



Introduction

Union Corners GrandFamily

2507 Winnebago Street, Madison, WI

The proposed Union Corners Grandfamily project is a new construction development consisting of a mix of affordable and market-rate units for families. Specifically, this development will be targeting grandfamilies (grandparents raising grandchildren) and kinship families (family members raising other family members' children). The project will include 59 units total between two buildings, both three stories in height. This proposed project is an enhanced version of a sister project completed in Milwaukee which also targeted grandfamilies, Villard Square Apartments. The development is located on the Union Corners master planned site. The specific location, 2507 Winnebago Street, will be the triangular shaped parcel on the southern edge of the site bordering the residential neighborhood. The buildings will have access to underground parking with apartments and community space above. The project will also include the following interior amenities: community room, supportive service office, business center, and fitness center. In addition, additional community space is anticipated to serve a mix of residents ranging from children to seniors. The goal is to incorporate space that allows for a range of services and interests to be met. This parcel will also have more exterior amenity space than its neighboring project across the street, Carbon at Union Corners. It is anticipated that this space will include a playground and community gardens. The project is the third piece of a master development on this site by Gorman & Company, Inc. who acquired a 5 acre parcel from the City of Madison in exchange for implementing the master development. Previous phases include the UW Health Clinic and a 90-unit, multi-family, mixed-income development. The Grandfamily development will be followed with the final phase, a market rate building incorporating ground floor retail, market rate apartments, and underground parking.

The Grandfamily project includes a partnership with Lutheran Social Services (LSS) to provide supportive services. There will be veteran specific supportive services available to residents in addition to the more general supportive services available to all residents in partnership with LSS. Space on the first floor has been designed to accommodate these services on-site. In addition, LSS will take on an ownership role in this development and will truly serve as a non-profit partner from start to finish. A unit mix breakout is noted on the following page.

The project will have a 30 year period of affordability with the following unit mix:

Unit Type	# of Units	% of County Median Income	Rent
2 Bedroom	1	30%	\$460
2 Bedroom	24	50%	\$785
2 Bedroom	10	60%	\$960
2 Bedroom	2	MKT	\$1,225
3 Bedroom	11	30%	\$515
3 Bedroom	10	60%	\$1,110
3 Bedroom	1	MKT	\$1,450
TOTAL	59		

We believe the mission and structure of the Union Corners Apartments is consistent with the goals of the Dane County RFP as follows:

Development Team Capabilities

Gorman & Company, Inc. has over 30 years of experience in developing, constructing, and managing Section 42 developments. We have extensive experience in participating in public/private joint ventures and providing services to the targeted populations of our developments. The addition of Lutheran Social Services to the team further strengthens the project team and provides for more extensive services to residents.

Project Description

The Union Corners Grandfamily project furthers Dane County’s goal to expand the availability of low-income housing unit to serve specific target populations. The project includes 20% of the units being targeting to a CMI of 30% or less. In addition, the project will have 22 3-bedroom units targeted toward working families. The project’s geography is located in close proximity to historic neighborhoods and to area employers, including Downtown. It will have a 30 year period of affordability and provide integrated supportive services in partnership with Lutheran Social Services.

Housing First

The project will incorporate many of the Housing First model’s approaches to ensure individuals and families have quick access to sustainable permanent housing. Units will be rented on an at least 6 month lease period.

Targeted Population

Union Corners Grandfamily will address multiple targeted populations as desired by Dane County. 95% of the units will be targeted to household earning between 30 and 60% of the County Median Income. Twenty percent of the units are set aside to households at 30% CMI who are risk for homelessness. There will be veteran specific supportive services available to residents in addition to the more general supportive services available to all residents including grandfamilies. In addition, the project will be reserving 12 units to

special needs households that have at least one family member that is physically and/or mentally disabled.

Supportive Services Plan

Gorman & Company, Inc. has extensive experience in providing supportive services to its residents and will incorporate many services in partnership with Lutheran Social Services.

Tenant Screening Policies

Gorman & Company, Inc. has experience in working with persons who might otherwise not have access to quality, affordable housing due to credit problems, past homelessness, evictions, and other traditional barriers to housing. We have provided evidence of those criteria in our submission and commit to flexibility to mitigate housing barriers associated with challenged applicants.



Development and Service Team Background

Organization

Gorman & Company was formed in 1984 to develop high quality, affordable multi-family housing communities. We have developed some of the earliest Section 42 LIHTC communities in 1987 and 1988 at the onset of the LIHTC program. These early developments remain highly-regarded and have stood the tests of time. From the mid-1990s through the present, Gorman & Company has assumed the role of working collaboratively with state and local governments, as well as non-profit organizations, on significant, complex revitalization efforts and we have become one of the most respected multifamily development firms in the nation.

Gorman & Company's integrated functions, including architectural design and construction, allow us to "collaboratively" design and develop highly successful developments. All of the parties sit at the same table to program a development from concept thru final execution, and we often engage our public and non-profit partners, as well as the surrounding community, in a design charette process. Of the over 70 projects that Gorman & Company has completed over the past 30 years, the company has never had a foreclosure, has never defaulted, and has never had the general partner replaced by the investor.

Gorman General Contractors, LLC serves as General Contractor on Gorman & Company, Inc. development projects. The company believes that the best way to ensure high quality and timely construction is to build our projects with our own construction company and our own architects. With accountability of design and construction remaining within the Gorman & Company, Inc. umbrella, it provides a greater attention to detail and we are better able to support each construction phase. Gorman has the ability to continually improve its construction practices with each successive development because everything is done in-house. Gorman & Company, Inc. has been serving as its own General Contractor for all construction projects for the last 18 years. Gary J. Gorman, who is the sole shareholder of Gorman & Company, Inc., is also the sole member of Gorman General Contractors, LLC. Because it continues to build superior relationships with strong subcontractors, Gorman General Contractors, LLC is able to achieve top quality results and often finishes its projects ahead of schedule and below budget. Gorman's construction team consists of project managers, on-site field superintendents, and a Director of Construction - all of whom daily oversee work in progress. When challenges arise on the job site, Gorman General Contractors is positioned to quickly resolve issues through close collaboration with its in-house architectural staff.

Gorman & Company formed its property management division in 1991. The property management division has earned high marks from local communities and state agencies for its professional criteria in resident selection, as well as its capacity to work with complicated compliance issues. Gorman & Company, Inc. manages 38 apartment communities, 35 of

which are affordable housing properties, totaling over 4,000 units in Wisconsin. Controlling our management company within the Gorman & Company, Inc. umbrella allows us to customize our tenant selection criteria to our specific target population while conforming to investor and Section 42 compliance regulations. The philosophy of the management division is to create an environment where regional managers are accountable for the operations of their portfolio, and property managers are expected to operate their property as a small business within authorized budgets and guidelines.

Gorman & Company, Inc. has partnered with Lutheran Social Services on the Union Corners Grandfamily project. More information about LSS can be found in the Supportive Services Plan Tab and in the attached resume information.

Key Staff

EDWARD (TED) MATKOM - WISCONSIN MARKET PRESIDENT

Ted Matkom has held the role of Wisconsin Market President over the past six years with Gorman & Company and has also served as General Counsel for the past eight years. Ted has a wealth of experience in developing both residential and commercial real estate developments. Ted has served five years on the board of directors for Menomonee Valley Partners, the non-profit development entity designated to revitalize Milwaukee's Menomonee Valley industrial park. Ted has been President of The Corridor, Inc., a nonprofit organization that has been charged with helping to redevelop the "30th Street Corridor" in the heart of Milwaukee for the past three years. He has also been appointed for the past three years to the Board of Directors for the Milwaukee Area Workforce Investment Board, Inc.

Ted has a Bachelor of Arts in International Relations and Political Science from the University of Wisconsin-Madison, and a Doctorate of Law from Marquette University.



GARY J. GORMAN - PRESIDENT

After completing his B.A. in Economics and Law Degrees from the University of Wisconsin at Madison, Mr. Gorman began his career as a practicing attorney focusing on representation of developers and real estate syndicators.

In 1984 Mr. Gorman formed a firm for the purpose of developing and syndicating multifamily real estate projects. After the passage of the Tax Reform Act of 1986, Mr. Gorman specialized in the development of affordable multifamily rental communities utilizing the tax credit created by Section 42 of the 1986 Tax Reform Act.



Gorman & Company, Inc. is now a major developer of affordable rental housing as well as historic renovations. The firm has offices in Wisconsin, Illinois, Arizona, and Florida, as well as projects in six states. Gorman & Company, Inc. has in-house design and construction divisions that have successfully completed over \$350 million of new construction and major renovations. Its affiliated property management firm manages over three thousand units. Mr. Gorman serves as a board member for Catholic Charities and Northern Bankshares, Inc. Mr. Gorman also serves as a member of the Steering Committee for the Housing Credit Group of National Association of Homebuilders (NAHB) and on the Advisory Board for the Federal Home Loan Bank of Chicago. In addition, Mr. Gorman previously served on the Board of Directors for the Madison Area Apartment Association, Credit Bureau of Madison, South Madison Community Development Corporation, and Business Education Partnership.

TOM CAPP - CHIEF OPERATING OFFICER

Tom Capp has directed Gorman & Company's real estate development since 1994. Under his direction, the company has focused on urban revitalization, mixed-income housing, historic preservation and the preservation of affordable housing. Prior to joining Gorman & Company, Mr. Capp was a Senior Associate at Camiros, Inc., an urban planning firm based in Chicago. Mr. Capp is a former public official having served as mayor of Fitchburg, Wisconsin, where he also served as chairman of the city's Planning Commission and chairman of its Economic Development Commission. As executive assistant to Dane County Executive Rick Phelps from 1993-1994, he directed land use and development policy for Dane County (Madison, Wisconsin and surrounding areas).



Mr. Capp has a degree in Economics and Political Science from the University of Illinois at Champaign-Urbana. Tom has served on many industry boards and commissions. He currently serves on the Board of Directors of the National Housing and Rehabilitation Association. In 2007 he was appointed by the White House as a Panel Expert for the Preserve America Summit, an initiative created by executive order to modernize our nation's approaches to historic preservation. He is a frequent speaker and presenter at conferences sponsored by state housing authorities, planning associations, and housing industry groups such as NCSHA, NH&RA, and IPED.

NICOLE SOLHEIM –PROJECT DEVELOPMENT MANAGER

Nicole Solheim serves as Development Manager for Gorman & Company in the Wisconsin Market. Ms. Solheim works with the WI Market President to identify potential projects, secure funding and entitlements, coordinate real estate closings, and track projects from inception through completion. Previous to her employment with Gorman & Company, Ms. Solheim worked for a commercial real estate development firm and for an economic development nonprofit organization in Madison, Wisconsin. Ms. Solheim has a BBA in Real Estate and Urban Land Economics and a Master's Degree in Urban and Regional Planning from the University of Wisconsin-Madison.

DUANE BUSCHER - FINANCIAL ANALYST

Duane Buscher serves as Financial Analyst for Gorman & Company, focusing primarily on underwriting Low-Income Housing Tax Credit projects. Mr. Buscher works closely with the Market Presidents and Construction Accounting team at all stages of the development process to evaluate project feasibility and conduct proforma analysis. Mr. Buscher joined the team at Gorman & Company in September 2014, having most recently worked in a similar role as an Underwriter for the Missouri Housing Development Commission. Mr. Buscher has a BA in Psychology and a Master's Degree in Urban Planning from the University of Kansas.

MEGAN SCHUETZ - DEVELOPMENT ASSOCIATE

Megan Schuetz serves as Development Associate for Gorman & Company with primary focus on the Wisconsin and Arizona markets. Since 2006, Ms. Schuetz has worked under the direction of the Chief Operating Officer and Market Presidents in all markets to assist in building Gorman's presence nationwide. Ms. Schuetz coordinates developments from inception through completion including preliminary site research and proposals, funding applications, and due diligence associated with closings. Previous to her employment with Gorman, Ms. Schuetz worked as a marketing assistant and project coordinator at multiple firms in Madison, Wisconsin. She has previously attended the University of Wisconsin-Madison.

