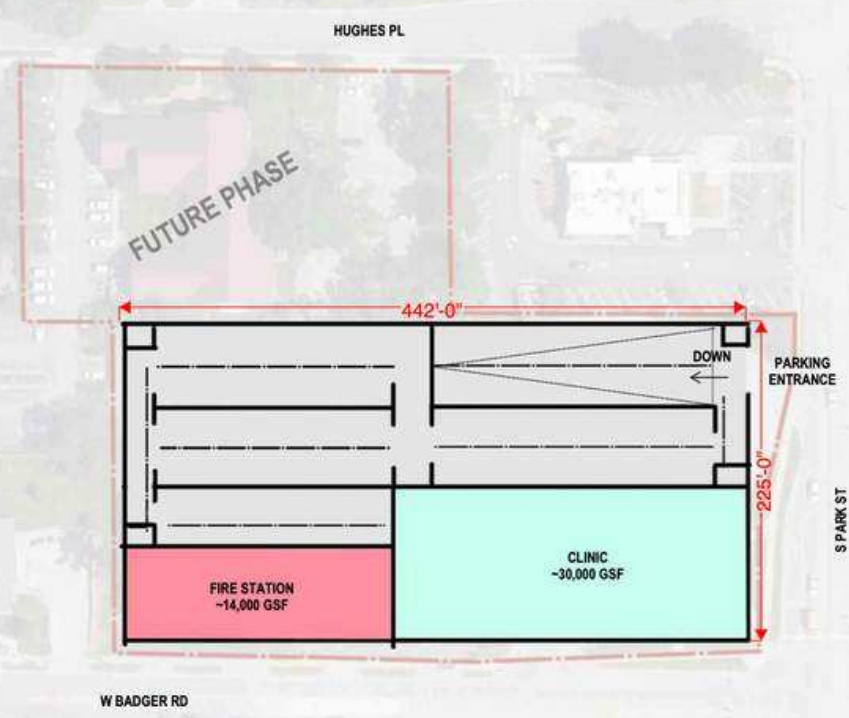
Our proposed solution involves creating a multidimensional living environment that caters to all life stages and demographics. Through the integration of affordable housing options, healthcare services, and dynamic programming for seniors within a master-planned community, we are not merely constructing homes; we are nurturing a thriving, supportive ecosystem that benefits all residents.

# Elevations



**PARK & BADGER REDEVELOPMENT,  
MADISON, WI (03/06/2024)**

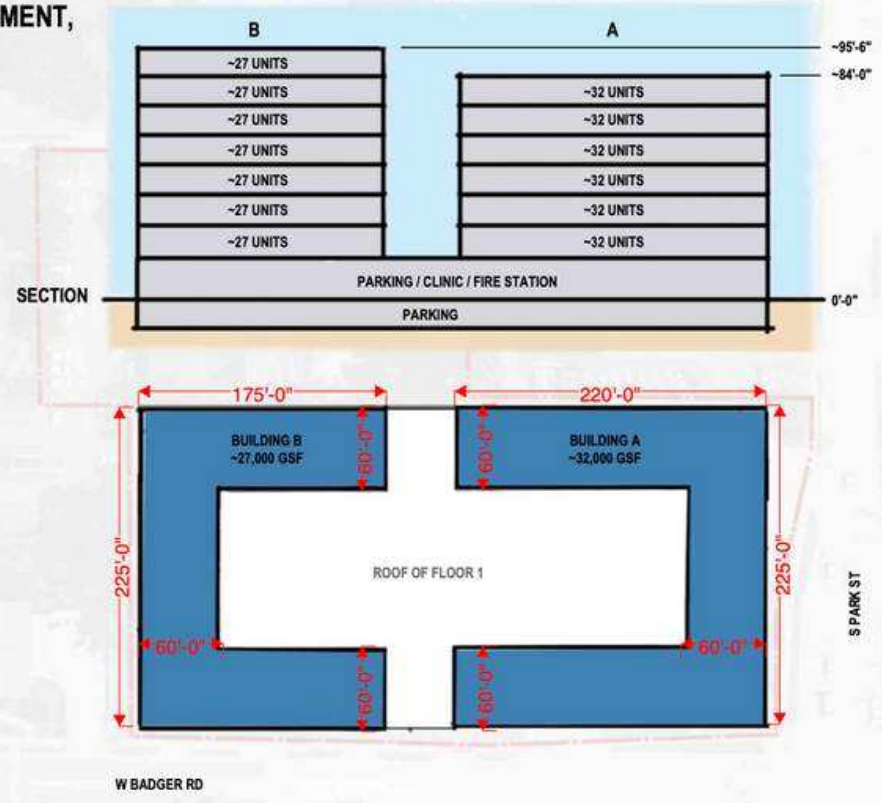
**FIRST FLOOR**  
**PARKING: ~124 STALLS**  
**TOTAL STALLS: ~423 STALLS**  
**UNIT PARKING (1:1): ~381 STALLS**  
**STALLS FOR FIRE STATION AND CLINIC: ~42 STALLS**  
**FLOOR TO FLOOR HEIGHT: 11'-6"**



