



**S. Park Street &
W. Badger Road Redevelopment Area**
Madison, Wisconsin

SUBMITTED TO:
Community Development Authority
of the City of Madison



SUBMITTED BY:
Kirk Albinson
Senior Developer
Pennrose, LLC
E: KAlbinson@pennrose.com

PENNRÖSE
Bricks & Mortar | Heart & Soul

1. Team Qualifications

1. LETTER OF INTEREST

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Attn: Jeff Greger, Planning Division
Community Development Authority of the City of Madison
215 Martin Luther King Jr Blvd, 3rd Floor
Madison, WI 53703

RE: RFQ No. 13001-0-2024-DJ S. Park Street and W. Badger Road Redevelopment Area

Mr. Greger,

On behalf of Pennrose, LLC, I am pleased to submit this response to the Request for Qualifications (RFQ) for a Development Partner for the S. Park Street and W. Badger Road Redevelopment Area.

Pennrose, a privately held full-service real-estate development firm, has been in existence for 50 years. Since its inception, Pennrose has developed over 27,000 housing units in more than 350 separate developments. For the vast majority of these communities, Pennrose continues to own, manage, and maintain. Over our history, we have achieved a reputation for quality in design, construction, and property management.

Pennrose has acquired this outstanding position among our peers because of our concern for community priorities and attention to the needs of our partners and our residents. Affordable housing, from Pennrose's perspective, is both a social objective and a business opportunity. Pennrose recognizes that these ends are intertwined and inseparable.

Members of the key staff at Pennrose have reviewed this Community Development Authority (CDA) of the City of Madison RFQ and understand the scope of professional services required for the development of the properties. We believe that our team is eminently qualified to fill the role of a development partner and its associated responsibilities to enable the CDA to realize its development goals. As one of the most prolific affordable housing developers in the country, Pennrose has an extensive track record of success and a long history of strong partnerships with municipalities throughout our geographic footprint. For these reasons, Pennrose is well suited to serve as the Development Partner for the CDA.

Kirk Albinson will serve as the primary contact for the RFQ. His contact information is as follows:

Primary Contact: Kirk Albinson, Senior Developer

Telephone: 630.518.2562

Email: kalbinson@pennrose.com

Thank you again for the opportunity to compete for selection as a Development Partner. Please note that we have the willingness, capacity, and resources to undertake this development project and begin working immediately. We trust that the attached response to this RFQ is fully responsive to the CDA's requests.

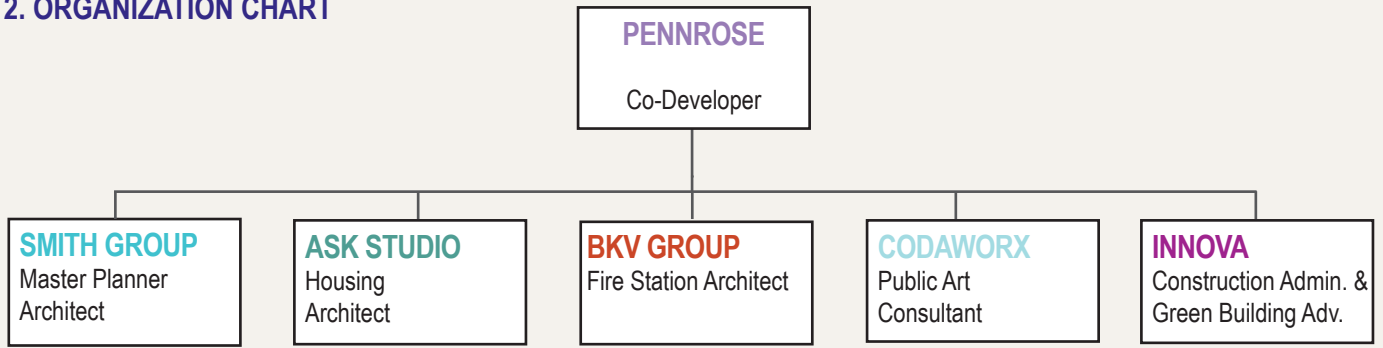
Should you require any additional documentation, or should you have any questions, please do not hesitate to contact Kirk or me at time.

Sincerely,



Tom Anderson
Senior Vice President
Pennrose, LLC

2. ORGANIZATION CHART



3. FIRM QUALIFICATIONS & EXPERIENCE

Firm Overviews and Individual Resumes

Firm overviews and key individuals resumes have been included in the appendix at the end of this tab.

LIHTC Experience

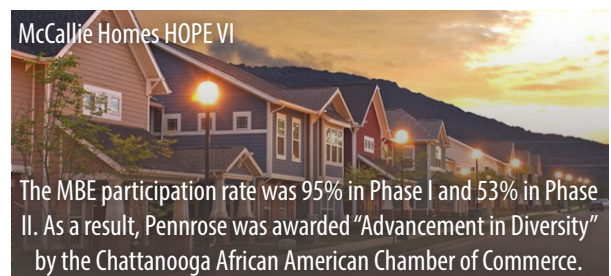
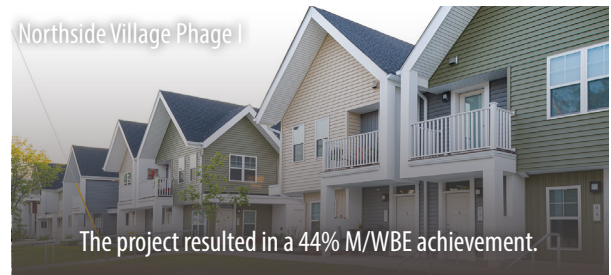
Pennrose is a multifamily, mixed-use, and mixed-income development and property management company focused on providing safe, secure housing communities. Since 1971, Pennrose has successfully completed over 350 developments, more than 27,000 rental housing units, and oversight of \$5 billion in total development costs.

Even before the advent of the Low-Income Housing Tax Credit (LIHTC) Program authorized in the tax legislation of 1986, Pennrose began to piece together multiple public and private sources of financing. Not only has Pennrose completed dozens of such projects comprising thousands of rental units, it has also contracted to provide development services to public and private non-profit developers in the production of housing through the LIHTC Program. This level of activity has resulted in Pennrose standing as the largest tax credit developers in the country.

Pennrose has successfully completed over 300+ LIHTC deals company-wide. Pennrose's continued increase in business in the face of escalating competition for limited resources, including LIHTCs, is a testament to the quality of the Pennrose product and the manner in which the team conducts its business. Historically, Pennrose has received the highest rates in the industry for the sale of Low Income Housing Tax Credits, and enjoys excellent relationships with numerous Housing Finance Agencies across the nation. Pennrose also has strong banking relationships as evidenced by its completion of over 27,000 affordable and market-rate residential rental and homeowner units in nineteen states plus the District of Columbia and the US Virgin Islands.

Workforce Equity and Diversity Program

Our tried-and-true method for maximizing MWBE, SDVOB, and Section 3 participation has resulted in our team meeting or exceeding its contracting goals in numerous instances. For example, at Hope Gardens, our New York State Housing Finance Agency financed project in Brooklyn, our participation goals were 22% for MBEs, 10% for WBEs, 6% for SDVOBs, and 10% for Section 3. For each category, we well exceeded our goals, achieving a participation rate of 31%, 18%, 14%, and 21% respectively, a total overperformance on State contracting goals of over \$30 million.



Appendix I: Firm Overview & Key Personnel Resumes

Pennrose, LLC

Developer

980 North Michigan Avenue, Suite 1150, Chicago, IL 60611

Contact: Kirk Albinson, Senior Developer

Telephone: 312.799.3910

PENNROSE

Bricks & Mortar | Heart & Soul

Pennrose is a premier multifamily development company with the expertise to bring together development projects in a way that exemplify quality while creating value in the short- and long-term, and a national reputation for development execution. Pennrose has been active in real estate development, through its principals or affiliates, for more than 50 years.

Pennrose has developed more than 27,000 rental housing units, representing \$5 billion in total development cost financed through a variety of public and private sources. Pennrose's portfolio includes more than 360+ distinct developments in 19 states plus the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. Pennrose is one of the nation's leading developers of mixed-finance projects, and has been a designated redeveloper in over 100 municipalities, and regularly helps cities transform underutilized sites into thriving mixed-use economic development engines.