JOYCE WUETRICH - DIRECTOR OF ASSET MANAGEMENT

Joyce joined Gorman & Company in 1989 and currently is the Director of Asset Management. She directly supervises the management team for the management portfolio for Gorman & Company, as well as the coordination with the management companies in the markets outside of Wisconsin/Illinois. She is involved in the development process from the management perspective, insuring that developments are designed and built to insure long term sustainability. Joyce is involved in the budgeting, financial analysis, lender and investor relations. She also supervises the Human Resources functions, as well as the Compliance team and is a Certified Occupancy Specialist. Prior to joining Gorman & Company she was the legal administrator for a Madison-based law firm. Joyce holds a degree in accounting from Upper Iowa University and is a Certified Public Accountant.



Joyce is an active member of the Wisconsin Institute of Certified Public Accountants, the Society of Human Resource Management, the Institute of Real Estate Management, the National Multi-Housing Council, Financial Executives International, NAHMA and Wisconsin Commercial Real Estate Women. She has served on various boards in the past, and is currently on the Board of Directors for the Badger Chapter of the American Red Cross.

RON SWIGGUM - DIRECTOR OF CONSTRUCTION

Ron has over 16 years of experience in project management, encompassing cross-functional projects, price/cost management, budgetary and competitive estimating, coordination of design professionals, space planning, life cycle costing, contract administration, development and training of personnel, strategic business planning, risk management, proformas, staff leadership, P&L oversight, and customer relations. Ron recently directed construction for the largest “Green Communities” Public Housing Authority development to date east of the Mississippi River and is currently overseeing construction GC for an innovative “workforce housing” development in Monroe County, Florida (Florida Keys). Ron also served as Construction Project Manager for award winning Gorman & Company affordable housing development in Glendale, AZ.



BEN MARSHALL - DIRECTOR OF ARCHITECTURE

Ben has more than 16 years of experience in architectural design and construction administration. He is a registered Architect in Wisconsin and Arizona. His experience encompasses a wide range of commercial and residential building types. Since 2010, he has been the staff architect at Gorman and Company, Inc. specializing in multi-family housing and rehabilitation projects. Prior to joining Gorman and Company, Ben was with a firm recognized as a regional leader in the design of multi-family housing. He has been responsible for architectural design and construction administration for over 600 housing units in the past 7 years.



MARC OTT - LEAD ARCHITECT, WISCONSIN

Marc Ott has more than 18 years of experience in construction, and commercial and residential architectural design. For the past 13 years he has had a strong emphasis on multi-family housing while working with many of the industries leaders in Wisconsin and Iowa. In 2010 he completed the first Energy Start Certified Multi-Family housing development in the United States. Marc loves the challenges of finding creative ways and practical solutions to complex problems.

CHAD OBRIGHT - PROJECT MANAGER

Chad has worked in the construction industry since 1989. Most of his experience is in new construction and remodeling of single family homes, duplexes and apartment buildings. In 2013, Chad completed the project management work on two scattered site projects (90 units combined) and in 2014 will be completing another project with 42 scattered site units. All of these focused in the economically challenged location on the north side of Milwaukee Wisconsin. Further, as a part of the 2013 projects Chad added to his commercial build out resume by managing both contracts and site construction for Gorman & Company’s leasing center for the north side projects. Chad’s specific areas of skill include: office coordination with field personnel, managing the competitive bid process to meet budgetary constraints;

development and negotiation of contracts with subcontractors and suppliers; risk management; coordination and management of the RFI and submittal process; coordination of work with the architects/city inspectors/investment inspectors; monthly project invoice review/approval; and assisting in estimate budgeting for future projects to determine viability.

Project Experience

On the following pages you will find examples of projects that evidence Gorman & Company, Inc.'s experience with: developments incorporating supportive services; developments with varying targeted populations; and Section 42 projects incorporating 30% CMI units.

More information about Gorman & Company, Inc. can be found on the attached resume as well as online at www.GormanUSA.com.

Project Experience

Villard Square GrandFamily Milwaukee

3427 W. Villard Ave. Milwaukee, WI



Project Details	
Number of Units	47
Unit Types	1BR, 2BR, 3BR
Income Restrictions	50% and 60% AMI
Development Type	Affordable Rental Mixed Use

Key Dates	
Selected as Developer	2008
Closing	2010
Placed in Service	Aug 2011

Villard Square GrandFamily Milwaukee is a mixed-use development that addresses two strong needs in Northwest Milwaukee – relocation of a neighborhood library that was housed in a building that was failing, and housing for families where grandparents are the primary caregivers for their children’s’ kids. The project consists of 47 apartments and a branch of the Milwaukee Public Library. Gorman & Company and Northwest Side CDC partnered with the Milwaukee Public Library System to complete the project. Amenities include a movie theatre, rooftop garden, playground, fitness center, beauty salon, business center and counseling lounge.

Financing Sources and Amounts	
First Mortgage	\$1,285,000
Section 42 - LIHTC - 9% Tax Credits	\$4,978,367
Second Mortgage - TCAP	\$1,295,847
Third Mortgage - LID/CDBG/CDC	\$1,155,000
1602 Exchange Funding	\$771,140
Total Construction Costs	\$6,611,495
Total Development Costs	\$9,485,354
<i>Investor – Boston Capital</i>	

Carbon at Union Corners
2504 Winnebago St., Madison, WI



Project Details	
Number of Units	90
Unit Types	1BR, 2BR, 3BR
Income Restrictions	30%, 50%, 60% AMI, Market
Development Type	Affordable Rental Mixed Use

Key Dates	
Selected as Developer	2013
Closing	Mar 2016
Placed in Service	Jul 2017

Union Corners is master planned mixed-use development on an 11 acre infill site in an urban neighborhood. The site will include a UW Health Clinic, mixed-income housing, a market rate apartments and other commercial/retail space.

Carbon at Union Corners will be the first residential phase of this master planned development. This phase incorporates 90 units of mixed-income apartments along with 20,000 square feet of neighborhood retail and underground parking. Residents will have access to common area amenities such as a fitness center, business center, on-site leasing office, and supportive service office and meeting space. Units will include washers and dryers, modern finishes, and patios/balconies.

Financing Sources and Amounts	
First Mortgage	\$5,445,000
Section 42 - LIHTC - 9%	\$8,669,046
Madison CDD	\$1,000,000
AHP	\$850,000
Dane County	\$554,000
Deferred Developer Fee	\$577,079
Total Project Construction Costs	\$13,508,000
Total Project Development Costs	\$17,095,125
<i>Investor – RBC</i>	

Jane Addams Park Apartments
502 Seminary Street, Rockford, IL



Project Details	
Number of Units	38
Unit Types	1BR, 2BR
Income Restrictions	30%, 60% AMI
Development Type	Affordable Rental ACC & Section 8

Key Dates	
Selected as Developer	2010
Closing	
Placed in Service	Nov 2012

Jane Addams Park Apartments is a supportive housing development focused on physically and mentally disabled individuals. It is constructed on a park-like site near downtown Rockford. The development is a partnership with the Rockford Housing Authority and includes a thirty-eight unit, state of the art, supportive housing facility focused on physically and mentally disabled individuals. The remainder of the Jane Addams site includes features such as community garden plots, walking paths, and a playground. The site consists of a variety of buildings. One 16-unit building anchors the corner and houses the common space as well. The remaining 22 units are made up of 7 two- or four-unit buildings built in such a way to look like single family homes. These building are designed to fit the historic nature of the neighborhood. Amenities include a community room, reading room, technology room, health care room, consulting offices, exercise room, and storage units.

Financing Sources and Amounts	
Section 42 - LIHTC - 9% Tax Credits	\$6,576,339
Housing Authority Capital Funds	\$1,460,103
Deferred Fee	\$160,886
Total Project Construction Costs	\$6,088,787
Total Project Development Costs	\$8,197,328
<i>Investor – Boston Capital</i>	

Grand River Station Apartments
314 Jay Street, La Crosse, WI



Project Details	
Number of Units	72
Unit Types	1BR, 2BR, 3BR
Income Restrictions	30%, 50%, 60% AMI, Market Rate
Development Type	Affordable Rental Mixed Use

Key Dates	
Selected as Developer	2007
Closing	2009
Placed in Service	Dec 2010

Grand River Station Apartments is a mixed-income, mixed-use development incorporating La Crosse’s regional transit center, retail space, parking, and rental apartments. The development includes 72 units of affordable and market-rate housing targeted toward artists and entrepreneurs, and units are designed with live/work space. Amenities include a business center, artists’ workspace and gallery, fitness room, movie theatre, salon, community room and green roof with patio area. The first floor transit center serves as a hub for public transportation in downtown La Crosse.

Financing Sources and Amounts	
Mortgage	\$1,930,446
Subordinate Mortgage	\$1,675,000
Developer Self Financing - Deferred Fees	\$64,196
Exchange Funds	\$9,450,114
Total Construction Costs	\$10,271,297
Total Development Costs	\$13,119,756
<i>Investor – WHEDA</i>	

Park East Enterprise Lofts
1407 N. Martin Luther King, Milwaukee, WI



Project Details	
Number of Units	85
Unit Types	1BR, 2BR, 3BR
Income Restrictions	50%, 60% AMI, Market Rate
Development Type	Affordable Rental Mixed Use

Key Dates	
Selected as Developer	2004
Closing	2005
Placed in Service	2006

This mixed-use, mixed-income, 85-unit "live-work" development is designed to serve up-and-coming entrepreneurs and other members of a city's "creative class." It is part of a visionary redevelopment district that has been made possible by tearing down an expressway. The development features live-work units that have commercial street entrances, activating the street and allowing small business owners to combine their office, studio, and residence in one place. Amenities include a fitness center, business center, community room, conference rooms, movie theatre and gallery space.

Financing Sources and Amounts	
Mortgage	\$4,670,000
Section 42 - LIHTC - 9% Tax Credits	\$7,499,250
Brownfield Grant	\$107,500
Developer Self Financing - Deferred Fees	\$308,041
Total Construction Costs	\$9,220,052
Total Development Costs	\$12,584,791
<i>Investor – Alliant Capital</i>	

GORMAN & COMPANY, INC.

HISTORY

Gary J. Gorman started Gorman & Company in 1984 to develop, syndicate, and manage multifamily housing properties. Gorman & Company has become one of the largest and most respected multifamily development firms in the region. Currently Gorman & Company employs over 250 individuals.

Gorman & Company has been ranked the 17th largest affordable housing developer nationally by [Affordable Housing Finance](#). With over 81 community revitalization projects in the portfolio, Gorman & Company has experience developing some of the nation's highest quality workforce housing and neighborhood revitalization projects.



PHILOSOPHY

Gorman & Company works closely with local governments and community groups to help communities meet their development, planning, economic and social goals. Gorman's staff brings a broad range of development, design, construction, and real life experience to the development process and applies those skills to solve problems and help communities bring their plans to reality.



Gorman & Company brings a wide range of development experience to its communities. Its neighborhoods range from upscale condominium communities to mixed-use developments in downtown redevelopment areas. Gorman's unique affordable housing communities offer high quality amenities that serve the creative class, seniors, accessibility-challenged, entrepreneurs, families, and individuals.

Gorman & Company has developed innovative and catalytic properties in partnership with communities in Wisconsin, Illinois, Florida, Mississippi, Colorado, and Arizona.



EXPERIENCE

MIXED-USE

Gorman & Company, recognizing that community needs include more than housing, has expanded its offerings to build mixed-use properties across the country. These properties are integrated into downtown redevelopment plans and will be anchors for neighborhood and economic redevelopment. Depending on the community's needs, the mix of uses may include both affordable and market-rate apartments, market-rate condominiums, and retail and nonprofit space. Gorman's mixed-use developments often feature live-work areas, designed to allow residents to work from home and contribute to the community's economic diversity and development.

VILLARD SQUARE GRANDFAMILY

MILWAUKEE, WI

Villard Square GrandFamily Milwaukee is a mixed-use development that addresses two strong needs of Northwest Milwaukee – relocation of a neighborhood library that was housed in a blighted building, and housing for families where grandparents are the primary caregivers for their children's kids. Villard Square was recently awarded a national award from [Affordable Housing Finance](#) for Best Master-Planned/Mixed-Use Development, The Milwaukee Mayor's Design Award, Public Policy Forum's Project of the Year for Best Public-Private Cooperation, and the 2012 MANDI LISC State Farm Insurance Building Blocks Award for a real estate project that contributed significantly to the enhancement of the community.