**RINKA+**

**PARK & BADGER REDEVELOPMENT,  
MADISON, WI (03/06/2024)**

**TYPICAL UNIT FLOOR**  
**TOTAL UNITS: ~381 UNITS**  
**UNIT FLOOR TO FLOOR HEIGHT: 11'-6"**



**RINKA+**

# Project Schedule

- March 8, 2024 - Submit RFP to City
- April 2024 - RFP Award
- May 2024 - Negotiate and Execute City Development Agreement
- May 2024 - Initial Neighborhood Outreach
- May 2024 - Community
- May 2024 - Dec 2024 - Design and Neighborhood Outreach
- June 2024 - July 2024 - Concept Design
- July 2024 - October 2024 - Schematic Design
- October 2024 - November 2024 - Pricing and Plan Commission Approvals
- November 2024 - December 2024 - Design Development
- December 2024 - January 2025 - Pricing Check
- Jan 2025 - Submit WHEDA Tax Credit Application
- January 2025 - April 2025 - Construction Documents
- May 2025 - May 2025 - Permitting & Procurement
- May 2025 - WHEDA Tax Credit Award
- May - October 2025 - Attend NMTC conferences and present initial project for CDEs; seek to have project in various CDEs' NMTC allocation application in the fall of 2025.
- December 2025 - February 2026 - Secure reservation of NMTCs
- June 2025 - Neighborhood Outreach and Program Development
- June 2025 - March 2026 - Neighborhood outreach continued, Finalize Design Plans, Specifications, Bidding Contracts, and city entitlements.
- June 2025 - January 2027 - Construction Administration
- March 2026 - Close LIHTC Financing, Close NMTC Financing
- March 2026 - Commence Construction
- September 2026 - Begin Pre-Leasing
- May 2027 - Complete Construction
- May 2027 - Initial Occupancy
- October 2027 - Fully Leased Stabilized Property`

# Mitigating Financial & Legal Risks

Mitigating the risk of loss of lending or financing and legal issues is crucial for businesses and projects success.

Below are our strategies to mitigate this risk:

- 1. Diversify Funding Sources:** Relying on a single lender or financing option increases vulnerability. Diversify by securing financing from multiple sources such as banks, financial institutions, private investors, or government grants.
- 2. Maintain Healthy Financials:** Maintain strong financial performance and robust cash flow. Demonstrating financial stability and profitability makes your project or business more attractive to lenders and investors, reducing the risk of losing financing.
- 3. Long-Term Relationships with Lenders:** Cultivate long-term relationships with lenders and financiers based on trust, transparency, and reliability. Regular communication and updates on the project's progress can build confidence and reduce the likelihood of abrupt withdrawal of financing.
- 4. Collateral and Guarantees:** Offer collateral or personal guarantees to lenders to secure financing. This provides lenders with reassurance and mitigates their risk, making them less likely to withdraw funding abruptly.
- 5. Contingency Planning:** Develop contingency plans to address potential disruptions in financing. Maintain reserves or access to alternative funding sources to bridge temporary gaps in financing or unexpected changes in lending terms.
- 6. Strong Legal Documentation:** Ensure that all financing agreements are legally sound and comprehensive. Clearly define the terms, conditions, and obligations of both parties, including provisions for default, restructuring, and dispute resolution.
- 7. Monitor Market Conditions:** Stay informed about market conditions, economic trends, and regulatory changes that could affect lending and financing. Anticipate potential challenges and adapt financing strategies accordingly.