Pennrose has repeatedly demonstrated its skill at leading complex multi-phased projects through the stages of comprehensive community planning, site planning, and implementation, and has shown the commitment to actively engage and manage the community outreach process that is crucial to the success of all those stages.

Pennrose is consistently ranked as a top affordable housing developers in the Country, and in 2022 was named the sixth largest affordable housing developer in the country. This record of performance has made Pennrose one of the larger, and in some cases the largest, producer of Low Income Housing Tax Credits sold to Wells Fargo, Bank of America, TD Bank, JP Morgan Chase and a host of other National and Regional investors.

In all of its developments, Pennrose has demonstrated an ability to secure the necessary financing including Low Income Housing Tax Credits (LIHTC), Historic Tax Credits, New Market Tax Credits (NMTC), state and local funds, and private mortgage financing to ensure the successful completion of the redevelopment process. Pennrose is intimately familiar with all the required procedures to receive awards and implement the utilization of these funds; from preparing applications, to working through the complexities of overlaying funding requirements, achieving financial closing and meeting on-going compliance requirements.

Virtually all Pennrose's developments feature strong resident and community involvement and employment in the planning and construction processes. Pennrose has acquired a well-deserved reputation because of its concern for and attention to the needs of its residents. Its developments have won numerous awards for project design and community revitalization.

Pennrose developments have won numerous awards for project design and community revitalization. These awards are a testament to not only what Pennrose develops, but how the company approaches development. In all its projects, Pennrose maintains a firm commitment to achieving financial, social and environmental sustainability. Pennrose has incorporated Leadership in Energy and Environmental Design (LEED) into many projects, understanding that green & LEED developments produce fundamentally better buildings and communities that are more comfortable, more efficient, more appealing, and ultimately more affordable.

Our qualifications and capability are exemplified in that triple-bottom-line commitment, as well as in our track record in partnering with City agencies and community groups to revitalize communities; our ability to coordinate the efforts of a diverse team of experienced professionals through all phases of development; our experience in shepherding developments through community processes; our experience with an array of financing methods, both public and private; and, the scores of projects we have developed through close collaborations with community nonprofit groups. Pennrose's unrivaled combination of experience, reputation for quality, financial capacity, and commitment to developing successful, thriving communities position us uniquely to successfully lead the development.

TIMOTHY I. HENKEL

Principal and President, Pennrose



Education: Master of Business Administration, University of Rochester
Bachelor of Science, Civil Engineering, Bucknell University

Experience: 22 years with the firm | 26 years in the industry

As a principal and President, Tim Henkel is responsible for all aspects of Pennrose's national development strategy. He oversees a team of senior and regional vice presidents and has been instrumental in Pennrose's continued growth in key markets across the country. Tim has overseen the growth of Pennrose's development platform to include new construction, adaptive reuse, and acquisition/preservation projects. The combination of diversified housing products and expanded geography have established Pennrose as an engaged leader in the delivery of housing opportunity and resident services in a diverse range of communities. Tim began his career at Pennrose in 1999. He is an expert in all forms of public and private real estate financing including affordable housing via Federal and State Low Income Housing Tax Credits (LIHTC), Federal and State Historic Rehabilitation Tax Credits (HTC), mixed-income multifamily housing via tax-exempt bonds, and public housing replacement leveraging federal HOPE VI grants. In addition, he has executed market rate and mixed-income development using various combinations of New Market Tax Credits (NMTC), Urban Transit HUB Tax Credits, and other state incentive programs. Tim currently serves on the board of the National Housing & Rehabilitation Association and NJ Apartment Association. He is an alumni board member of the William E. Simon School of Business and serves on the board of Citizens Housing Planning Council in New York City. He previously served on the board of Triple C Housing and Penn Reach, a nonprofit dedicated to helping people with special needs find homes and services. Tim is a frequent panelist and speaker at regional real estate development events.

RELEVANT EXPERIENCE



Rush Crossing, Trenton, NJ

+\$58M | 204 Units

Rush Crossing is the largest community revitalization, affordable apartment development in downtown Trenton in the last 25 years. The development features 204 units of mixed-income rental homes for families. Rush Crossing provides a unique housing alternative to the area by providing four bedroom units. The redevelopment is part of an economic turnaround for Trenton.



Meriden Commons I and II, Meriden, CT

+\$48M | 151 Units

Pennrose was engaged in a multi-phase redevelopment plan with the City of Meriden and the Meriden Housing Authority to redevelop the 140 unit Mills Memorial public housing site. The site was the subject of a Master Developer RFP, won by Pennrose and its development team in 2012. Meriden Commons is a mixed-use, mixed-income community, revitalizing the downtown core.



NYCHA RAD Bundle III, Brooklyn, NY

+\$382M | 1,321 Units

Pennrose is working with NYCHA to repair and upgrade its housing units under NYCHA's Permanent Affordable Commitment Together (PACT) program. Known collectively as Bundle III, the project includes 1,321 family and senior affordable housing units across 61 buildings at three developments. The project includes some of NYCHA's most challenging, scattered-site buildings.



John Lewis Commons, Long Branch, NJ

+\$45M | 173 units

John Lewis Commons is a 173-unit master-planned, mixed-income community built on the site of an outdated, dilapidated public housing complex. The 173 units were built within 51 buildings using a combination of townhomes, flats, and duplexes. The new development mimics the style, scale, and character of the historic housing precedents in Long Branch.

TOM ANDERSON

Senior Vice President of Development, Pennrose



Education: Bachelor of Science, Finance & Real Estate, Florida State University
Experience: 3 years with the firm | 31 years in the industry

As Senior Vice President of Development, Tom Anderson oversees the execution and growth of Pennrose’s development pipeline within multiple designated regions throughout the Midwest, provides oversight of performance goals for the regions as identified in Pennrose’s Strategic Plan, and monitors regional performance and efficiency. Tom also provides executive representation of Pennrose among industry organizations and associations, financial partners, design and construction partners, Housing Authorities, and State Agencies. Tom spent six years as Managing Director of Cohen-Esrey Development Group, an affordable housing developer. In this role, he transformed a small division from an independent contractor model doing 1-2 projects every 1-2 years to a multi-state team of 12 professionals working in 12 states with a pipeline valued at over \$300 million. Tom then formed PEAK Housing Partners in 2020 to support affordable housing development companies with scale and effectiveness. He is actively engaged in leadership roles with the ManKind Project International, a non-profit that hosts personal development programs for men. He has also served as a board member with the American Cancer Society and other non-profits. He has been an invited speaker and radio guest on topics in elevating professional and organizational performance and is author of “Your Place in the World: Creating a life of vision, purpose, and service.”

RELEVANT EXPERIENCE



Garfield II, Phoenix, AZ

+\$24.9M | 60 units

Pennrose will bring 60 quality affordable senior housing units to an urban infill location in the Garfield Historic Neighborhood in Downtown Phoenix. Garfield II will be the second phase of a three-phase development. Pennrose was awarded tax credits in late 2022 and closed on the project in October of 2023.



Clybourn & Larrabee Phase I, Chicago, IL

+\$173M | 248 Units

Clybourn & Larrabee (C&L) is a mixed-income, mixed-use development. The proposed financing structure includes a 9% / 4% “Twin” LIHTC transaction through the City of Chicago’s Department of Housing in addition to City of Chicago TIF, CHA Loan funds, and permanent financing. Phase 1C is currently in the pre-development phase with an anticipated tax credit award at the end of 2023.



Patriot Place, El Paso, TX

+\$20M | 110 Units

The new buildings include 110 units – with one-, two- and three- bedroom apartments available for low-income families and individuals. The community is located on land owned by HOME right near El Paso Community College’s Northeast Campus and Sue Young Park. The development includes ample green space and residents enjoy high-quality amenities.



Ascent at Hover Crossing, Longmont, CO

+75 Units

In September of 2022, the Longmont Housing Authority (LHA) issued a competitive RFP that awarded Pennrose the rights to develop an 100% affordable, family-oriented development located on Hover Street in Longmont, Colorado. Pennrose will develop 75 units on the vacant 2.422 acre parcel, located in central Longmont.