PARK EAST ENTERPRISE LOFTS

MILWAUKEE, WI

These stylish urban lofts provide entrepreneurially-minded residents with creative space in their units and also unit and project amenities that give them the opportunity to start businesses from their homes. Community amenities include multiple conference rooms, office spaces, copy and media/presentation center, and a library. The development also has a community kitchen, community room with rooftop patio and fireplace, and health facility. This property has helped spur redevelopment of the Park East corridor in Milwaukee and is across the street from Manpower International's world headquarters. In 2007 Park East received an award of excellence in urban design from Milwaukee Mayor Tom Barrett, received a 2007 WCREW award, was a large project finalist in the 2007 MANDI awards, and was an [Affordable Housing Finance's](#) reader's choice finalist.



THE HARBOR AT STATE & MAIN

RACINE, WI

State & Main is the northern anchor of Racine's downtown redevelopment. This mixed-use community provides 16,800 square feet of retail, 84 active-adult affordable apartment homes and 23 market-rate condominiums. This multi-faceted development brings a vibrant urban feel to Racine's reemerging downtown. Located across the street from Belle Harbor, State & Main is helping Racine meet its goals of bringing and keeping more people and employment back to downtown Racine. State & Main received a recognition award from Sustainable Racine.



GRAND RIVER STATION

LA CROSSE, WI

Grand River Station Apartments is comprised of a number of components which include a transit center, retail, rental housing, and a parking deck. The rental housing component of this development includes 72 units targeted to artists and entrepreneurs. The design of the units includes live-work space and project amenities such as a business center, artists' workspace, and an art gallery to cater toward these populations. The first floor transit center serves as a hub for public transportation in downtown La Crosse consisting of 10,000 square feet and also located at ground level. The third floor of the building has a parking deck available to all residents.



GRACIE'S VILLAGE

TEMPE, AZ

Gracie's Village, completed in late 2013, is the result of a partnership with Grace Community Church. The development includes 55 affordable units for families, a 20,000 square foot retail thrift store operated by the Church, and services such as after-school programs, computer training, job training, and financial education. The property is also adjacent to two light rail stops along Apache Blvd.



DISTRESSED NEIGHBORHOODS

Gorman & Company's ability to assemble the resources necessary to tackle tough developments has made it an industry leader in partnering with communities to address housing needs. Gorman & Company's partnerships with community groups, investors, federal and state agencies, and municipalities have brought millions of dollars of investment to help invigorate these distressed neighborhoods.

Gorman & Company has a deliberate business objective of working in areas where there are high barriers to entry. It prides itself on being able to make significant differences in communities throughout the state and region.

AVALON MADISON VILLAGE

MADISON, WI

Gorman & Company's work with the City of Madison and the Allied Drive Neighborhood Association to identify and address the needs of residents in and around this challenged neighborhood led to the development of Avalon Madison Village. In order to accomplish this goal Gorman & Company facilitated a community job fair, helped fund a community center and job training program, donated a parcel of land for a future day care, and is working with various local groups to bring much needed services to this area. The 104-unit five-building community is equipped with a community building, computer learning center, workout room and theatre. Avalon Madison Village is a recipient of the Allied-Dunn Marsh Neighborhood's "Outstanding Business" award.



LINDSAY COMMONS

MILWAUKEE, WI

The contribution of this development to the emerging Midtown Neighborhood in Milwaukee has drawn national attention. The efforts of the City of Milwaukee, the Department of Housing and Urban Development, the Wisconsin Housing and Economic Development Authority, and Gorman & Company to redevelop Lindsay Commons highlights Gorman & Company's ability to revitalize neighborhoods and to work closely with governmental and community agencies to accomplish their goals.

Lindsay Commons required significant rehabilitation to convert its former institutional appearance into an attractive development that would compete for and maintain residents into the distant future. The financing included multiple layers from multiple sources and made the deal one of the most complicated and difficult projects Gorman & Company has ever put together.



NORTHSIDE HOUSING INITIATIVE

MILWAUKEE, WI



Gorman & Company's Northside Housing Initiative is composed of seven phases of scattered-site rehabbed and newly constructed homes in Milwaukee's northside. All of these phases have involved purchasing foreclosed vacant lots, homes, or duplexes from the City of Milwaukee and putting these properties back on the tax rolls after extensive renovation. By early 2016, Gorman & Company, Inc. has constructed and rented over 200 single-family and duplex units on Milwaukee's northside. Gorman also works with Northcott Neighborhood House to create a unique workforce development program to train chronically unemployed local residents with challenged backgrounds. This program trains men and women to perform construction trade work and hazardous demolition work. After individuals complete the training program, Gorman hires Northcott and their recent trainees to perform finish carpentry, roofing, siding and demolition on our Northside Housing Initiative properties.

DR. WESLEY L. SCOTT SENIOR LIVING FACILITY

MILWAUKEE, WI

Working in collaboration with the Milwaukee Urban League on its former headquarters, *Dr. Wesley Scott* has breathed new life into the challenged Metcalfe Park Neighborhood. Currently full with a waiting list, this senior development provides a housing choice that hadn't existed previously in the neighborhood. The development provides 80 high quality one- and two-bedroom apartments for seniors who are from the neighborhood or other parts of the City. Residents enjoy a vibrant community room, exercise studio, chapel, craft room, beauty salon, and nurse station. Property management coordinates intergenerational activities with the adjacent Next Door Foundation, a Buffett Foundation-funded early childhood center. *Dr. Wesley Scott* is a proud recipient of a 2007 WCREW "Heart of Community" award for residential excellence and is a 2007 MANDI award winner.



ADAPTIVE REUSE OF HISTORIC PROPERTIES

Gorman & Company has successfully demonstrated its capacity to develop affordable housing with both new construction and the adaptive reuse of historic properties. Over the past several years, Gorman & Company has become a leader in the region in converting historic buildings into loft apartments. It has successfully partnered with municipalities to convert blighted and run-down buildings into treasured community assets and landmarks. These properties become symbols of community rejuvenation, provide much needed housing for households at a variety of income levels, increase the tax base and boost civic pride. Previous uses of the converted properties include manufacturing facilities, hospitals, schools, warehouses, office space and a theatre. These conversions are anchors for redevelopment throughout these communities and serve as catalysts for further economic development.

SHERMAN PARK SENIOR LIVING COMMUNITY

MILWAUKEE, WI

Sherman Park Senior Living Community is a development located in the center of the Milwaukee Sherman Park Neighborhood. Gorman & Company, Inc. collaborated with the Sherman Park Neighborhood Association and the Milwaukee Department of City Development to create a site plan that provides for 68 units of senior housing. This development saved a historic neighborhood school (Jackie Robinson Middle School) and provided a much needed catalyst for the Sherman Park neighborhood to maintain its forward momentum.



BLUE RIBBON LOFTS

MILWAUKEE, WI

Located on the edge of The Brewery redevelopment of the 20-acre Pabst complex, Blue Ribbon Lofts is the former keg house and parking storage facility for Pabst Brewing. Gorman & Company's development and architectural teams worked to design a compelling plan that meets the live-work needs of its artist and entrepreneurial residents. The 95-unit redevelopment has one-, two-, and three-bedroom units and 66 parking spaces. Its amenity rich package includes a fitness center, movie theater and education center, business center, conference rooms, artisan workshop and studio spaces, and music studio. Its location on one of the most prominent hills near downtown ensures that Blue Ribbon Lofts will be a legacy landmark to Milwaukee's rich history and bright future.



OLD MOLINE HIGH SCHOOL LOFTS

MOLINE, IL

Originally constructed in 1915 and serving as a high school until 1959, the former Moline High School was converted into office space that was poorly maintained. Formerly vacant and subjected to frequent



vandalism, the former school has been renovated into 60 loft apartments overlooking the Mississippi River and valley. The development consists of one-, two-, and three-bedroom units that target artists and the “creative class.” Amenities in the building are specifically designed to complement this particular lifestyle – art gallery, exercise facility and movie theater. Old Moline High School Lofts was accomplished through a strong partnership between Gorman & Company, the City of Moline, the Moline Housing Authority, and Renew Moline.

MAJESTIC LOFT APARTMENTS

MILWAUKEE, WI

Completed in December of 2004, this 14-story historic building was converted from office space to 135 loft apartments in downtown Milwaukee. Residents enjoy the convenience of downtown life and building amenities including a basketball court, a putting green, game room, cyber lounge, and theatre. Its proximity to the award-winning Grand Avenue Mall was a pioneering affordable rental housing development in the central business district. Residents enjoyed unparalleled proximity to employment, services, restaurants, and entertainment.



KUNZELMANN-ESSER LOFTS

MILWAUKEE, WI

Gorman & Company converted a well-known furniture store in an emerging redevelopment area into 67 live-work artists’ loft apartments. The property has unique amenities such as a dark room, wood workshop, painters’ studio, pottery kiln, and several gathering places and has made a significant contribution to a neighborhood’s renaissance on Milwaukee’s near south side. Kunzelmann-Esser is a quarterly fixture in Gallery Night, Milwaukee’s multi-site focus on artist venues and the works contained therein.



MITCHELL WAGON LOFTS

RACINE, WI



Located in Racine's arts district, this former wagon manufacturing plant was converted into 100 high-quality artist live-work lofts. This development breathed new life into a changing city and is receiving national attention for its instrumental role in assisting Racine's revitalization.

HISTORIC FIFTH WARD LOFTS

MILWAUKEE, WI

Gorman & Company converted a large Romanesque building into 98 large loft apartments with brick and exposed timber finishes - preserving a piece of Milwaukee's history. This development was a catalyst for the economic rejuvenation of the Historic Fifth Ward. The Department of City Development credits it with stimulating 110 million dollars in investment in the area.



QUISLING TERRACE

MADISON, WI

Preserving a historic neighborhood treasure, Gorman & Company transformed a well-known but abandoned medical clinic near the University of Wisconsin - Madison campus and in the shadow of Wisconsin's State Capitol into 60 art-deco styled lofts.



GARTON TOY FACTORY LOFTS

SHEBOYGAN, WI



Gorman & Company converted a former toy factory along the Sheboygan River near downtown Sheboygan, WI into 72 large loft apartments. City leaders have credited the toy factory and Gorman's companion *Riverwalk Apartments* as key catalytic contributions to Sheboygan's recent downtown resurgence.

GUND BREWERY LOFTS

LA CROSSE, WI

The adaptive reuse of the historic Gund Brewery has restored a community landmark, created highly desired workforce housing, and brought millions of dollars in investment to an area that the City of La Crosse is targeting for redevelopment. Located just south of La Crosse's downtown, Historic Gund Brewery Lofts are adjacent to Gundersen Lutheran Medical Center, La Crosse's largest employer. By teaming up with Gundersen Lutheran Medical Center and the City of La Crosse, Gorman has been able to create 85 units of workforce housing that serves employees of Gundersen and other nearby employers including the University of Wisconsin – La Crosse, Viterbo College and Franciscan-Skemp.



BREWHOUSE INN & SUITES

MILWAUKEE, WI

The Brewhouse Inn & Suites is part of downtown Milwaukee's newest sustainable neighborhood known as The Brewery. For more than 150 years, the Pabst Brewery was a main focal point of downtown Milwaukee. The brewery closed its doors in 1996, leaving an uncertain future for the downtown block that it occupied. In 2006, the brewery complex was purchased by philanthropist Joseph Zilber's investment group to create The Brewery, a complex that will house residential, office and retail space—and with the Brewhouse Inn and Suites, a 90-room all-suite green hotel, as the flagship project.



The Brewhouse Inn & Suites consists of two historic buildings located within the historic Pabst Brewery district. The buildings date back to the late 1800's. With over 132,000 total square feet of space to utilize, The Brewhouse allows for an opportunity to mix both commercial and hotel space. The hotel includes 90 guest suites and a restaurant on the first floor.