**8. Risk Management Framework:** Establish a robust risk management framework to identify, assess, and mitigate risks associated with financing. Regularly review and update risk management policies and procedures to address evolving threats.

**9. Compliance and Due Diligence:** Ensure compliance with regulatory requirements and conduct thorough due diligence on lenders and financing options. Verify the credibility and reliability of potential lenders to mitigate the risk of fraudulent schemes or unreliable financing sources.

**10. Scenario Planning:** Conduct scenario planning exercises to assess the potential impact of loss of financing and develop strategies to mitigate these risks. Identify alternative courses of action and preemptive measures to mitigate the consequences of funding disruptions.

By implementing these strategies, KG Development can reduce the risk of loss of lending or financing and maintain financial stability and continuity.

Mitigating the risk of legal issues

**Environmental Compliance:** KG Development Group ensures compliance with environmental regulations. This could involve conducting environmental impact assessments, remediation of contaminated sites, or adhering to sustainability standards. Non-compliance with environmental regulations can result in fines and legal liabilities.

**Contractual Agreements:** KG Development Group will need to enter into various contractual agreements with contractors, suppliers, and other third parties. Negotiating favorable terms and ensuring compliance with contractual obligations is crucial to the success of the project. Disputes over contracts or breaches of contract can result in costly litigation.

**Community Engagement and Opposition:** KG Development Group garner community support and addressing concerns from local residents and stakeholders is vital for the success of revitalization efforts. Lack of community engagement or opposition from residents can lead to public relations challenges, protests, and regulatory hurdles

## Team Experience *affordable and mixed-income housing projects*

**Project Management:** KG Development Group have a proven track record of managing complex revitalization projects from conception to completion. This involves coordinating with various stakeholders, including government agencies, non-profit organizations, co-developers, and community members, to ensure the successful execution of affordable housing initiatives.

**Affordable Housing Development:** KG Development Group has hands-on experience in the development of affordable housing units, including multifamily rental properties and single-family homes. This entails identifying suitable sites, securing financing through public and private sources, navigating regulatory requirements, and overseeing the construction process.

**Low-Income Housing Tax Credit (LIHTC) Experience:** KG Development Group has a deep understanding of LIHTC program requirements, including compliance regulations and allocation processes. KG Development Group has successfully utilized LIHTC credits to leverage funding for affordable housing projects, maximizing the number of units available to low-income individuals and families.

**Financial Acumen:** KG Development Group possess strong financial management skills, including budgeting, forecasting, and financial analysis. KG Development Group is adept at structuring complex financing deals, leveraging various sources of funding such as grants, loans, tax credits, and equity investments to support affordable housing initiatives.

**Community Engagement and Collaboration:** KG Development Group revitalization efforts require active engagement with the community to ensure that proposed developments align with the needs and priorities of residents. KG Development Group has experience facilitating community meetings, soliciting feedback, and building consensus around revitalization plans. KG Development Group prioritize transparency and inclusivity in decision-making processes, fostering trust and cooperation among stakeholders.

**Policy Advocacy and Advocacy:** In addition to project-specific experience, KG Development Group has a broader understanding of affordable housing policy at the local, state, and federal levels. KG Development Group is actively engaged in advocacy efforts to promote policies and initiatives that support affordable housing development, including advocating for increased funding, streamlined regulations, and innovative financing mechanisms.

Overall, KG Development Group's relevant experience in revitalization, affordable housing, and LIHTC development demonstrates a comprehensive understanding of the complexities involved in addressing housing affordability challenges and a proven ability to implement effective solutions that benefit communities in need.