KIRK ALBINSON

Senior Developer, Pennrose



Education: Bachelor of Science, double major in Architecture & Business, University of Minnesota
Experience: 2 years with the firm | 25+ years in the industry

Kirk Albinson brings more than 25 years of experience to his role as Senior Developer for Pennrose in Illinois, Minnesota, and Wisconsin. In this role, he leads the varying stages of multiple developments, including identifying and evaluating real-estate development activities, determining the financial feasibility for projects, and cultivating public-private partnerships. Kirk's depth of experience includes work within the architecture, construction, technology, and development industries. Prior to joining Pennrose, Kirk spent over six years with The Community Builders as a Senior Project Manager during which he was involved in tackling complex mixed-use developments. Kirk led origination, financing, design, construction, and stabilization activities for development opportunities in the Midwest. The developments he managed include community transformative initiatives and have received numerous national and local awards. Kirk also worked with Cordogan Clark for nine years as Vice President leading all construction activities for the integrated design and construction company along with playing an integral role in new business development and client relationship management. The A/E/C firm focused on public facilities, including fire stations throughout the country. Kirk's early experience working within architecture and years providing technology consulting and business development had a strong influence on his approach to developing successful client-centric solutions. Kirk has hands-on experience managing complex developments utilizing Low Income Housing Tax Credits, New Markets Tax Credits, and Historic Tax Credits. With an extensive background spanning architecture, construction, and development, Kirk balances the drivers to create successful developments while delivering impactful community outcomes.

RELEVANT EXPERIENCE



250 Fremont, Minneapolis, MN

+\$100M | 351 Units

Pennrose is partnered with Maven Development Group to develop 250 Fremont, a 351-unit proposed mixed-income housing development with 20% (71) of its units restricted to income-restricted affordable rents and the remaining units rented at market-rate rents. Situated in the growing Harrison neighborhood immediately west of Downtown Minneapolis, the site is located in an opportunity zone.



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Wicker Park, Chicago, IL

+\$27M | 146 Units

Pennrose and Bickerdike, won a competitive RFP for the Wicker Park site owned by Chicago Housing Authority. The development plan includes the addition of a new mixed-income housing and includes the rehabilitation of Wicker Park Apartments and Annex Senior Buildings, two CHA-owned apartment buildings that serve more than 200 low-income seniors.

PATRICK KANE

Associate Developer, Pennrose



Education: Graduate Certificate in Real Estate Development, Drexel University
Bachelor of Science, Pennsylvania State University

Experience: <1 year with the firm | 5 years in the industry

Patrick Kane joined Pennrose in December 2023 and brings with him 5 years of experience in the real estate development industry. In his role as Associate Developer, Patrick’s responsibilities include coordination and production of the due diligence process for real estate, financial, and tax credit closing for Pennrose developments. Patrick supports senior development staff in all aspects of the development process, from predevelopment through stabilization. Prior to joining Pennrose, he worked as an Associate at Shelbourne Healthcare Development Group where he was involved in over \$200 million of Seniors Housing developments throughout the eastern United States.

RELEVANT EXPERIENCE



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Tutu North Senior, U.S.V.I.

+\$84M | 60 Units

Tutu North Senior will consist of one 6-story senior apartment building totaling 60 residential units, including 1- and 2-bedroom units, and one community building. All buildings are being designed to meet the construction requirements of Enterprise Green Communities (EGC) and the Virgin Islands Housing Authority.



Donoe Estates, St. Thomas, USVI

+\$54M | 84 Units

The U.S. Virgin Island Housing Authority (VIHA) and Pennrose are under construction with 84 walk-up apartments, in a mix of one, two and three-bedrooms and an onsite community building. The team is planning 14 buildings, five apartments per building varying three to four stories. The site previously included public housing apartments that were demolished by VIHA.

SmithGroup

Master Planner Architect

44 E. Mifflin Street, Suite #500, Madison, WI 53703

Contact: Tom Rogers, Principal & Waterfront Studio Leaders

Telephone: 312.799.3910

SMITHGROUP

Since 1853, SmithGroup has embraced opportunities to work alongside clients, partners and colleagues who dare to push boundaries and pursue bold “what if” dreams. Enamored with architecture, our founder Sheldon Smith pursued unique design opportunities throughout the 1800s that has carried our firm forward for 170 years through a diverse portfolio of projects found across the globe. Whether it’s creating a space to heal patients, advancing research and discovery, inspiring through learning environments, building businesses or protecting resources, our goal is to design a better future for everyone. This promise comes alive through a diverse team of experts that balance imagination, innovation and technical excellence to design solutions to meet the needs of tomorrow and beyond. By creating partnerships with clients that share our goals, values, and visions, we are yielding outstanding results in shaping the future for generations to come.

Working across a network of 20 offices internationally, SmithGroup’s team of 1,400 experts is committed to excellence in strategy, design, and delivery—from artists and engineers, to mobility experts, planners and beyond—to develop beautiful, sustainable, future-focused solutions.

SmithGroup’s urban design projects have taken us across the nation. Our clients have included national, state, regional, and cultural organizations; major corporations; and private developers. Our work includes civic destinations, parks, plazas and streetscapes, urban infill developments, and public private partnerships.

TOM ROGERS, PLA

Principal, SmithGroup

Education: Bachelor of Science, University of Wisconsin-Madison
Experience: 10 years with the firm | 23 years in the industry



Tom Rogers's expertise lies in creating distinct and memorable spaces for people. His experience includes a broad cross section of project types, from small urban areas to community and neighborhood redevelopment. He is adept at working with multiple disciplines and stakeholders to develop beautiful and sustainable solutions that embrace the values of a community to create powerful opportunities for positive growth. With a background that is a balanced mix of public spaces and private development, and an expertise in community engagement, he is well suited to leading infill projects that blend the needs of all stakeholders to maximize outcomes.

RELEVANT EXPERIENCE



Madison Yards at Hill Farms, Madison, WI

+22 Acres

The master plan and urban design of this 22-acre mixed-use infill development. Includes replacing the existing 450,000 sf Wisconsin Department of Transportation headquarters and surface parking with a new 600,000 sf state office building, and a 1,500-vehicle parking structure for the state while creating a private, mixed-use development that integrates housing, retail, and medical office space.



Garver Feed Mill, Madison, WI

+11 Acres

The redevelopment of the historic Garver Feed Mill building into a maker's spot for local food and beverage production transformed a vacant structure into an iconic Madison destination. The restored facility provides additional space for area food producers to create and showcase their craft foods. The site for the feed mill also showcases international sustainable design trends.



Bayview Redevelopment, Madison, WI

+22 Acres

The Bayview neighborhood is a unique community in the heart of Madison where affordable housing, diversity, gardening, and the arts all intersect. SmithGroup is crafting a new future based on updated housing and a new community center where quality of life takes center stage with site and open space design.



Kenosha Innovation Neighborhood Master Plan, Kenosha, WI

+107 Acres

The master plan provides a vision for the redevelopment of the 107-acre former Chrysler assembly plant. The mixed-use innovation district will bring new industry leading technologies and businesses to the region, as well as retain and attract young professionals. The design was based heavily on community input to create a redevelopment that is integrated within the neighborhood and fuses together a new school along with a range of housing options, an innovation center, research and lab spaces, medical office, and a vibrant commercial center.

DAVE WOLMUTT, PE

Principal, SmithGroup



Education: Bachelor of Science, Civil and Environmental Engineering, University of Iowa

Experience: 16 years with the firm | 41 years in the industry

Dave Wolmutt is a Senior Civil Engineer and Project Manager at SmithGroup. He has over 30 years' experience planning, designing, and implementing a variety of site development, waterfront, and environmental restoration projects, and has worked on over 13 projects in the City of Madison. As a specialist in the fields of hydrology and hydraulics, Dave has assisted private and public clients in creating innovative means to address flooding, enhance and restore water resources, and protect new and existing properties from flood risk. He understands the technical, financial, political, and regulatory challenges associated with effective water resources management and specializes in overcoming these challenges by combining innovative technical approaches with effective communications to gain support from stakeholders and regulators.