NEW CONSTRUCTION

BLUE WATER

TAVERNIER, FL

Blue Water is a 36-unit development on a 2.7 acre site on Tavernier Key in Monroe County. Gorman & Company teamed with Duany Plater-Zyberk, an internationally renowned architectural and planning firm to focus on creating innovative design approach to housing. The team was competitively selected by the Florida Keys (Monroe County, FL) to develop viable workforce housing. The County contributed land, fees and entitlements to the project.



WET-NET VILLAS

ISLAMORADA, FL

Wet-Net Villas is a 36-unit development located in Islamorada in the Florida Keys. The project is designed to serve as high-quality, affordable rental housing for the Village's workforce and was completed in early 2014. The units are situated in 18 duplexes with carports for each unit.



Wet Net Villas is adjacent to Overseas Highway at Mile Marker 81, the major highway through the Florida Keys. The Village of Islamorada consists of five islands in the chain of islands comprising the Keys. This area includes restaurants and small stores all within a half mile of Wet Net Villas. Amenities include a community room, library, and computer lab.

GLENDALE ENTERPRISE LIVE-WORK LOFTS

GLENDALE, AZ

Glendale Enterprise Live-Work Lofts is a 28-unit, mixed income development specifically designed to serve the city's downtown workforce as a "live-near-work" development. Gorman & Company, along with ABIL, plans on working closely with Glendale's largest employers to understand their workforce housing needs. The idea, in part, will be to offer Glendale Enterprise Live-Work Lofts as an asset to companies in their efforts to recruit and retain employees. In addition, some of the unit designs, and most of the common amenities, are designed to allow entrepreneurial people to further their work and small businesses.



MOLINE LIVE-WORK LOFTS

MOLINE, IL

In the Quad Cities, Gorman & Company created a mixed-use, mixed-income, 69-unit "live-work" development. The development is the result of an innovative partnership that includes: the city; the local Housing Authority; a business-focused nonprofit organization; and three of the region's largest employers. The development features live-work units that have commercial street entrances, activating the street and allowing small business owners to combine their office, studio, and residence in one place.



THE LOFTS AT MCKINLEY

PHOENIX, AZ

The Lofts at McKinley is 60-unit, mixed-use, affordable development specifically designed to serve independent seniors 55 years and better in the city's downtown core. The Lofts at McKinley is a 3-story, urban loft building. It fronts W. McKinley St. and N. 5th Avenue in downtown Phoenix's historic Roosevelt Neighborhood. It involves a subterranean, podium parking structure with three stories of residential units constructed on top of the podium. Amenities are targeted towards the creative class, with a computer graphics lab, a clay potters room, and a painting studio.



ESCOBEDO AT VERDE VISTA

MESA, AZ

Escobedo is the redevelopment of a blighted, vacant public housing development that was built in the 1940s and originally housed African American U.S. Air Force pilots during World War II. Phase I, completed in 2013, includes 70 affordable housing units and a new headquarters for Save the Family Foundation. Phase II commenced construction in mid-2014 and will add 62 units, including 30 units of permanent supportive housing for the chronically homeless.



LION'S RIDGE

VAIL, CO

Lion's Ridge was originally a 10-acre affordable rental property that was built in 1981. Gorman & Company partnered with Wright and Company, Inc. and the Town of Vail to rebuild a portion of the units into Workforce Housing that is affordable for local employees.

Gorman created 113 one- and two-bedroom apartments plus one manager office unit that renewed the dilapidated site. Amenities for tenants include an onsite park/play area, bus stop, secured storage spaces inside each unit, easy access to a pedestrian/bike path, and stunning views.



TERRAZA DEL SOL

DENVER, CO

Terraza del Sol is a mixed-use development in Denver incorporating 42 units of affordable housing and the primary office for a local community nonprofit organization. It was developed by Gorman & Company's Colorado Office, the project showcases our ability to deliver workforce housing in the local Denver market. Terraza del Sol applied for and received a 9% low-income housing tax credit allocation from CHFA in fall 2014 and broke ground in fall 2015.



The building embraces healthy living goals and includes a fitness room, interior bike storage and a large outdoor terrace with gathering and play space for families. Other amenities include a community lounge and media room. Key to the overall approach is Mi Casa Resource Center, which will open its new organizational headquarters and Family Economic and Education Center on the main floor of the building. At nearly 20,000 square feet, the space will house Mi Casa and its core partners, providing entrepreneurial training; business counseling and microloans; career training, coaching and job search assistance; financial coaching; tax preparation;

English as a Second Language programs; GED test preparation and computer literacy classes; and legal consultations. Sources for the development include: DURA Westwood TIF, City of Denver HOME, State of Colorado HOME, 9% tax credit equity.

DEVELOPMENT TEAM

GARY J. GORMAN

PRESIDENT

After completing his B.A. in Economics and Law Degrees from the University of Wisconsin at Madison, Mr. Gorman began his career as a practicing attorney focusing on representation of developers and real estate syndicators. In 1984 Mr. Gorman formed a firm for the purpose of developing and syndicating multifamily real estate projects. After the passage of the Tax Reform Act of 1986, Mr. Gorman specialized in the development of affordable multifamily rental communities utilizing the tax credit created by Section 42 of the 1986 Tax Reform Act.



Gorman & Company, Inc. is now a major developer of affordable rental housing as well as historic renovations. The firm has offices in Wisconsin, Illinois, Arizona, Colorado, and Florida, as well as projects in six states. Gorman & Company, Inc. has in-house design and construction divisions that have successfully completed over \$900 million of new construction and major renovations. Its affiliated property management firm manages over five thousand units.

Mr. Gorman serves as a board member for Catholic Charities and Northern Bankshares, Inc. Mr. Gorman also serves as a member of the Steering Committee for the Housing Credit Group of National Association of Homebuilders (NAHB) and on the Advisory Board for the Federal Home Loan Bank of Chicago.

TOM CAPP

CHIEF OPERATING OFFICER

Tom Capp has directed Gorman & Company's real estate development since 1994. Under his direction, the company has focused on urban revitalization, mixed-income housing, historic preservation and the preservation of affordable housing. Prior to joining Gorman & Company, Mr. Capp was a Senior Associate at Camiros, Inc., an urban planning firm based in Chicago.



Mr. Capp is a former public official having served as mayor of Fitchburg, Wisconsin, where he also served as chairman of the city's Planning Commission and chairman of its Economic Development Commission. As executive assistant to Dane County Executive Rick Phelps from 1993-1994, he directed land use and development policy for Dane County (Madison, Wisconsin and surrounding areas).

Mr. Capp has a degree in Economics and Political Science from the University of Illinois at Champaign-Urbana. Tom has served on many industry boards and commissions. He currently serves on the Board of Directors of the National Housing and Rehabilitation Association. In 2007 he was appointed by the White House as a Panel Expert for the Preserve America Summit, an initiative created by executive order to modernize our nation's approaches to historic preservation. He is a frequent speaker and presenter at conferences sponsored by state housing authorities, planning associations, and housing industry groups such as NCSHA, NH&RA, and IPED.

EDWARD (TED) MATKOM

WISCONSIN MARKET PRESIDENT

Ted Matkom has held the role of Wisconsin Market President over the past six years with Gorman & Company and has also served as General Counsel for the past eight years. Ted has a wealth of experience in developing both residential and commercial real estate. Ted has served five years on the board of directors for Menomonee Valley Partners, the non-profit development entity designated to revitalize Milwaukee's Menomonee Valley industrial park. Ted has been President of The Corridor, Inc., a nonprofit organization that has been charged with helping to redevelop the "30th Street Corridor" in the heart of Milwaukee for the past three years. He has also been appointed for the past three years to the Board of Directors for the Milwaukee Area Workforce Investment Board, Inc.



Ted has a Bachelor of Arts in International Relations and Political Science from the University of Wisconsin-Madison, and a Doctorate of Law from Marquette University.

BRIAN SWANTON

ARIZONA MARKET PRESIDENT



Brian Swanton is the Arizona and Southwestern US Market President for Gorman & Company.

Mr. Swanton was formerly the President and CEO of Community Services of Arizona, Inc., where he directed the preservation and construction of over 2,300 units of housing in 29 residential communities across Arizona and successfully refinanced and/or repositioned 1,702 units in the organization's multi-family portfolio. Mr. Swanton also spent eight years of his career in the public sector, having served as the Housing Development Manager for the City of Scottsdale, as well as other positions in housing and community development with the City of Glendale, AZ, the Arizona Department of Housing, and the City of Quincy, MA.

Mr. Swanton holds a Master of Public Administration and a Bachelor of Science in Urban Planning, both from Arizona State University where he currently teaches graduate and undergraduate courses in housing finance and neighborhood revitalization. Brian is also certified as a Housing Development Finance Professional by the National Development Council. Brian is currently the Chairman of the Board of Directors for the Arizona Housing Alliance, Arizona's only statewide affordable housing advocacy organization.

HANA ESKRA

FLORIDA MARKET PRESIDENT

Hana Eskra serves as Florida Market President for Gorman & Company. Her experience includes more than 18 years of affordable housing development consultation and financial feasibility and project management services, as well as housing policy analysis and implementation. Ms. Eskra has worked for local governments and both non-profit and for-profit housing development organizations. She has an operational knowledge of nearly all aspects of affordable housing.



Ms. Eskra has been directly involved in the development of over \$140 million of affordable multi-family and single family housing units and has worked with local officials to create housing policies that encourage the development of affordable housing in their communities. In her previous positions, Ms. Eskra worked for a national non-profit to acquire, recapitalize and rehabilitate a failing low-income housing tax credit portfolio and was Acting Director of Miami-Dade County's Office of Community and Economic Development. In that capacity, she managed 120 employees and oversaw a \$400 million operating and capital budget that incorporated federal, state and local funding for affordable housing. Ms. Eskra has also worked as a technical advisor for a Florida statewide affordable housing organization, providing technical assistance and training to non-profits and local governments. She also was the Director of Real Estate for the Greyston Foundation, a non-profit community development corporation located in Yonkers, New York. Ms. Eskra has a Master of Public Administration from the University of North Carolina at Chapel Hill and wrote her Master's thesis on the low-income housing tax credit. She resides in Miami, Florida.

KIMBALL CRANGLE

COLORADO MARKET PRESIDENT

Kimball is the Colorado Market President for Gorman & Company. Since expanding Gorman to the Colorado marketplace in 2014, Ms. Crangle initiated a mixed-use, urban infill revitalization project in the Westwood Neighborhood of Denver which broke ground in summer 2015. She also assisted in a Workforce Housing development in the Town of Vail. Ms. Crangle was formerly Senior Developer for Denver Housing Authority, the largest Public Housing Authority in Colorado and the Rocky Mountain Region.



While at the Denver Housing Authority, she directed the redevelopment of a 17.5-acre distressed Public Housing site into a nationally-acclaimed mixed-income, mixed-use, transit-oriented community. Focusing on the delivery of energy-responsible buildings that also improved the health of residents, Kimball leveraged over \$100 million in funding to accomplish six phases of development at the site. Ms. Crangle also served in previous roles in the affordable housing sector as: the Director of Development for the Adams County Colorado Housing Authority; the Executive Director of the Colorado Community Land Trust; and Senior Analyst at Paramount Financial Group. Kimball's career has focused on understanding all elements of affordable housing development – from policy through financing, construction, and implementation. Kimball holds a Masters of Urban Planning from the University of Colorado – Denver as well as a Bachelor of Science in Economics from the University of Kansas. She is also credentialed as a Certified Commercial Investment Manager (CCIM). Kimball is active in ULI and serves on the Colorado NAHRO Board.

ANDRÉ BLAKLEY

ILLINOIS MARKET PRESIDENT

André Blakley previously served as the Director of Real Estate Transactions for Mercy Housing, Inc., and was primarily responsible for the long term preservation and recapitalization of Mercy Housing's portfolio which was comprised of 265 properties totaling approximately 18,000 units of multifamily, senior, and permanent supportive housing. His duties included solving challenging refinance & resyndication strategies utilizing FHA-insured, conventional, and multi-layered LIHTC transactions. Mr. Blakley also assisted with the up-front deal structuring of LIHTC investments, partnership negotiations, and wind down of investments.