## Team Experience *Resident Employment & the Use of Local Businesses*

KG Development Group has years of experience in complying with local requirements for residential employment and use of local businesses. For example, some requirements for Milwaukee County that KG Development had to comply with for Milwaukee based development projects:

- Small Business and/or Disadvantage Business Enterprise (SBE) shall receive contacts that total 18% of service cost(professional)
- SBE shall receive 25% of the contractor cost
- 40% of on-site contraction hours must be worked by residents meeting the City of Milwaukee RPP requirements(Residential Preference Program)
  - 25% of RPP hours worked by residents of special impact areas (Zip codes)
    - Zip codes: 53204, 53205, 53206, 53208, 53210, 53212, 53215, and 53233
  - Workers must be paid at least the City of Milwaukee living wage

KG Development Group will reach out and partner with local schools, universities, community organizations, community colleges, and the local workforce development board for recruitment. Example: The Tamara D Grigsby Office of Equity and Inclusion, The Targeted Business Enterprise Program, SBDC- UW-Madison, and the local workforce development board to meet the requirements unique to Dane County.

# NMTC Budget

## Net Benefit Calculation Park and Badger Health Clinic

| QEI  | Price        |        |  |
|--|--------------|--------|--|
| \$   | 9,000,000    | \$0.80 |  |
| Amount Notes                               |              |        |  |
| NMTC                                       | \$ 3,510,000 |        | QEI amount * statutory percentage of 39% |
| Total Tax Credit Equity to Investment Fund | \$ 2,808,000 |        |  |
| Less: Placement Fee                        | \$ (180,000) |        | 2% of QEI                                |
| Less: Placement Fee                        | \$ (90,000)  |        | 1% of QEI                                |
| Subtotal After CDE Fees Benefit            | \$ 2,538,000 |        |  |
| Professional Fees - Paid at Closing        |              |        |  |
| Investor Legal                             | \$ (125,000) |        |  |
| CDE Legal                                  | \$ (75,000)  |        |  |
| QALICB Legal                               | \$ (75,000)  |        |  |
| Accounting                                 | \$ 50,000    |        |  |
| Construction Review                        | \$ (5,000)   |        |  |
| Survey                                     | \$ (5,000)   |        |  |
| Title                                      | \$ (25,000)  |        |  |
| NMTC Consulting Fee                        | \$ (90,000)  |        |  |
| Subtotal Professional Fees                 | \$ (350,000) |        |  |
| Annual Fees, Escrowed at Closing           |              |        |  |
| Asset Mgmt Fee                             | \$ (409,500) |        | 65 bps, 7 years                          |
| CDE Tax and Audit                          | \$ (84,000)  |        | \$8,600, 7 years                         |
| Subtotal Annual Fees                       | \$ (493,500) |        |  |
| Put Fee at Year Seven                      | \$ (1,000)   |        |  |
| Net Benefit                                | \$ 1,693,500 |        |  |
| PCT of QEI                                 |              | 18.82% |  |

# NMTC Sources & Uses

| Sources              |                     |
|----------------------|---------------------|
| Net NMTC             | \$ 1,693,500        |
| Leverage             | \$ 7,306,500        |
| <b>Total Sources</b> | <b>\$ 9,000,000</b> |
| Uses                 |                     |
| Hard Cost            | \$ 6,300,000        |
| FF&E                 | \$ 1,350,000        |
| Soft Cost            | \$ 1,350,000        |
| <b>Total Uses</b>    | <b>\$ 9,000,000</b> |

# LIHTC Sources & Uses

| Sources                |                       |
|------------------------|-----------------------|
| Federal LIHTC Equity   | \$ 49,889,891         |
| State LIHTC Equity     | \$ 3,960,000          |
| Permanent Debt         | \$ 54,949,000         |
| DAne County AHDF       | \$ 3,000,000          |
| 45L Credits            | \$ 323,850            |
| Deferred Developer Fee | \$ 12,951,045         |
| <b>Total Sources</b>   | <b>\$ 125,073,785</b> |
| <b>Total Uses</b>      | <b>\$ 125,073,785</b> |



## Our Vision: A Holistic Vision for Madison's Future

In conclusion, our proposal for the Madison RFQ encapsulates a holistic vision for a sustainable, inclusive, and dynamic community. Through strategic partnerships, innovative programming, and a steadfast commitment to social and relational capital, we aim to create a development that not only meets the housing and health needs of its residents but also stands as a cornerstone for the broader community's growth and well-being. Leveraging demographic data as a guiding force, our development is not only relevant but also responsive to the diverse needs of Madison, setting a new standard for urban development that is truly community-centered. Our vision is not just to build structures; it's to weave a narrative of progressive, community-centric urban living that resonates with the spirit of Madison.