RELEVANT EXPERIENCE



University of Madison Research Park, Various Projects, Madison, WI

+Various projects

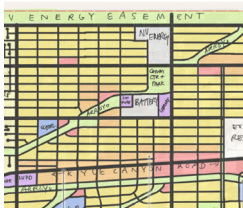
SmithGroup has served as the primary stormwater management advisor and designer for URP management for the past 10 years. Projects have included platting and stormwater management planning for the URP 2 site, including construction of regional stormwater basins; modeling, design, and construction of flood reduction measures on Science Drive (in conjunction with City staff).



Bayview Redevelopment, Madison, WI

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University of Wisconsin-Madison, Green Infrastructure Master Plan, Madison, WI

+938 Acres

SmithGroup approached the UW-Madison's 2015 Campus Master Plan update with a performance-based green infrastructure (GI) approach for the entire 936-acre campus. This innovative, precedent-setting plan achieves significant improvements in water quality while connecting a network of historic and culturally rich landscapes and preserving recreational open spaces.



Capitol West Redevelopment, Madison, WI

+2.2 Acres

Urban design and site engineering for the redevelopment of a prime downtown Madison location. The project revitalized Block 51 into a vibrant urban mixed-use area consisting of mid-rise condominiums and townhouses coupled with street-level retail and commercial space, a hotel, and office uses. The project also provides underground parking, neighborhood bicycle and pedestrian links, and sustainable site design and landscaping.

ASK Studio

Housing Architect

3716 Ingersoll Avenue, Suite A, Des Moines, IA 50312

Contact: Brent Schipper, AIA, LEED AP, IIDA

Telephone: 515.277.6707



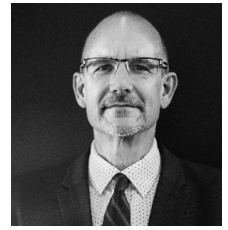
ASK Studio is a Midwest-based architecture atelier offering master planning, architectural, interior and product design services. Our work is proudly expressive of our heritage and impelled by an appreciation of the relentless rhythms of the Midwest landscape.

The philosophy of our work is rooted in our definition of architecture, our client's definition of success and resolute respect for place, its beauty, fragility and spirit. Architecture is the art and science of building disciplined by function, economy and ecology. The most basic of architecture meets human needs through rational problem solving and fundamental space. In its most artful form, architecture serves to advance or mirror culture and uplift the spirit. We believe that all projects, regardless of budget or means, deserve the considerations that aspire to be architecture. We embrace the challenges of discipline. Through discipline we define and discern success and excellence.

Regarding this course of invention we find mettle in the ruminations of Pablo Picasso: "Forcing yourself to use restricted means is the sort of restraint that liberates invention. It obliges you to make the kind of progress that you can't even imagine in advance. I do not seek. I find."

BRENT SCHIPPER

Principal, ASK Studio



Education: Master of Architecture, Iowa State University
Bachelor of Architecture, Iowa State University
Experience: 18 years with the firm | 34 years in the industry

Brent Schipper, AIA, has more than thirty years of experience as a practicing architect. He is a founding principal of ASK Studio, a Midwest-based architecture Studio, which is highly regarded as a design driven atelier. His responsibilities include guidance of the Studio's design efforts and professional tenets while striving to maintain a midwestern design dialect rooted in a landscape of functional sculptures and organic rhythms bounded by a cartesian grid. The Studio has garnered over 70 design awards and over 90 project features in regional and national publications since its inception in 2006. Brent has served regularly as a guest critic at Iowa State University since 2004, has lectured at the Dunwoody College of Technology on practice and ethics and is currently a Professor of Practice in Architecture by Iowa State University this where he teaches architectural design.

RELEVANT EXPERIENCE



Village on Main, Waunakee, WI

+50 Units

Village on Main is a three story, 50-unit affordable housing structure on the west side of Waunakee. It represents the first project of its type in Waunakee and is a part of the village's primary east west corridor. The project takes cues from the classic 'main street' America. While budget is always the primary concern for affordable housing, this does not mean that affordable buildings should look affordable.



4000 Ingersoll, Des Moines, IA

+25 Units

The design is a distillation of the neighborhood character; a synthesis of building codes, zoning set-backs, adherence to a proforma and respect: A respect for the opinions expressed in neighborhood meetings, the neighborhood context, a house painstakingly moved to a new location and mature trees that remained. The adjacent structures were significant structures in the historic district.



The James on Grand, Des Moines, IA

+56 Units

James on Grand is a 56-unit luxury active adult community built in Des Moines, Iowa. The 56,000 SF structure is programmed as a private community although it shares a site with a community that serves both assisted living and independent living residents. The building is a four-story wood structure over 72 parking stalls in a subgrade precast garage.



Union at Rivers Edge, Des Moines, IA

+225 Units

The Union at the River's Edge sets a standard in affordable housing in an urban setting by using a riverfront site thought to be limited to market rate uses by economics. The project is a testament to maximizing a site to achieve it's highest and best use while allowing this living experience to be available to residents at or below 60% AMI.

BKV Group

Fire Station Architect

1 S. Pinckney Street, Unit 500, Madison, WI 53703

Contact: Craig Carter, Partner - Public Safety Practice Leader

Telephone: 608.829.3701



BKV Group, a national, multi-disciplinary firm, provides architectural, interior design, landscape architecture, engineering and construction administration services. With offices in Chicago, Dallas, Minneapolis, and Washington, DC, we have provided our clients with quality services for 45 years. We provide needs assessment and feasibility studies, facility and site evaluations, masterplanning, additions, renovations and adaptive reuse, accessibility services and new building design. Our experienced team has expertise in assessing current and future building needs and assisting in the development of a wide range of solutions for space and maintenance.

Since 1978 our practice has centered on serving the needs of municipalities. In particular, fire stations represent a service with requires special planning. The services and functions they provide are unique, varied, and often hazardous in nature. Proper programming in respect to size, location and configuration of fire station functions is essential as a planning tool for an efficient and effective fire station facility. The foundation of a successful project is a keen understanding of the user needs and relationship required to conduct the activities of the fire department. The interaction of fire fighters and the facility is the focus of planning from the inside out. The design process of fire station buildings is one of the most specialized within the design profession.

BY THE NUMBERS

45 YEARS IN OPERATION	5 FOCUSED MARKETS
200+ EMPLOYEES	4 LOCATIONS
15+ LICENSED ENGINEERS	50+ LICENSED ARCHITECTS
60+ LEED ACCREDITED	200+ AWARDS

BKV GROUP

The Health and Safety of the Firefighters is the number one driver of decisions in all of our Fire Station projects. Firefighters risk their lives to protect people and property, and we have made it our mission to help design the facilities and equipment that allow those men and women to be safe and functional.

We program and design our stations to be functional, aesthetically responsive to their neighborhood, straightforward to build, sustainable, resilient, durable, easily maintainable, and adaptable to whatever the future brings.

CRAIG CARTER, AIA, LEED AP BD+C

Partner, Public Safety Practice Leader



Education: Master of Architecture, Architectural Studies, University of Illinois at Urbana-Champaign
Bachelor of Science, Architectural Studies, University of Illinois at Urbana-Champaign

Experience: 13 years with the firm | 21 years in the industry

Craig has a decade and a half of experience in architectural programming, planning, design, documentation, and construction administration with a focus on public safety projects. Craig has worked on more than one hundred fire station commissions and has won several design awards celebrating the functionality and beauty of his projects. Craig is an expert in the detailed requirements that enable these buildings to be effective tools for their users and he writes and speaks nationally on the subject. He has strong working knowledge of NFPA, OSHA, LEED, and other relevant national standards and combines a deep knowledge of the history of fire station design with an up-to-date knowledge of the latest national trends. With a family background in public service, Craig understands the culture of local government and strives to create an excellent working relationship with his clients by focusing on timeliness, follow-through, and clear communications, while keeping the best interests of the citizens at heart.