Prior to joining Mercy Housing Lakefront, Mr. Blakley served as an Investment Analyst for The Richman Group Affordable Housing Corporation, one of the nation's largest private equity firms, where he assisted in originating, structuring, and closing approximately \$75MM in low income housing tax credit investments. His prior roles include Senior Consultant for Baker Tilly Virchow Krause, LLP, Disposition Manager for The National Equity Fund, Inc., and Housing Credit Manager for the Oklahoma Housing Finance Agency.

Blakley holds a Bachelor of Science in Business Administration and Minor in Theological Studies from Mid-America Christian University in Oklahoma City, OK. His professional affiliations include National Development Council's Housing Development Finance Professional and the Consortium for Housing and Asset Management.

ZACH JOHNSON PROJECT DEVELOPMENT MANAGER

Zach Johnson has worked for Gorman & Company since 2008. In his previous role as Real Estate Analyst, he developed financial models for numerous projects in various markets. Mr. Johnson completed the financial budgeting and forecasting process from predevelopment through construction and operations. He now serves as Project Development Manager working directly with our Arizona and Colorado Market Presidents. Mr. Johnson received his degree in Finance from UW-Whitewater.

NICOLE SOLHEIM PROJECT DEVELOPMENT MANAGER

Nicole Solheim serves as Development Manager for Gorman & Company in the Wisconsin Market. Ms. Solheim works with the WI Market President to identify potential projects, secure funding and entitlements, coordinate real estate closings, and track projects from inception through completion. Previous to her employment with Gorman & Company, Ms. Solheim worked for a commercial real estate development firm and for an economic development nonprofit organization in Madison, Wisconsin. Ms. Solheim has a BBA in Real Estate and Urban Land Economics and a Master's Degree in Urban and Regional Planning from the University of Wisconsin-Madison.

EMILY BURNS DEVELOPMENT COORDINATOR

Emily Burns joined Gorman & Company in 2014. In her role, Ms. Burns coordinates development in the Colorado and Florida markets, working on projects from inception through completion including preliminary site research and proposals, funding applications, and due diligence associated with closings. Prior to joining Gorman & Company, Ms. Burns worked extensively in affordable housing policy and development in nonprofits in Chicago. Ms. Burns holds a B.S. in Sociology and Spanish from Beloit College and a Master's Degree in Urban Planning and Policy from the University of Illinois at Chicago.

DUANE BUSCHER FINANCIAL ANALYST

Duane Buscher serves as Financial Analyst for Gorman & Company, focusing primarily on underwriting Low-Income Housing Tax Credit projects. Mr. Buscher works closely with the Market Presidents and Construction Accounting team at all stages of the development process to evaluate project feasibility and conduct proforma analysis. Mr. Buscher joined the team at Gorman & Company in September 2014, having most recently worked in a similar role as an Underwriter for the Missouri Housing Development Commission. Mr. Buscher has a BA in Psychology and a Master's Degree in Urban Planning from the University of Kansas.

MEGAN SCHUETZ DEVELOPMENT ASSOCIATE

Megan Schuetz serves as Development Associate for Gorman & Company with primary focus on the Wisconsin and Arizona markets. Since 2006, Ms. Schuetz has worked under the direction of the COO and Market Presidents in all markets to assist in building Gorman's presence nationwide. Ms. Schuetz coordinates developments from inception through completion including preliminary site research and proposals, funding applications, and due diligence associated with closings. Previous to her employment with Gorman, Ms. Schuetz worked as a marketing assistant and project coordinator at multiple firms in Madison, Wisconsin. She has previously attended the University of Wisconsin-Madison.

RACHEL SNETHEN DIRECTOR OF EB-5 REGIONAL CENTER

Rachel Snethen joined Gorman & Company in 2010. In her role, Ms. Snethen directs EB-5 regional center activities. Ms. Snethen serves as a key communicator between EB-5 attorneys, economists, developers, and marketing partners in China. Ms. Snethen previously served as an office manager for a mid-size law firm in Madison, Wisconsin. Ms. Snethen holds a MBA and B.S. in Management from Franklin University and an Associate's Degree in Real Estate from Madison College.

ETHAN TABAKIN DEVELOPMENT COORDINATOR

Ethan Tabakin has served as a Development Coordinator with Gorman & Company since 2016. Mr. Tabakin works in the Illinois market to secure project funding and push projects through various stages of the development process. Prior to his role with Gorman & Company, Mr. Tabakin worked as a consultant for a national real estate advisory firm in Washington, D.C. where he prepared market studies for developers and public entities. Mr. Tabakin earned both his B.A. in Urban Planning and Master of Urban Planning from the University of Illinois at Urbana-Champaign.

ADDITIONAL KEY EXECUTIVES

JOYCE WUETRICH

DIRECTOR OF ASSET MANAGEMENT

Joyce joined Gorman & Company in 1989 and currently is the Director of Asset Management. She is responsible for financial analysis of the performance of the portfolio managed by Gorman & Company, as well as properties managed by third party management companies. She is involved in the development process from the asset management perspective, and is responsible for all investor and lender communications. Joyce is also responsible for refinancing, dispositions, and restructuring of properties, as well as supervising risk management. Prior to joining Gorman & Company she was the legal administrator for a Madison-based law firm. Joyce holds a degree in accounting from Upper Iowa University and was a Certified Public Accountant. She is the chair of the board for the Southwest Chapter of the American Red Cross, is a member of WCREW, MAMHA, NAHMA and IREM.



MIKE REDMAN

CONTROLLER

Mike joined Gorman & Company in 2014 as the Corporate Controller. He directly supervises all aspects of the accounting department including oversight of the budget process, tax preparation, and audit. He brings to Gorman & Company many years of diverse work experience from such industries as hotel development and management, construction, retail, and transportation. His background includes being a member of corporate leadership teams and serving in various leadership roles such as CFO, Controller, and Vice President – Finance. Mike holds a degree from Upper Iowa University and is a Certified Public Accountant. He is a member of the AICPA and WICPA and has served on boards of not-for-profit organizations.

GENERAL CONTRACTING

Gorman General Contractors, LLC serves as General Contractor on Gorman & Company, Inc. development projects. The company believes that the best way to ensure high quality and timely construction is to build its own projects. This level of accountability leads to greater attention to detail and the ability to support each construction phase. Gorman continually improves its construction practices with each successive development because everything is done in-house. Gorman General Contractors, LLC has constructed 48 multifamily communities and has often led the way with communities and with State Housing Authorities in establishing higher targets for minority and emerging sub-contractors.

Because it continues to build superior relationships with strong subcontractors, Gorman General Contractors, LLC is able to achieve top quality results and often finishes its projects ahead of schedule. Gorman's construction team consists of project managers, on-site field superintendents, and a Director of Construction - all of whom daily oversee work in progress. When challenges arise on the job site, Gorman General Contractors is positioned to quickly resolve issues through close collaboration with its in-house architectural staff.



RON SWIGGUM

DIRECTOR OF CONSTRUCTION



Ron has over 16 years of experience in project management, encompassing cross-functional projects, price/cost management, budgetary and competitive estimating, coordination of design professionals, space planning, life cycle costing, contract administration, development and training of personnel, strategic business planning, risk management, proformas, staff leadership, P&L oversight, and customer relations. Ron recently directed construction for the largest "Green Communities" Public Housing Authority development to date east of the Mississippi River and is currently overseeing construction GC for an innovative "workforce housing" development in Monroe County, Florida (Florida Keys). Ron also served as Construction Project Manager for award winning Gorman & Company affordable housing development in Glendale, AZ.

BEN SHUNK

PROJECT MANAGER

Ben has spent the last 13 years overseeing all phases of multimillion-dollar construction projects for private and public-sector clients. Project experience includes retail, hospitality, multi-family, senior living, low income housing, section 3, Davis Bacon, educational, Green Building and office tenant improvements. Ben manages all aspects of projects from project inception through warranty including: preconstruction, subcontractor scoping and contracting, field supervision, subcontractor change orders, payment applications, budget reporting and forecasting, QAQC, scheduling and closeout. Ben is also an active Board member with Valley Partnership, has chaired the annual Community Project and serves on the Events committee. Ben is also active with ULI and ICSC, and holds an Arizona State real estate license. Ben graduated from Arizona State University with an undergraduate degree in Construction Management.

ROB PADLEY

PROJECT MANAGER

Rob has over 17 years of experience in construction management roles, starting his career as a Field Superintendent and quickly ascending to the role of Project Manager. His background and field experience are important components when performing critical project functions such as conceptual estimating, scheduling, establishing comprehensive scopes of work, contract negotiation, field quality reviews and complete budget oversight. Rob has also been involved in helping to develop innovative workforce development programs with select training centers in the Milwaukee area, including Northcott Neighborhood House, and fostering relationships with Small Business Enterprises (SBE's) registered with the City of Milwaukee. Since coming to Gorman & Company, Inc. in 2010 Rob has overseen the construction of over 530 multi-family units across a broad range of project types including new ground up construction, urban infill sites, historical rehabs, adaptive reuse and acquisition rehab of existing buildings.

CHAD OBRIGHT

PROJECT MANAGER

Chad has worked in the construction industry since 1989. Most of his experience is in new construction and remodeling of single family homes, duplexes and apartment buildings. In 2013, Chad completed the project management work on two scattered site projects (90 units combined) and in 2014 will be completing another project with 42 scattered site units. All of these focused in the economically challenged location on the north side of Milwaukee Wisconsin. Further, as a part of the 2013 projects Chad added to his commercial build out resume by managing both contracts and site construction for Gorman & Company's leasing center for the north side projects. Chad's specific areas of skill include: office coordination with field personnel, managing the competitive bid process to meet budgetary constraints; development and negotiation of contracts with subcontractors and suppliers; risk management; coordination and management of the RFI and submittal process; coordination of work with the architects/city inspectors/investment inspectors; monthly project invoice review/approval; and assisting in estimate budgeting for future projects to determine viability.

JOE DELEO

PROJECT MANAGER

With nearly 30 years of practical experience, Joe has been involved with numerous successful construction projects and a nearly countless amount of construction dollars put in place. He has spent the majority of his career as a construction executive in New York's fast paced and competitive commercial contracting segment. As an owner of a mid-sized general contracting firm, he has provided an array of construction related services to a long list of prestigious clients including Kraft – General Foods, AKZO-Nobel Chemicals, Union Carbide, PepsiCo and Novartis. In addition to a long list of private clients, Joe has an equal proven track record on a large number of public works projects and has a deep repertoire of school and municipal works projects completed as well. With a strong focus on communication and administrative controls, Joe is now helping Gorman & Company Inc. develop a strong market presence in the State of Florida.

TOM JONES

ESTIMATOR/PROJECT MANAGER

Tom has over 20 years of overall experience in design, project management, budgetary and competitive estimating, space planning, on-site construction and customer relations. Tom's project experience includes single family homes and developments, multi-family, senior living and office tenant improvements.

As Chief Estimator at Gorman & Company, Tom provides facility assessments, budgets (both conceptual and hard) and value engineering on projects for all five of Gorman & Company's markets. Attention to detail and precision estimates help Tom to ensure the success of projects. Tom attended MATC and holds a Residential Design degree along with having a Wisconsin Dwelling Contractors License and a State of Wisconsin Certified UDC Construction Building Inspector License.

MIKE RITTER

PROJECT MANAGER

Mike has been working in the construction industry since 1997. Having earned a BA in Environmental Design from University of Wisconsin-Green Bay, he then pursued his career in construction working in both commercial and residential construction including both renovation and new construction. Mike worked as a laborer, rough carpenter, finish carpenter, foreman, draftsman, designer, service technician, superintendent, project manager, and owner's representative. This broad experience allows a full understanding of all aspects of the project.

Projects that Mike has completed include residential, medical, hospitality, retail, office, and restaurant. He also has experience in open remodels. This type of project demands an additional layer of organization, communication, negotiation, and coordination with subcontractors and management. Mike's strong field background lends to his strength in the project management position with an emphasis in estimating, scheduling, and communication. His design and drafting experiences lends well to working with Owners, Architects, City Inspectors and Reviewers. Mike's work as an Owner's Representative would showcase his skills in the financial side of the projects with skills including, draw preparation and review, change order process and review, overall budget tracking including multiple funding sources, and partners. Mike has worked to set initial budgets and schedules and then followed through to ensure the projects come in on time and on budget.