As we embark on this journey, we invite the city of Madison to join hands with us in creating a legacy that will shape the future of urban development and community well-being.

## References

KG Development Group -

**Mayor Cavailer Johnson**

Mayor@milwaukee.gov

414.286.2200/414.286.3191

809 N Broadway St - Milwaukee, WI

Project- River works Food Accelerator - 1136-46 East North Ave, Milwaukee, WI 53212

**Rachel Rhodes - VP of National Equity Fund**

Rrhodes@nefinc.org

312.971.2867

10 S. Riverside Plaza, Suite 1700 - Chicago, IL

Project- Five Points Loft - 3317 -3339 N MLK Jr Blvd, Milwaukee, WI 53212

**Matt Melendez - Program Manager, LISC**

MMelendes@lisc.org

414.930.1745

234 W Florida St., Milwaukee, WI

Project: Gateway Apartments - 1236 Erie Ave, Sheboygan, WI

**James Mathy - Director of Milwaukee County Housing Division**

james.mathy@milwaukeecountywi.gov

414.520.7032

600 W Walnut Ste 100, Milwaukee WI

Project: Project- Phoenix Apartments  
2436 N 50th St. Milwaukee, WI 53210

**Maria Prioletta - Department of City Development for City of Milwaukee**

maria.prioletta@milwaukee.gov

414.286.5804

809 N Broadway St

KG Development Group

Project - Project- Five Points Loft - 3317 -3339 N MLK Jr Blvd, Milwaukee, WI 53212

**LaQuondra Shaw - Program Director of Northwestern Mutual**

laquondrashaw@northwesternmutual.com

414.839.8096

720 E Wisconsin Ave, Milwaukee WI

Project: Amani - Scattered Site Project -

25th and 25th Locust, Milwaukee, WI 53206

# Disclosures

There are no pending litigation, bankruptcies, or debarment with any member of the development Team.

## COMPLIANCE:

**RINKA:** "Upon award of the project Rinka and our consultants will comply with the Affirmative Action Ordinance of the City of Madison (MGO 39.02) and any required documentation that may occur."

We will require licensing for Architecture, HVAC, Structural, Plumbing and Civil / Site design services. Our team holds all required and legal licensing for the state of Wisconsin.

Architect: Eric Gebhardt  
Engineering: Justin P Stuchlik

We carry \$2 million in errors and omissions (professional liability coverage). If we need to increase that amount we can consider it and look at our team overall.

**KG Development Group** is fully committed to upholding the principles outlined in the Affirmative Action Ordinance of the City of Madison (MGO 39.02). We recognize the importance of promoting equal opportunity and diversity in the workplace and are dedicated to fostering an inclusive environment that values and respects the contributions of all individuals, regardless of race, color, religion, gender, sexual orientation, national origin, age, disability, or any other protected characteristic.

As part of our commitment to affirmative action, KG Development Group pledges to:

- Actively recruit, hire, and promote qualified individuals from underrepresented groups to ensure fair and equitable representation at all levels of the organization.
- Provide equal opportunities for professional development, training, and advancement to all employees, regardless of background or identity.
- Implement policies and practices that eliminate barriers to employment and create a workplace culture that celebrates diversity and inclusion.
- Regularly review our hiring, promotion, and retention practices to identify and address any disparities or inequities.
- Partner with community organizations, educational institutions, and government agencies to support outreach and recruitment efforts aimed at increasing diversity in the workforce.
- Maintain compliance with all applicable laws, regulations, and ordinances related to affirmative action and equal employment opportunity.