RELEVANT EXPERIENCE



Penn Daw Fire Station #11, Alexandria, VA

+65 units of workforce housing | 20 units of transitional housing

BKV Group is designing a mixed-use building for Fairfax County, Virginia, to include Penn Daw Fire Station #11 (five double-deep drive-thru bays and 22 bunks), the Eleanor Kennedy Emergency Shelter and Supportive Housing facility, and a 65-unit Affordable Housing facility. The site is located adjacent to the BRT line along Highway 1.



Lansing Public Safety Projects, Lansing, MI

+241,000 SF

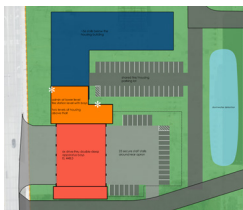
The City of Lansing hired BKV Group and our local architecture partner, Hobbs & Black, to execute the design effort for a \$175M public safety bond. Projects include a Public Safety Building that will encompass Fire Administration and Fire Marshall's Office, Police Headquarters, and a District Courthouse. The design of the fire stations takes inspiration from previous Lansing stations.



Edina Community Health and Safety Center (Station #2), Edina, MI

+33,580 SF

BKV Group was hired to program and design a combination Fire Station and Community Health building in an underserved portion the community. The project is the first step in a larger redevelopment plan, as the neighborhood is expected to develop from light industrial uses to a high-density mixed-use residential district with serving recent immigrants and workers at the nearby retail stores.



West Bend Fire Station Mixed-Use Study, West Bend, WI

+25,810 SF

The City of West Bend asked BKV Group to help assess feasibility for relocation of their headquarters fire station, which has exceeded its useful life. BKV Group worked with the City's developer partner to explore several approaches to arrange the site for a large fire headquarters station (6 double-deep bays) and market-rate housing, including separate, touching, and stacked solutions with a variety of surface and structured parking options. As an alternate solution, BKV Group explored other potential site locations, researching site constraints like setbacks, topography, utilities, and wetlands to develop valid approaches for apparatus circulation, visitor and staff parking, stormwater management, and multi-story implications.

CODAworx

Public Art Consultant

155 W. Wilson #501, Madison, WI 53703

Contact: Toni Sikes, Co-Founder

Telephone: 917.327.1351



We are the hub of the commissioned art economy. We connect all members of the industry, matching creative talent with creative opportunities, and providing digital tools that streamline the commission workflow process.

The world of design + art is changing around us. Artists and design professionals are working collaboratively to create amazing projects that raise awareness about environmental and social issues, educate us about the importance of innovation and creativity, contribute to healing and hospitality environments, and develop community engagement and pride. Others create commissioned art projects that beautify and transform the spaces in which we live, work and play. We identify them as creative revolutionaries, because each, in their own way, is working to change the world.

It takes an industry to create a commissioned artwork. Our community consists of artists, designers, and architects, as well as art consultants, public art administrators, fabricators, foundries, lighting designers, engineers, photographers, and landscape architects - all of whom are outstanding creative professionals and critical to the creative process.

TONI SIKES

CEO/Co- Founder, CODAworx



Education: Master of Science, Market Research, University of Wisconsin-Madison
Bachelor of Science, Mathematics, University of Alabama

Experience: 20 years with the firm | 30 years in the industry

Toni Sikes is Founder and CEO of CODAworx, the global leader in commissioned art, serving as a professional network for a wide variety of artists, design professionals, and industry resources. The CODAworx website showcases outstanding design + art projects through its sponsorship of several major awards programs and monthly digital magazine. She is a former Chair of the Wisconsin Technology Council and a board member of Healthy Minds Innovations. She holds a B.S. in Mathematics from the University of Alabama and an M.S. in Market Research from the University of Wisconsin-Madison. Toni will advise and oversee all aspects of decision making around any Public Art for the South Park Street & W Badger Road Redevelopment.

RELEVANT EXPERIENCE



Super Catcher the Hard Weave, Milwaukee, WI

+Completion Date: 2021

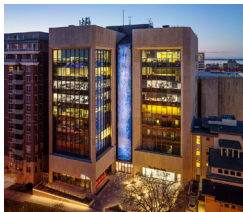
Brad Kahlhamer's Super Catcher the Hard Weave was installed for the Sculpture Milwaukee's "There is this We" exhibition. Measuring 5 feet in diameter and 125 lbs. cast aluminum, for this piece we did something a little different than normal. Taking the imagery of one of his drawings, we enlarged it to the final scale, created sand molds that he could carve into like a woodblock, and poured them.



Madison Heights, Tampa, FL

+Completion Date: 2014

The client, Madison Heights Ltd, is a contractor who specializes in affordable senior residences. The only design parameter was that the artwork fit in the long vertical space and be colorful and tropical. I used flora and fauna that is native to the Tampa Bay area. I designed the artwork to be energizing and uplifting to the senior residents, as well as technically exciting and interesting to the art aficionados.



Electric Waterfall, Madison, WI

+Completion Date: 2016

In Madison, WI, artist Jonathan Brown created a 120ft x15ft mural on the outdoor face of a notable, 10 story building in the middle of the city, titled "Electric Waterfall". Composed within the mural is nearly 500 LED nodes, embedded in the ground are 25 LED strips and 15 theatrical spot lights. All color changing, all working in tandem.



Lisa Link Peace Park, Madison, WI

+Completion Date: 2009

Lisa Link Peace Park was part of the reimagining and renaissance of the beloved, 10 block pedestrian-only State Street. The main artery of the city, it lacked a space for public forum and performance. The design for Lisa Link Peace Park created a monumented place to gather and honor the memory of activist Elizabeth (Lisa) Link in a vibrant, community-centered way.

Innova Services Company & Innova Building Advisors

Construction Admin. & Sustainability Consultant

1548 S. 16th Street, Philadelphia, PA 19146

Contact: Benton Blackburn, Principal

Telephone: 215.336.0440



Innova's mission is to preserve and create energy-efficient and affordable housing while contributing to the sustainable redevelopment of transitional neighborhoods. Innova has overseen the design and construction of affordable housing and mixed-use developments valued at over \$2.3 billion, with new projects totaling more than \$200 million annually throughout the eastern United States. Innova represents owners in the design and construction phase of new construction, historic rehabilitation projects and large-scale capital improvements. Our construction professionals give special attention to moisture mitigation, energy efficiency, mechanical systems integration, component durability, and long-term maintainability. Drawing on its property maintenance expertise, Innova can inform the design and construction process in a way that uniquely focuses attention on building sustainability and maintainability as well as occupant safety and comfort.

Innova serves as the Owner's Representative in the design and construction of affordable housing and mixed-use developments. Its focus is to advance building practices that maximize resource efficiency, component durability, and systems maintainability. Innova's Project Management portfolio is comprised of more than 200 multifamily and mixed-use projects valued at more than \$2.2 billion - over 12,000 units in all - including large scale transit-oriented developments, new town centers and historic rehabilitations; from exurban green fields to New York City brown fields.

As Building Advisors, Innova is a certified Energy Star pattern, Passive Consultant, PHIUS+ Verifiers, and NGBS Green verifiers, focused on the multifamily industry. Innova performs whole building modeling, energy audits and capital needs assessments; enabling multifamily clients to devise smart approach to achieving very low energy buildings with improved durability and maintainability.

Innova's core expertise is in understanding the needs of existing buildings. They are PCNA specialists and multi-family energy auditors, providing comprehensive needs assessments, sleuthing elusive building failures, and devising cost-effective retrofit strategies for increasing building efficiency, enhancing resident comfort and safety, and preserving affordable housing for the long term.

Innova Services Company grew out of a division of Pennrose, and is the Construction Administrator of choice for Pennrose and has completed over 100 projects for Pennrose.

BENTON BLACKBURN

Principal, Innova Services Company



Education: Bachelor of Arts, Dartmouth College
Experience: 17 years with the firm | 28 years in the industry

Benton Blackburn is a Principal of Innova and serves as Vice President of Operations. Ben has been with Innova since 2004, and has led its efforts in owner’s representative services, general contracting, capital project management, and building diagnostic services. He has personally overseen the successful completion of a wide variety of housing projects, including single family, townhomes, historic rehabilitation, urban infill, high rise and student housing developments. In Innova’s capacity as General Contractor, Ben has successfully led large-scale renovation projects, specializing in affordable multifamily housing including single family, townhome, historic rehabilitation, urban infill, high rise, and student housing developments. Ben has also successfully led large-scale renovation projects, specializing in affordable multifamily housing preservation projects with tenant in place. Ben has been a construction professional since 1993. Prior to joining Innova, Ben served as Project Manager for Denver-based Shaw Construction where he was responsible for \$100 million in construction projects per year.