ARCHITECTURE

Gorman & Company Architecture and Design was formed in 1998. It has designed 34 innovative affordable multifamily developments in five states. Gorman's architects have specialized in: historic adaptive reuse; mixed use, mixed income; and the preservation of existing affordable housing. Projects designed by Gorman & Company have won many awards and have attained the highest standards of sustainable/green design and accessible design.



BEN MARSHALL

DIRECTOR OF ARCHITECTURE

Ben has more than 22 years of experience in architectural design and construction administration. He is a registered Architect in Wisconsin, Arizona and Colorado. His experience encompasses a wide range of commercial and residential building types. Since 2010, he has been the lead architect at Gorman & Company, Inc. specializing in multi-family housing and rehabilitation projects. Prior to joining Gorman & Company, Ben was with a firm recognized as a regional leader in the design of multi-family housing. He has been responsible for architectural design and construction administration for over 1,000 housing units in the past 10 years.



PETER MEYER

LEAD ARCHITECT, ARIZONA

Peter Meyer has been a registered architect in Wisconsin for the past 10 years. Mr. Meyer is experienced in design and construction administration of single and multi-family residential and commercial projects in both new construction and rehabilitation. He has been a Project Architect at Gorman & Company since 2011.

MARC OTT

LEAD ARCHITECT, WISCONSIN

Marc Ott has more than 18 years of experience in construction, and commercial and residential architectural design. For the past 13 years he has had a strong emphasis on multi-family housing while working with many of the industry leaders in Wisconsin and Iowa. In 2010 he completed the first Energy Star Certified Multi-Family housing development in the United States. In recent years Marc's primary focus has been on the repurposing of nationally awarded historical buildings. Marc loves the challenges of finding creative ways and practical solutions to complex problems.

PATRICK PATRELLO

LEAD ARCHITECT, ILLINOIS

Patrick Patrello has more than 16 years of experience in commercial and residential architectural design. He is a registered Architect in Illinois, Wisconsin, Florida, Michigan, Colorado, Arizona, Arkansas and is NCARB certified. His experience includes a wide range of construction types and occupancy classifications including adaptive reuse and new construction. While with Gorman, Patrick has served as the Project Architect, Architect of Record, or Firm Qualifier for over 600 units of housing or guest rooms spread over several developments in five states. Prior to joining Gorman & Company, Patrick worked for the City of Detroit. Previously, he was with an award winning Chicago architecture firm recognized as a leader in the design of mid to high-rise residential and mixed-use developments. Patrick received his Bachelors and Masters of Architecture degrees from the University of Michigan. He is a member of the American Institute of Architects and the Congress of New Urbanism and he is passionate about urban redevelopment.

ERCAN ELDEM

LEAD ARCHITECT, FLORIDA

Ercan Eldem is a registered architect in Florida as well as Germany and has more than 30 years of national and international experience in residential and mixed-use architecture. He received his degree in architecture from the University of Applied Science in Cologne, Germany. Ercan is a Member of the AIA (American Institute of Architects) and registered with NCARB (National Council of Architectural Registration Boards). During his first seven years in the industry he gained knowledge with various projects located in Germany, Austria, Turkey and Yemen. First as a project manager and later in his own company, he worked on landmark buildings, single family and duplex homes, multi-family, retail, and mixed use projects. He also became a registered expert in heating and sound insulation in Germany. In 1999 he moved to Atlanta, Georgia, and started to work as a project manager for an architectural office. He became an expert in multi-family residential and mixed use buildings. Ercan joined the Gorman Team in 2014.

SARAH PONKO

LEAD ARCHITECT, COLORADO

Sarah received her Bachelors of Architecture from the University of Notre Dame, School of Architecture. She is a licensed architect in the State of Colorado since 2010. Her professional portfolio demonstrates proficiency across a wide range of project types including multi-family, commercial/retail, mixed use, renovations, and hospitality. Sarah is an active member of the AIA (American Institute of Architects), CSI (Construction Specification Institute), and is registered with NCARB (National Council of Architectural Registration Boards). Sarah strives to deliver thoughtful design, organization, empathy, and consistent communication on every project. She is passionate about developing rewarding and lasting professional relationships with all members of the project team.

CHRISTOPHER DEAN

ARCHITECTURAL CAD/BIM MANAGER

Christopher Dean began working in the construction industry after training in drafting from the US Army. Chris enhanced his knowledge in Computer Aided Drafting (CAD) at Platt College in San Diego, CA. Before joining Gorman & Company Chris was CAD Manager and Network Administrator for an engineering firm specializing in aquatic recreation. At Gorman & Company Chris contributes above and beyond his CAD duties, incorporating the newest technologies in architectural drafting to provide for a new level of modeling and reporting for estimates.

PROPERTY MANAGEMENT

Gorman & Company formed its management division in 1991. The management company has earned high marks from local communities and state agencies for its professional criteria in resident selection, as well as its capacity to work with complicated compliance issues. Gorman & Company, Inc. manages 38 apartment communities, 35 of which are affordable housing properties.

The philosophy of the management division is to create an environment where regional managers are accountable for the operations of their portfolio, and property managers are expected to operate their property as a small business within authorized budgets and guidelines.

LAURA NARDUZZI

DIRECTOR OF PROPERTY MANAGEMENT

Laura received her degree in Hotel and Restaurant Management from the University of Wisconsin – Stout in 1989. She began her hotel career with The North Central Group, a hotel management and development company. She held various positions in her 20 year tenure with that company including the Vice President of Operations. In that role, she was responsible for a \$90 million highly reputable hotel portfolio of Hilton and Marriott brands which received several brand awards. She joined Gorman & Company in 2009 and now is the Director of Property Management.



She directly oversees the operations of Gorman & Company's management division as well as supervises several corporate functions including Human Resources, Facilities, Marketing, Training and Compliance. She works closely with the third party management companies insuring Gorman & Company's standards are synonymous across all markets. Laura works closely with Development, Design and Construction in the development process to insure strong viability and long term sustainability.

JAMES R. BUSSE

REGIONAL MANAGER

Mr. Busse received his B.B.A. in Finance and Investment Banking from the University of Wisconsin-Madison. Mr. Busse holds a Certified Property Manager designation from the Institute of Real Estate Management and a licensed Real Estate Broker in the state of Wisconsin, as well as a Managing Broker's License in the state of Illinois. Mr. Busse has over 35 years of development and management experience and is experienced in multifamily, Section 42 and commercial management.

SONJA DROSTE

REGIONAL MANAGER

Sonja Droste has 26 years experience in the management of residential real estate. Sonja oversees all new development lease-ups in addition to being a Regional Manager for a portfolio of 11 properties including Section 8, Tax Credits and new construction. Prior to joining Gorman & Company, Inc. Sonja Droste was a regional manager for Insignia Management Company out of Greenville, SC overseeing 2800+ units. She was responsible for the Wisconsin, Illinois, Minnesota, Nebraska and Iowa regions. Sonja Droste is a Certified Occupancy Specialist and holds a Wisconsin Broker License.



Project Description

Detailed Description

The proposed Union Corners Grandfamily project is a new construction development consisting of a mix of affordable and market-rate units for families. Specifically, this development will be targeting grandfamilies (grandparents raising grandchildren) and kinship families (family members raising other family members' children). The project will include 59 units total between two buildings, both three stories in height. This proposed project is an enhanced version of a sister project completed in Milwaukee which also targeted grandfamilies, Villard Square Apartments. The development is located on the Union Corners master planned site. The specific location, 2507 Winnebago Street, will be the triangular shaped parcel on the southern edge of the site bordering the residential neighborhood. The buildings will have access to underground parking with apartments and community space above. The project will also include the following interior amenities: community room, supportive service office, business center, and fitness center. In addition, additional community space is anticipated to serve a mix of residents ranging from children to seniors. The goal is to incorporate space that allows for a range of services and interests to be met. This parcel will also have more exterior amenity space than its neighboring project across the street, Carbon at Union Corners. It is anticipated that this space will include a playground and community gardens. The project is the third piece of a master development on this site by Gorman & Company, Inc. who acquired a 5 acre parcel from the City of Madison in exchange for implementing the master development. Previous phases include the UW Health Clinic and a 90-unit, multi-family, mixed-income development. The Grandfamily development will be followed with the final phase, a market rate building incorporating ground floor retail, market rate apartments, and underground parking.

The Grandfamily project includes a partnership with Lutheran Social Services (LSS) to provide supportive services. There will be veteran specific supportive services available to residents in addition to the more general supportive services available to all residents in partnership with LSS. Space on the first floor has been designed to accommodate these services on-site. In addition, LSS will take on an ownership role in this development and will truly serve as a non-profit partner from start to finish. A unit mix breakout is noted on the following page.

The project will have a 30 year period of affordability with the following unit mix:

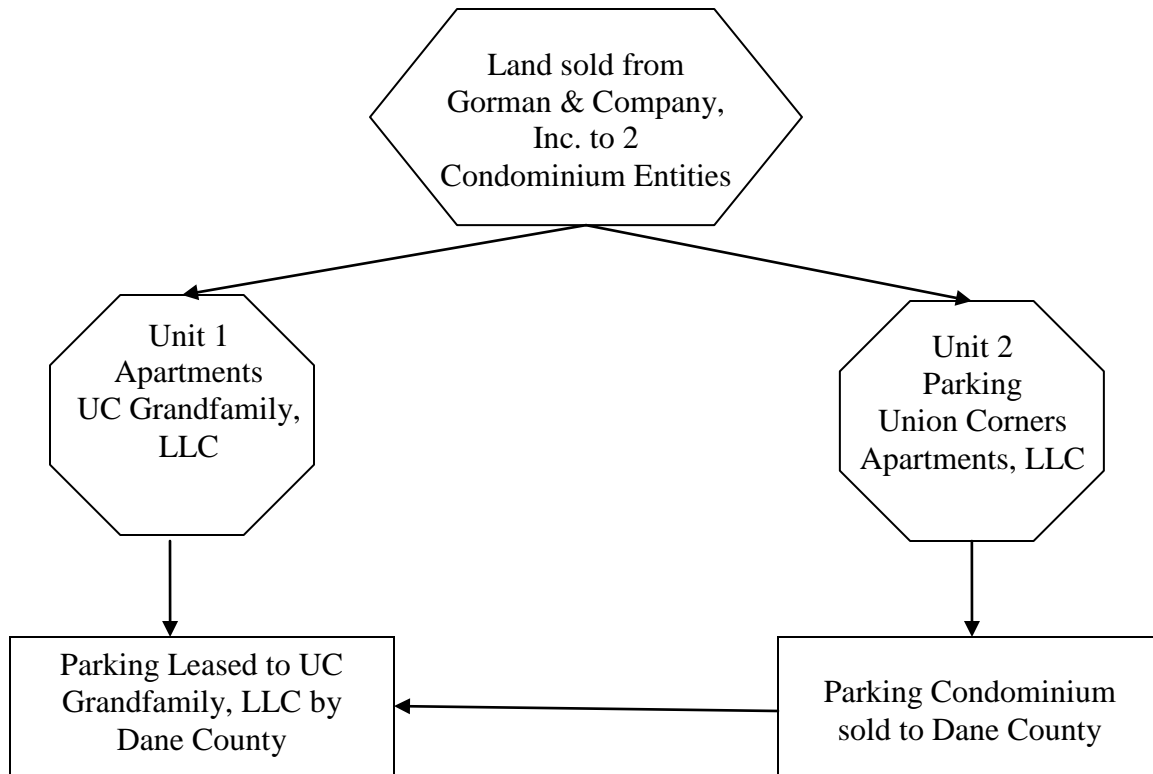
Unit Type	# of Units	% of County Median Income	Rent
2 Bedroom	1	30%	\$460
2 Bedroom	24	50%	\$785
2 Bedroom	10	60%	\$960
2 Bedroom	2	MKT	\$1,225
3 Bedroom	11	30%	\$515
3 Bedroom	10	60%	\$1,110
3 Bedroom	1	MKT	\$1,450
TOTAL	59		

Overview of Legal Structure

The Union Corners Grandfamily project has a pending WHEDA 9% Low Income Housing Tax Credits which we anticipate receiving an award for at the end of in May, 2017. It is our plan to structure the Union Corner Grandfamily project as a commercial condominium consisting of two units. "Unit 1" will be the 59 apartments inclusive of all interior amenities. Unit 1 will be financed by the WHEDA tax credits, conventional debt, and other soft funding noted in the Leverage tab. Unit 2 will be the underground parking space garage that will be part of the tax credit apartment financing package. Due to the fact that the parking and the apartments and necessary for each to exist we have combined these Units into one proforma (attached for your review) and one project to be owned by UC Grandfamily, LLC .