RELEVANT EXPERIENCE



2700 Wewatta, Denver, CO

+\$26M | 56 Units

Wewatta will provide 56 units of supportive housing to transition age youth who are at risk of homelessness or experiencing homelessness. The project is designed with trauma-informed principles (ample day light, open stairwells, clear sightlines, 24/7 staffing, security cameras) while providing fully furnished units to residents.



New Brunswick Performing Arts Center (NBPAC), New Brunswick, NJ

+\$172M | 207 Units

NBPAC has transformed New Brunswick’s Downtown Cultural Arts District, ensuring that New Brunswick continues as a regional hub for the performing arts. The project features the new construction of two state-of-the-art theater spaces, rehearsal studios, 30,000 square feet of academic and office space, and 207 residential apartments in a 22 story tower.



Gateway Transit Village, New Brunswick, NJ

+\$148M | 150 Units

Gateway Transit Village is a mixed-use development in New Brunswick, NJ. The project, which was done in partnership with New Brunswick Development Corporation (DEVCO) and the New Brunswick Parking Authority, serves as the gateway to both downtown New Brunswick and Rutgers, further energizing the city’s core.



Glenarden Hills, Glenarden, MD

+\$105M | 430 Units

This four-phase, master-planned redevelopment includes affordable, market-rate, and for-sale housing for families and seniors in Prince George’s County. Pennrose incorporated community input into the 27 acre site, which makes the development walkable, green, and includes an array of housing types and amenities. The development includes a 5,900 SF community clubhouse.

ADAM BLACKBURN

Vice President, Innova Building Advisors

Education: Bachelor of Arts, Amherst College
Experience: 12 years with the firm | 12 years in the industry



Adam Blackburn heads Innova's Innova Building Advisors consulting group. His area of expertise is consulting and energy performance certification for developers, designers and builders of multi-family housing. Adam has provided Passive House Verification and ENERGY STAR certification services for over 2,500 homes under both low-rise and high-rise standards. He has leveraged nearly \$2MM in energy efficiency incentives and rebates on behalf of affordable housing projects, and has overseen energy efficiency upgrades and capital improvement projects totaling more than \$10 million. Prior to joining Innova in 2009, Adam specialized in integration project management, accruing more than ten years' experience in coordinating engineering design and hardware installation on large-scale technology infrastructure projects. Adam holds a B.A. from Amherst College, is a Certified Passive House Consultant, PHIUS+ Passive House Rater, RESNET Certified Home Energy Rater, ENERGY STAR® for Multifamily High Rise Consultant, and Enterprise Green Communities Consultant.

RELEVANT EXPERIENCE



Village at Nauset Green, Eastham, MA

+ 65 Units

Village at Nauset Green is a sixty-five (65) unit multifamily development located in Eastham, Massachusetts. The 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. The development was financed using a variety of sources including LIHTC's and DHCD.



Village at Park River Phase I, II, III, and IV Hartford, CT

+ \$120M | 400 Units | 215,000+ SF | Passive House (PH. I - IV)

Village at Park River is a development that will feature 420 new high-quality housing units when completed, including both rental and homeownership opportunities. In partnership with the City of Hartford, the project provides replacement of the City's stock of affordable housing units, as well as acts as a catalyst for reinvestment and commercialization in the Upper Albany Neighborhood.



Meriden Commons Phase I and II, Meriden, CT

+ \$48M | 151 Units | 200,000+ SF | Passive House (PH. II)

Pennrose completed the multi-phase redevelopment plan with the City of Meriden and the Meriden Housing Authority to redevelop the 140 unit Mills Memorial public housing site. The site was the subject of a Master Developer RFP, won by Pennrose and The Cloud Company in 2012. Meriden Commons is a mixed-used, mixed-income community, revitalizing the downtown core.



Torrington Riverfront, Torrington, CT

+ \$20.5M | 60 Units | Passive House

The Torrington Riverfront is a vibrant, pedestrian-friendly, mixed-use development located in the downtown district of Torrington, CT. Previously home to the Torrington Manufacturing Company, the two-acre brownfield site along the Naugatuck River has been used as a city-owned parked lot for almost a decade.

2. Project Understanding Approach

Pennrose has reviewed all the material provided to us in the Community Development Authority (CDA) of the City of Madison RFQ and understand the scope of services required for the development of the multi-phase project. We believe our team is highly qualified to fill the role of development partner and its associated responsibilities to enable CDA to realize its development goals. As one of the most prolific affordable housing developers in the country, Pennrose has a track record of success and a long history of strong partnerships with many municipalities within our geographic footprint. For these reasons, Pennrose is well suited to serve as the Development Partner for the CDA. Pennrose specifically has extensive experience in advancing racial equity and social justice, developing public works project, and experience in energy efficiency, renewable energy, and sustainable building design techniques.

Advancing Racial Equity & Social Justice and Prevailing Wage

Pennrose's development approach embraces the concept of creating opportunity within the communities we create by contracting with M/WBE businesses. Our activities are motivated by three core principles: Being a Good Neighbor: We are committed to being a good neighbor by exceeding the hiring and training goals set by local municipalities and regulatory agencies. Creating Economic Opportunity: We are focused on opportunity by making sure that the development team and the general contractors we work with comply with disadvantaged and women-owned business contracting goals and hiring Section 3 public housing and local residents. Engaging the Community: We are engaged in the community through extensive work with local organizations, workforce development offices and local government. Pennrose has consistently performed above targeted levels in contracting with M/WBE firms. Our combined team brings a level of experience and sophistication that is second to none when it comes to creating economic opportunity. Pennrose will take steps to ensure that M/WBE firms are used to the greatest extent feasible, consistent with the Housing Authority's goals for the Project. For Example, Pennrose as the Development Manager, completed the first phase of the Herndon Homes Public Housing Redevelopment - Herndon Square Senior - in Atlanta and exceeded its D/M/WBE participation for construction set forth by the Atlanta Housing Authority (Atlanta Housing). In Partnership with Atlanta Housing, Herndon Square Senior is the first phase of the Herndon Redevelopment, a 500+ unit mixed income and mixed-use development located less than 1 mile from the Mercedes-Benz Stadium. To achieve these goals, Pennrose and Atlanta Housing hosted and engaged in numerous outreach events to local D/M/WBEs trade organizations, including technical assistance meetings that covered topics such as bonding,

insurance requirements, and any required certifications. Outreach activities to national and state organizations including the National Association of Minority Contracts, National Association of Women in Construction, Georgia Hispanic Construction Association, and Georgia Minority Supplier Development Council helped D/M/WBEs become aware of these opportunities. The Team also provided Technical Assistance for local D/M/WBE subcontractors to help provide bids on the project.

The Pennrose Team is committed to partnering and sharing the success of our projects with Section 3 Residents and Section 3 Business Concerns at every level. The team will work actively with every interested party to integrate the Housing Authorities' policy participation goals throughout all stages of the project. Section 3 participation has been a principal program for resident participation in federally funded housing authority programs, and Pennrose is a strong supporter of this program and will fully implement Section 3 participation on the Housing Authority communities. Our approach to Section 3 is to hire residents from the communities in which we work. Our team also understands and respects the importance of these projects to the community and its residents. Pennrose will work with the Housing Authority to develop a program and establish working partnerships with local community organizations, civic groups, churches, city government and other civic associations to identify qualified individuals and firms for long-term employment and subcontracting on the project. We will maximize the economic opportunities available to the Housing Authorities residents and increase the potential for a career.