Use of County Funds

In June 2017, we will be submitting a high scoring application with the Federal Home Loan Bank in Chicago for AHP funding in the amount of \$750,000. Assuming we are awarded AHP funding, we currently have a financial gap of \$525,000. Please note, our internal design and construction team has completed extensive cost estimations based on costs we are and have incurred at Union Corners Apartments (Carbon) located across the street. Currently we have assumed being awarded the \$750,000 of AHP due to our high score and prior successes in applying for this type of funding – again including an award at Carbon. We have also assumed the maximum amount of developer fee deferred pursuant to standard investor requirements. This application is requesting for Dane County to fund our remaining gap in this project which totals \$525,000. In the event Dane County finds this project worthy of funding, full title of Unit 2 (the underground parking condominium unit) would be given to Dane County in exchange for the funded amount of \$525,000 and this capital asset would then be leased to the entity UC Grandfamily, LLC .



Financial Overview

<u>SOURCES</u>	<u>AMOUNT</u>
Investor Equity (9% WHEDA allocation)	\$7,054,072
First Mortgage	\$3,235,000
Second Mortgage - CDA	\$475,000
Cash Flow Note - CDA	\$475,000
Cash Flow Note - AHP	\$750,000
Remaining Gap	\$525,000
<u>Deferred Development Fee</u>	<u>\$297,873</u>
Total Sources	\$12,811,845

<u>USES</u>	
Acquisition	\$1
New Construction Apartments	\$8,131,990
Site Work	\$420,000
Underground Tenant Parking	\$1,153,000
Soft Costs & Professional Fees	\$1,467,534
<u>Reserves</u>	<u>\$324,420</u>
Total Uses	\$12,811,845

Grandfamily Apartments

Madison, Wisconsin

9% Low Income Housing Tax Credit Project

59 total Multi-story Elevator units - 56 LIHTC, 3 Market Rate

Initial Feasibility Model

May 3, 2017



Gorman & Company

Project & Feasibility Summary

Project Name <u>Grandfamily Apartments</u>	Developer: <u>Gorman & Company</u>	Date: <u>5/3/2017</u>
Address _____	Development Stage: <u>Initial Feasibility Model</u>	
City <u>Madison</u>	County <u>Dane</u>	State <u>Wisconsin</u>
Occupancy: <u>Family</u>	Development Type <u>New Construction</u>	Building Type: <u>Multi-story Elevator</u>
Project Type <u>LIHTC only</u>	LIHTC Type <u>9%</u>	Located in QCT or otherwise eligible for basis boost: <u>Yes</u>
Additional Project Information (assumption, description, notes, or version details)		

Unit Mix, Rent, & Building Summary

Unit Mix Summary					Building Area Summary		Sq. Ft.
Residential	# Units	%	Sq. Ft.	%	Total Residential Living Area	<u>58,600</u>	
LIHTC/Affordable	<u>56</u>	<u>94.9%</u>	<u>55,650</u>	<u>95.0%</u>	Common Space (community room, offices, hallways)	<u>22,200</u>	
Market Rate	<u>3</u>	<u>5.1%</u>	<u>2,950</u>	<u>5.0%</u>	Net Residential Area	<u>80,800</u>	
Total Residential	<u><u>59</u></u>		<u><u>58,600</u></u>		Commercial Space	<u>28,600</u>	
LIHTC Applicable Fraction		<u><u>94.9%</u></u>			Gross Floor Area (SF):	<u><u>109,400</u></u>	

Other Income			Summary by AMI		
Type	Monthly	Annual	AMI	Units	%
Laundry, Vending, Application Fees, Etc.	\$700	\$8,400	<u>30%</u>	<u>12</u>	<u>21%</u>
Parking	\$2,360	\$28,320	<u>40%</u>		
			<u>50%</u>	<u>24</u>	<u>43%</u>
			<u>60%</u>	<u>20</u>	<u>36%</u>
				<u><u>56</u></u>	<u><u>100%</u></u>

LIHTC/Affordable Units								Summary by AMI		
# Bed room(s)	Description (optional)	Set Aside	# Units	Area (Sq. Ft.)	Utility Allowance	Net Rent	Monthly Rent	Gross Rent	Sec 42 Limit	% of Limit
2		30%	1	900	\$95	\$460	\$460	\$555	\$567	97.9%
2		50%	24	900	\$95	\$785	\$18,840	\$880	\$945	93.1%
2		60%	10	900	\$95	\$960	\$9,600	\$1,055	\$1,134	93.0%
3		30%	11	1,150	\$105	\$515	\$5,665	\$620	\$654	94.8%
3		60%	10	1,150	\$105	\$1,110	\$11,100	\$1,215	\$1,309	92.8%
			<u>56</u>				<u>\$45,665</u>			

Market Rate Units							Monthly Rent
2			2	900		\$1,225	\$2,450
3			1	1,150		\$1,450	\$1,450
			<u>3</u>				<u>\$3,900</u>

Gorman & Company

Project & Feasibility Summary

Net Operating Income, DCR, Cash Flow, & Operating Expenses					
Net Operating Income, DCR, Cash Flow			Monthly	Annual	
Gross Rental Income		\$49,565		\$594,780	
Other Income		\$3,060		\$36,720	
Total Gross Income		\$52,625		\$631,500	
Less Residential Vacancy	7.0%			(\$41,635)	
Less Other Vacancy	7.0%			(\$2,570)	
Effective Gross Income				\$587,295	
Operating Expenses				\$330,093	
Net Operating Income				\$257,202	
Total Annual Hard Debt Service				\$218,747	
Debt Service Coverage (DCR) - Year 1				1.176	
Cash Flow				\$38,455	

Operating Expenses			Annual	Per Unit
Advertising		\$2,500	\$42	
Insurance		\$20,000	\$339	
Legal / Accounting		\$6,500	\$110	
Repairs & Maintenance		\$21,000	\$356	
Administrative Costs		\$41,000	\$695	
Utilities		\$32,500	\$551	
Payroll		\$52,000	\$881	
Contracted Services		\$5,000	\$85	
Management Fees		\$35,238	\$597	
Tax Credit Fees		\$2,655	\$45	
Oper Costs/Turnover		\$4,000	\$68	
Real Estate Taxes		\$90,000	\$1,525	
Subtotal		\$312,393	\$5,295	
Replacement Reserves		\$17,700	\$300	
Total		\$330,093	\$5,595	

LIHTC & PERMANENT DEBT DETAIL

Tax Credit Equity					
Credit Type	Annual Credit	Years	Pricing	Owner %	Total Equity
LIHTC	\$810,894	X 10	X \$0.870	X 99.99%	= \$7,054,072

Permanent Debt Information					
Source	Amount	Interest	Term	Amort	Annual Pmt
First Mortgage	\$3,235,000	5.90%	15	35	\$218,747
Madison CDD AHF Loan	\$475,000	2.75%	16	35	\$21,149
Madison CDD AHF Loan	\$475,000		16	35	
AHP	\$750,000	2.75%	35	35	
Dane County	\$525,000		15	35	
Deferred Developer Fee	\$297,873				

Gorman & Company

Project & Feasibility Summary

SOURCES & USES SUMMARY

SOURCES	FINANCING	PER UNIT	%
First Mortgage	\$3,235,000	\$54,831	25.2%
Madison CDD AHF Loan	\$475,000	\$8,051	3.7%
Madison CDD AHF Loan	\$475,000	\$8,051	3.7%
AHP	\$750,000	\$12,712	5.9%
Dane County	\$525,000	\$8,898	4.1%
Deferred Developer Fee	\$297,873	\$5,049	2.3%
LIHTC Equity	\$7,054,072	\$119,561	55.1%
Total	\$12,811,945	\$217,152	100.0%

USES	COST	PER UNIT	%
Acquisition (land + building)	\$1	\$0	0.0%
Hard Construction Costs	\$9,704,990	\$164,491	75.7%
Developer Fee	\$1,315,000	\$22,288	10.3%
Soft Costs	\$1,467,534	\$24,873	11.5%
Reserves	\$324,420	\$5,499	2.5%
Total	\$12,811,945	\$217,152	100%

Gap Analysis	TOTAL
Total Sources of Funds	\$12,811,945
Total Development Costs	\$12,811,945
Oversourced / (Undersourced)	

Gorman & Company

Grandfamily Apartments Madison, Wisconsin

Development Costs

5/3/2017

		Development Cost	Acquisition (4%) Eligible Basis	New Construction 9% Eligible Basis	Per Unit
I. Acquisition Cost					
Land		\$1			\$0
Existing Structure					
Closing Costs / Holding Costs/ Other					
Acquisition Legal Fees					
TOTAL ACQUISITION COST		\$1			\$0
II. Hard Construction Costs					
New Construction		\$6,045,679		\$6,045,679	\$102,469
Rehabilitation					
Accessory Structures					
Site Work		\$420,000		\$420,000	\$7,119
Off-Site Work					
Underground Parking		\$1,433,130			\$24,290
Landscaping		\$225,000		\$213,750	\$3,814
Interior Demolition					
Exterior Demolition					
Personal Property (e.g. Laundry Equipment)					
Other (e.g. Hard FF&E)					
SUBTOTAL HARD COSTS		\$8,123,809		\$6,679,429	\$137,692
Contractor's Profit	4.0%	\$355,494		\$355,494	\$6,025
Contractor's Overhead	2.0%	\$174,262		\$174,262	\$2,954
General Requirements	6.0%	\$493,194		\$493,194	\$8,359
Payment & Performance Bond	1.0%	\$96,089		\$96,089	\$1,629
Other (e.g. Builder's Risk)					
Hard Cost Contingency	5.0%	\$462,142		\$462,142	\$7,833
Additional Contingencies (e.g. Owner)					
Other					
TOTAL HARD CONSTRUCTION COSTS		\$9,704,990		\$8,260,610	\$164,491
III. Professional Fees					
Architect Fee - Design		\$177,000		\$177,000	\$3,000
Architect Fee - Supervision					
Engineering Fee		\$75,000		\$75,000	\$1,271
Soils Report		\$5,000		\$5,000	\$85
Land Survey		\$17,500		\$17,500	\$297
Market Study		\$6,500		\$6,500	\$110
Appraisal		\$7,500		\$7,500	\$127
Capital Needs Assessment					
Environmental Reports		\$12,500		\$12,500	\$212
Historic Consultant					
Developer Legal Fees		\$90,000		\$67,500	\$1,525
Accounting Fees		\$20,000		\$20,000	\$339
Cost Certification		\$8,500			\$144
Inspection/Plan Review		\$12,500		\$12,500	\$212
Plan Cost Review		\$10,000		\$10,000	\$169
TOTAL PROFESSIONAL FEES		\$442,000		\$411,000	\$7,492
IV. Construction Financing Costs					
Origination Fee	1.00%	\$83,000			\$1,407
Construction Loan Interest		\$375,000		\$262,105	\$6,356
Bridge Loan Fees					
Title & Recording		\$30,000		\$30,000	\$508
Application Fee		\$500		\$500	\$8
Construction Legal		\$15,000		\$15,000	\$254
TOTAL CONSTRUCTION LOAN COST		\$503,500		\$307,605	\$8,534
V. Permanent Financing Costs					
Origination Fee					
Loan Credit Enhancement					
Bond Issuance Costs					
Bond Premium					
Permanent Legal Fees		\$10,000			\$169
Title & Recording					
Application Fee					
MIP					
TOTAL PERMANENT FINANCING COST		\$10,000			\$169