Developing Energy Efficient Buildings

Pennrose and its development team have significant experience and expertise in sustainable real estate development, designing energy efficient developments, green building concepts, the U.S. Green Building Council's LEED® certification, Passive House, and the Enterprise Community Partners' Green Communities certification. Our development team recognizes sustainable development produces fundamentally better buildings and communities that are more comfortable, more efficient, more appealing, and ultimately more affordable. We strive to incorporate resource-efficient and environmentally responsive designs into our development projects. We focus on incorporating into everyday systems simple, elegant changes that are long-lived, easy to maintain, and offer state-of-the-art performance. This creates a permanent cost subsidy through ongoing energy reductions without increasing either our construction or maintenance costs.



2700 Wewatta, Denver, CO

Public Art Experience

Pennrose boasts a rich history in the development and integration of public art within our projects. A recent example of our commitment to this ethos can be seen at 2700 Wewatta in Denver, CO. Collaborating with RedLine, a non-profit organization set to lease the commercial unit upon completion, Pennrose engaged the renowned artist Thomas Evans, known as Detour, to craft a striking mural for the building.

Thomas envisioned a mural that not only reflects the vibrant diversity of Denver but also encapsulates the spirit of resilience and progress of the building’s residents. His design incorporates over 56 hues to represent the city’s multifaceted populace. Inspired by the building’s facade resembling a towering nest, Thomas incorporated a majestic bird standing proudly at its zenith.

Community Engagement Experience

Our approach to community engagement is reflective of our comprehensive approach to community development. Through years of experience in a variety of developments, we have gained valuable insights into the various components that go into creating communities that stand the test of time. Engaging the community at large not only better informs us of the needs of each particular community and interest group, but it also creates a platform for dialogue between all the interested parties, which ultimately yields significant value in bringing the community together to accomplish big goals. Pennrose is an experienced and successful developer and community engagement facilitator, but our many years of experience have taught us that community redevelopment is not about us, it’s about the people who call their community home. Because of this understanding we are committed to thorough and genuine community engagement as we approach the redevelopment. Pennrose has built this approach for achieving a high level of community involvement around a well-tested Pennrose participatory model; and while Pennrose brings significant technical expertise to each development, the overall objectives and design must be the result of a collaborative effort with the community. We put this tenet into practice by seeking the active involvement of residents, nearby neighbors, community organizations, and stakeholders during the planning, implementation, and construction stages of our projects. We maintain this commitment while managing our revitalized properties.

Development Schedule

Task Name	Duration	Start	Finish
Development Schedule	45 Months	Mar 24	Dec 27
Due Diligence	3 Months	Mar 24	May 24
Response to RFP	1 month	Mar 24	Mar 24
Interview and Selection	3 months	Mar 24	May 24
Financing	15 Months	Dec 24	Mar 26
Submit Tax Credit Application	1 month	Dec 24	Dec 24
Tax Credit Award	4 months	Dec 24	Mar 25
Investor Selection	2 months	May 25	Jul 25
Closing Due Diligence	9 months	Jul 25	Mar 26
Financial Closing	1 month	Mar 26	Mar 26
Design	16 Months	Oct 24	Feb 26
Schematic Design	3 months	Oct 24	Dec 24
Design Development	8 months	Mar 25	Nov 25
Construction Documents	2 months	Jan 26	Feb 26
Permits and Approvals	11 Months	Mar 25	Feb 26
Land Development	8 months	Mar 25	Nov 25
Building Permit	1 month	Jan 26	Jan 26
Construction	18 months	Mar 26	Jul 27
Building Delivery	7 Months	Aug 27	Jan 28
Certificate of Occupancy	1 month	Aug 27	Aug 28
Lease-up	7 months	Aug 27	Jan 28

3. Experience

Affordable & Mixed Income Experience

The sources of a large portion of the housing development funding could come from low-income housing tax credits (LIHTC). Pennrose pioneered the use of layered, multiple-source financing in the development of affordable rental housing. Even before the advent of the Low-Income Housing Tax Credit (LIHTC) Program authorized in the tax legislation of 1986, Pennrose began to piece together multiple public and private sources of financing. Not only has Pennrose completed dozens of such projects comprising thousands of rental units, it has also contracted to provide development services to public and private non-profit developers in the production of housing through the LIHTC Program. This level of activity has resulted in Pennrose standing as the largest tax credit developers in the country.

Pennrose has successfully completed over 300+ LIHTC deals company-wide. This level of activity has resulted in Pennrose's standing as the largest generator of tax credits in two states: Pennsylvania and New Jersey. Pennrose's continued increase in business in the face of escalating competition for limited resources, including LIHTCs, is a testament to the quality of the Pennrose product and the manner in which the team conducts its business. In fact, since 2010 Pennrose has raised well over \$700,000,000 in private tax credit equity, accounting for almost half of total development costs for those developments. Historically, Pennrose has received the highest rates in the industry for the sale of Low Income Housing Tax Credits, and enjoys excellent relationships with numerous Housing Finance Agencies across the nation. Pennrose also has strong banking relationships as evidenced by its completion of over 27,000 affordable and market-rate residential rental and homeowner units in nineteen states plus the District of Columbia and the US Virgin Islands.

In addition to tax credits, Pennrose routinely utilizes federal, state and local funding programs including HOPE VI, Comprehensive Grant Program (CGP), HOME, tax-exempt bonds, CDBG, Affordable Housing Program funds from the Federal Home Loan Bank (Pittsburgh, Atlanta and New York), and leverages funds with the use of project-based Section 8 vouchers. Pennrose has also applied for and used funding through NSP II and Capital Fund Recovery Competition funds as part of the American Recovery and Reinvestment Act of 2009. Pennrose also utilizes conventional debt and taps into resources available through area businesses and through local social service providers, such as the United Way, for in-kind support. Pennrose has worked closely with housing authorities and have developed key relationships with cities,

counties, foundations, Federal Home Loan Bank offices, private businesses, universities, community service providers, and other critical stakeholders – relationships that have taken development dreams and made them realities.

Pennrose

New Brunswick Performing Arts Center

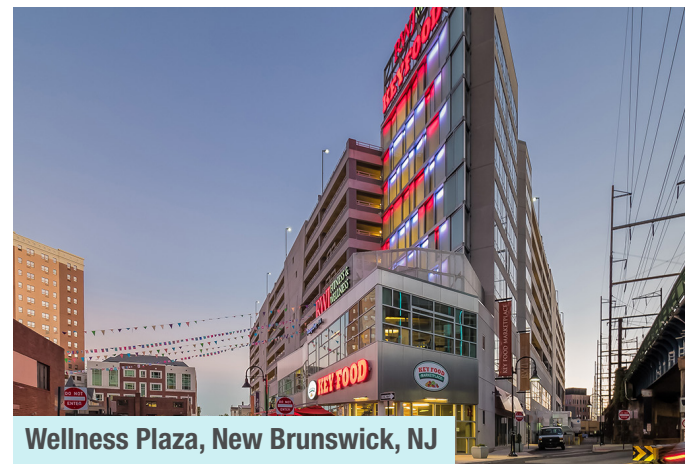
The New Brunswick Performing Arts Center is comprised of a variety of venues and spaces, including two state-of-the-art theaters, dedicated rehearsal studios, office space, 207 residential rental apartments, a 344-space public parking garage, and a bar which serves upscale theater concessions and signature cocktails before and following NBPAC performances. The overall redevelopment represents over \$172MM in total investment and is one of the most significant urban initiatives in the state.



Premiere, New Brunswick, NJ

Wellness Plaza

This complex is comprised of three components: a full-service supermarket; a hospital-affiliated fitness and wellness center; and a public parking facility. The supermarket is operated by Key Food and is the only full-service supermarket in downtown New Brunswick, helping to fill a crucial gap in access to healthy food in the city.



Wellness Plaza, New Brunswick, NJ



West Turner Residences, Allentown, PA

West Turner Residences

A joint venture redevelopment project between Sacred Heart Hospital (SHH), located only two short blocks to the north of the site, and Pennrose, the 100% affordable project brings much-needed affordable housing opportunities to local area seniors, as well as critical, on-site medical and health services for both WTR residents and the local community provided through a 6,884SF ground-floor clinic operated by SHH. A public arts mural was installed on the street level of the building.

Choice Neighborhood Initiative (CNI) Experience

Pennrose has been the lead housing developer for five Housing and Urban Development (HUD) Choice Neighborhood Initiative (CNI) projects, which creates a pipeline of nearly 2,000 housing units developed, or to-be developed by Pennrose. Pennrose is the lead housing developer for the Marshall-Ridley CNI in Newport News, VA, Sharswood-Blumberg CNI in Philadelphia, PA, Comanache Park CNI in Tulsa, OK, Bartram Garden CNI in Philadelphia, PA, and Riverside CNI in Wilmington, DE.

Public Works Project Experience

BKV Group

The process of planning fire stations is one of the most specialized in the architecture profession, and it takes experience to do it correctly. Your designer needs to balance many competing priorities. How do you strike a balance between segregating harmful contaminants from the clean parts of the building and putting every space as close to the apparatus as possible? How do you strike a balance between the need to provide gender-neutral and private facilities and the need to promote camaraderie and help staff decompress together after a challenging call? How do you balance between the need to create a secure, resilient structure that can stand through adverse conditions with the need to create a civic presence that is welcoming to the public? BKV Group has spent decades becoming experts on

the subject of designing fire stations, and we are excited by the opportunity to provide this knowledge and expertise to the City of Madison.

Combined, the project team at BKV Group has designed over 200 fire stations across the nation, ranging from rural volunteer station renovations to administration buildings for large urban departments. Through this experience, our team has developed a deep knowledge of national standards and best practices, as well as an appreciation for the different skill sets and unique attributes that make each department a unique joy to work with. We understand that the same firehouse does not work for every client on every site. To provide a bespoke building for Madison Fire Station 6, we will research your organization in depth to understand your policies, procedures, and goals. We will tour your current stations to build a common language (e.g. is it PPE, turnout gear, or bunker gear?) and get a sense of your current workflows and equipment preferences. With your consent, we will conduct a survey of your firefighters to solicit information about what elements to repeat from your current stations, what elements to avoid, and any features of other stations they have seen and liked.



Woodlawn Fire Station 24, Alexandria, VA

The other aspect of our initial research is an ongoing analysis of national trends affecting the fire service and how those are impacting fire station design. We attend and speak at the national fire station design conferences, FIERO Fire Station Symposium and FIREHOUSE Station Design Conference, to stay current on the strategies and innovations used by our expert peers around the country. We talk to fire chiefs about their worst fears and how a building might be able to mitigate risks. We read magazine articles and daily newsletters targeted at firefighters. Our national research is constantly underway even between projects. This means that we can immediately meet with you at the start of the project to discuss which of these trends impacts your goals for the new station and how they can be incorporated into the design of the building.



Master Planning Experience

SmithGroup

Civic buildings and open spaces pose a unique opportunity to embody the community’s identity through design. An authentic engagement with the community can help connect the place with the neighborhood and enrich the design with historical facts, cultural traditions, and community values. Our experience runs the full breadth of public works projects, from civic campuses to libraries, city and county buildings, offices, and fire stations. We emphasize social linkages and connections as the cornerstone of our design approach. We employ thoughtful design strategies that create new public gathering spaces and dynamic hubs of economic activity. We collaborate with local artists and artisans to authentically express what makes a place special. The result is impactful design that helps create a thriving, more livable community, with citizens committed and connected to its continued success.

Complying with Local Requirements

Pennrose’s development approach embraces the concept of creating opportunity within the communities we create by contracting with M/WBE businesses. Our activities are motivated by three core principles:

- **Being a Good Neighbor:** We are committed to being a good neighbor by exceeding the hiring and training goals set by local municipalities and regulatory agencies.
- **Creating Economic Opportunity:** We are focused on opportunity by making sure that the development team and the general contractors we work with comply with disadvantaged and women-owned business contracting goals and hiring Section 3 public housing and local residents.
- **Engaging the Community:** We are engaged in the community through extensive work with local organizations, workforce development offices and local government.

Pennrose has consistently performed above targeted levels in contracting with M/WBE firms. Our combined team brings a level of experience and sophistication that is second to none when it comes to creating economic opportunity. Pennrose

will take steps to ensure that M/WBE firms are used to the greatest extent feasible, consistent with the Housing Authority and City goals for the Project.

SmithGroup has been in Madison, Wisconsin since the early 1990s, and our office is in the heart of Downtown on Capitol Square. We will lead community engagement, planning, and engineering for the project. CodaWorx, a local, women-owned business enterprise, will support the integration of art on the project. In addition, our team will incorporate disadvantage business to support survey, geotechnical engineering, and cost estimating.

Wisconsin Experience

While Pennrose has not yet worked in the state of Wisconsin, Tom Anderson, Senior Vice President and Project Executive, previously led an affordable housing development company that actively pursued affordable housing development opportunities in Wisconsin and completed one project in Reedsburg, WI with ASK Studios serving as architect. Tom Anderson also led pre-development efforts for an affordable project in Sun Prairie and an affordable project in Waunakee. He is familiar with the Wisconsin Housing and Economic Development Authority (WHEDA) and the current Qualified Allocation Plan.

SmithGroup has been in Madison since the early 1990s, and our office is in the heart of Downtown on Capitol Square. Ongoing relationships within our Madison community have been a key element of SmithGroup’s success. We have earned this trust one project at a time, and we apply the knowledge gained from each project to our future work spanning years and even decades. An aggregate of historical knowledge is applied across the firm and is embedded within each of our projects.

Our Madison planning and design portfolio includes a variety of uniquely Madison destinations, from University of Wisconsin-Madison Master Plan, East Campus Mall and University Square, Divine Nine Plaza, Memorial Union Terrace, and Alumni Park; Garver Feed Mill; developing the engagement-based framework plan for Law Park; and many more. We are also currently working as a member of the design team for the new Wisconsin History Center on Capitol Square.

It takes a diverse team to build a multi-faceted project, knitting together the expertise of architects, planners, and engineers with artists and designers in a way that incorporates the city’s needs and the neighborhood’s personality. Our team is committed to partnering with local, minority, women-owned, and disadvantaged business enterprises to develop the full project.

4. References

Pennrose, LLC References

Aaron Darden, President

Tulsa Housing Authority

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Phoenix at 36N

*All were LIHTC Funded projects**

Gerald Cichon, Executive Director

El Paso H.O.M.E.

E: gcichon@hacep.org

P: 915.849.3742

Patriot Place, Kinship Commons, Sun Pointe

*All were LIHTC Funded projects**

Frank Aggazio, Executive Director

Allegheny County Housing Authority

E: franka@achousing.org

P: 412.402-.488

Numerous projects including Hawkins Village I and II, The Allegheny, and Hays Manor

*All were LIHTC Funded projects**



5. Disclosures

Pennrose, LLC has acted on numerous projects as a development partner, as well as has ownership interest in projects currently underway or completed within the last five years. Please note, all routine property, general liability insurance claims and personnel matters are covered by insurance and resolved satisfactorily. With regard to major legal actions, none of the following are currently pending against Pennrose, LLC within the ten (10) last years:

1. Financial default of more than 60 days duration
2. Mortgage assignment or workout
3. Foreclosure or bankruptcy by them or any entity they controlled
4. Litigation related to financing or constructing the project, with a finding against the applicant or member of the development team during the past two (2)years.
5. Real estate tax delinquencies.

6. Compliance

Penrose, LLC intends to comply with the Affirmative Action Ordinance of the City of Madison (MGO 39.02).

Tom Rogers is a Wisconsin licensed Landscape Architect (P.L.A.). Dave Wolmutt is a Wisconsin licensed Professional Engineer (P.E.) practicing civil engineering. Both will maintain their Wisconsin licenses for the duration of this project. SmithGroup purchases and maintains a Professional Liability Insurance Policy that includes coverage for errors and omissions.

Brent A. Schipper is licensed in the State of WI and will be for the duration of the project. Brent will be covered by ASK Studio's Errors and Omission insurance sufficient to meet the requirements of the RFP.

BKV Group is registered with the Wisconsin Secretary of State and has Architects, Structural Engineers, Mechanical Engineers, Electrical Engineers, and Landscape Architects licensed with the state.