Gorman & Company

Grandfamily Apartments

Madison, Wisconsin

Development Costs

5/3/2017

	Development Cost	Acquisition (4%) Eligible Basis	New Construction 9% Eligible Basis	Per Unit
VI. Syndication Cost				
Organizational (Partnership)				
Legal Fees				
Syndication Fee	\$30,000			\$508
TOTAL SYNDICATION COST	\$30,000			\$508
VII. Miscellaneous Soft Costs				
Insurance During Construction	\$60,000		\$60,000	\$1,017
Taxes - Construction Period Only	\$35,000		\$35,000	\$593
Soft Cost Contingency	\$25,000		\$25,000	\$424
Personal Property				
Marketing	\$25,000			\$424
Department Fees				
Furniture, Fixtures & Equipment (FF&E)	\$75,000		\$75,000	\$1,271
Temporary Tenant Relocation Costs				
Permanent Tenant Relocation Costs				
Permits & Fees paid for by the Owner	\$175,000		\$175,000	\$2,966
Building Permit				
Property Liability Insurance				
TOTAL MISCELLANEOUS SOFT COSTS	\$395,000		\$370,000	\$6,695
VIII. Developer's Overhead & Fees				
Developer's Overhead/Fee	\$1,315,000		\$1,315,000	\$22,288
Co-Developer Fee				
Non Profit Fee				
Consultant Fee				
TOTAL DEVELOPER'S OVERHEAD & FEES	\$1,315,000		\$1,315,000	\$22,288
IX. Tax Credit Fees				
Application Fee	\$2,000			\$34
Allocation Fee	\$81,089			\$1,374
Asset Management Fee				
Compliance Monitoring Fee	\$3,245			\$55
8609 Fee	\$700			\$12
TOTAL TAX CREDIT FEES	\$87,034			\$1,475
SUBTOTAL SOFT COSTS	\$2,782,534		\$2,403,605	\$47,162
X. Project Reserves				
Operating Reserve	\$274,420			\$4,651
Rent-Up Reserve	\$50,000			\$847
Debt Service Reserve				
Other				
TOTAL PROJECT RESERVES	\$324,420			\$5,499
TOTAL SOFT COSTS	\$3,106,954		\$2,403,605	\$52,660
TOTAL DEVELOPMENT COSTS	\$12,811,945		\$10,664,215	\$217,152

Gorman & Company

Grandfamily Apartments

Madison, Wisconsin

Sources of Funds

5/3/2017

Construction Sources

Position	Source	Amount	Rate	Term	100% Outstanding	Average Outstanding	Estimated Const. Interest
	First Mortgage	\$8,300,000	4.00%	24	\$664,000	55.0%	\$365,200
	Tax Credit Equity	30.0% \$2,116,222					
	Madison CDD AHF Loan	\$950,000			\$0		\$0
	AHP	\$750,000			\$0		\$0
					\$0		\$0
					\$0		\$0
Total		\$12,116,222					\$365,200

\$8,995,723

Permanent Sources

Tax Credit Equity	Total Annual Eligible Credits	Years	Total Credits	Pricing	Investor %	Investor Credits	Total Equity
LIHTC	\$810,894	10	\$8,108,940	\$0.87	99.99%	\$8,108,129	\$7,054,072
Federal Historic Tax Credits	\$0	1	\$0	\$0.00	99.99%	\$0	\$0
State Historic Tax Credits	\$0	1	\$0	\$0.00	99.99%	\$0	\$0
Total Equity							\$ 7,054,072

Permanent Debt

Position	Source	Principal Balance	Interest Rate	Term	Amortization Period	Soft/Hard	Monthly Debt Service	Annual Debt Service	% of Sources	Per Unit
	First Mortgage	\$3,235,000	5.90%	15	35	H	\$18,229	\$218,747	25.2%	\$54,831
	Madison CDD AHF Loan	\$475,000	2.75%	16	35	H	\$1,762	\$21,149	3.7%	\$8,051
	Madison CDD AHF Loan	\$475,000	0.00%	16	35	S			3.7%	\$8,051
	AHP	\$750,000	2.75%	35	35	S			5.9%	\$12,712
	Dane County	\$525,000	0.00%	15	35	S			4.1%	\$8,898
	Deferred Developer Fee	22.7% \$297,873							2.3%	\$5,049
	LIHTC Equity	\$7,054,072							55.1%	\$119,561
	Historic Equity	\$0								
	General Partner Equity									
	Other Tax Credit Equity									
	Remaining Gap	0.0% \$0					\$0	\$0		
Total Debt/DDF Sources		\$12,811,945						\$239,896		

Gorman & Company

Grandfamily Apartments

Madison, Wisconsin

15 Year Cash Flow Pro Forma

5/3/2017

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Gross Rental Income	2%	\$594,780	\$606,676	\$618,809	\$631,185	\$643,809	\$656,685	\$669,819	\$683,215	\$696,880	\$710,817	\$725,034	\$739,534	\$754,325	\$769,411	\$784,800
Other Income	2%	\$36,720	\$37,454	\$38,203	\$38,968	\$39,747	\$40,542	\$41,353	\$42,180	\$43,023	\$43,884	\$44,761	\$45,657	\$46,570	\$47,501	\$48,451
Gross Income		\$631,500	\$644,130	\$657,013	\$670,153	\$683,556	\$697,227	\$711,172	\$725,395	\$739,903	\$754,701	\$769,795	\$785,191	\$800,895	\$816,913	\$833,251
Less Vacancies	7%	(\$41,635)	(\$42,467)	(\$43,317)	(\$44,183)	(\$45,067)	(\$45,968)	(\$46,887)	(\$47,825)	(\$48,782)	(\$49,757)	(\$50,752)	(\$51,767)	(\$52,803)	(\$53,859)	(\$54,936)
Less Vacancies (Other)	7%	(\$2,570)	(\$2,622)	(\$2,674)	(\$2,728)	(\$2,782)	(\$2,838)	(\$2,895)	(\$2,953)	(\$3,012)	(\$3,072)	(\$3,133)	(\$3,196)	(\$3,260)	(\$3,325)	(\$3,392)
Effective Gross Income		\$587,295	\$599,041	\$611,022	\$623,242	\$635,707	\$648,421	\$661,390	\$674,617	\$688,110	\$701,872	\$715,909	\$730,228	\$744,832	\$759,729	\$774,923
Operating Expenses	3%	\$222,393	\$229,064	\$235,936	\$243,015	\$250,305	\$257,814	\$265,549	\$273,515	\$281,720	\$290,172	\$298,877	\$307,844	\$317,079	\$326,591	\$336,389
Real Estate Taxes	3%	\$90,000	\$92,700	\$95,481	\$98,345	\$101,296	\$104,335	\$107,465	\$110,689	\$114,009	\$117,430	\$120,952	\$124,581	\$128,318	\$132,168	\$136,133
Replacement Reserves	3%	\$17,700	\$18,231	\$18,778	\$19,341	\$19,922	\$20,519	\$21,135	\$21,769	\$22,422	\$23,094	\$23,787	\$24,501	\$25,236	\$25,993	\$26,773
Total Operating Expenses		\$330,093	\$339,995	\$350,195	\$360,701	\$371,522	\$382,668	\$394,148	\$405,972	\$418,152	\$430,696	\$443,617	\$456,925	\$470,633	\$484,752	\$499,295
Net Operating Income		\$257,202	\$259,045	\$260,826	\$262,541	\$264,185	\$265,753	\$267,242	\$268,645	\$269,958	\$271,176	\$272,292	\$273,302	\$274,199	\$274,976	\$275,628
First Mortgage DS		\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747
Other Hard DS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL must-pay debt		\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747	\$218,747
Debt Coverage Ratio - (DCR)		1.176	1.184	1.192	1.200	1.208	1.215	1.222	1.228	1.234	1.240	1.245	1.249	1.253	1.257	1.260
Predistribution Cash Flow		\$38,455	\$40,299	\$42,080	\$43,794	\$45,438	\$47,006	\$48,495	\$49,898	\$51,211	\$52,429	\$53,546	\$54,555	\$55,452	\$56,230	\$56,882
Amount Needed for 1.15 DSC		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Amount Needed for 1.00 DSC		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow Available for Distribution		\$38,455	\$40,299	\$42,080	\$43,794	\$45,438	\$47,006	\$48,495	\$49,898	\$51,211	\$52,429	\$53,546	\$54,555	\$55,452	\$56,230	\$56,882
Cash Flow Waterfall																
1 Asset Management Fee	3%	(\$5,000)	(\$5,150)	(\$5,305)	(\$5,464)	(\$5,628)	(\$5,796)	(\$5,970)	(\$6,149)	(\$6,334)	(\$6,524)	(\$6,720)	(\$6,921)	(\$7,129)	(\$7,343)	(\$7,563)
2 Deferred Fee Payment		(\$33,455)	(\$35,149)	(\$36,775)	(\$38,330)	(\$39,810)	(\$41,210)	(\$42,525)	(\$30,618)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3																
4																
5																
Distributable Cash Flow - After Payments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,131	\$44,877	\$45,905	\$46,826	\$47,634	\$48,323	\$48,887	\$49,319

Deferred Fee Feasibility	Total	%
Deferred Developer Fee	\$297,873	22.7%
10 Year Predistribution Cash Flow	\$459,105	64.9%
15 Year Predistribution Cash Flow	\$735,769	40.5%
Years to repay Deferred Fee	8	

		Sensitivity Analysis				
		Higher 10%	Higher 5%	Underwritten	Lower 5%	Lower 10%
Expenses:		\$6,154	\$5,875	\$5,595	\$5,315	\$5,035
Vacancy						
1%	DCR	1.19	1.26	1.34	1.41	1.49
3%	DCR	1.13	1.21	1.28	1.36	1.44
5%	DCR	1.08	1.15	1.230	1.31	1.38
7%	DCR	1.02	1.10	1.176	1.25	1.33
10%	DCR	0.94	1.02	1.09	1.17	1.25
Break Even Vacancy:		7.86%	10.48%	13.09%	15.70%	18.32%



Housing First

The project will incorporate many of the Housing First model's approaches to ensure individuals and families have quick access to sustainable permanent housing. Units will be rented on an at least 6 month lease period (per Section 42 requirements). The Tenant Screening policies included in this response evidence our commitment to flexibility to mitigate housing barriers associated with challenged applicants. Gorman has formed a partnership with Lutheran Social Services to provide services to all residents, including Housing First applicants.

Union Corners Grandfamily was designed incorporating some recommendations regarding the Housing First model provided in the *Corporation for Supportive Housing's* June 2009 publication entitled "Recommendations for Designing High-Quality Permanent Supportive Housing." Some of those features include:

- Union Corners Grandfamily has operated under the supposition that a quality living environment will inspire residents as well as keep them safe and comfortable. The residential units and community room are designed to the WHEDA green standards which will also help reduce utility expenses to the resident.
- The design also balances the tenants' need for privacy and independence with their need for common spaces for interaction and community. Many units have a private patio/balcony so that privacy and community become active choices for each resident.
- Ultimately, the primary goal of the project is to create a safe and secure living environment. The building will be secured by a state of the art security system with cameras monitoring all areas of the building for safety.
- Finally, we have chosen important design features and materials to create high-quality permanent supportive housing. Gorman & Company, Inc. has 30 years of creative approaches to the design of quality interesting spaces using wise and creative materials and products. These design features include:
 - A secured point of entry to the building.
 - Generous community room spaces with quality finishes and central locations in the building.
 - A series of human-scaled community spaces designed to create the opportunity for interaction at the same time as private patios and balconies protect the independence of the residents.
 - Extensive supportive services (and corresponding spaces) commensurate to the number of units
 - And a safe living environment.

The proposal for the Union Corners Grandfamily community includes (59) units self-contained in two adjacent buildings (of which 12 will be targeted at 30% CMI) centered on providing housing for households at risk for homelessness. Many tenants of supportive housing are eager to live within a more secure environment. The design for this type of housing should focus on the goal of creating a permanent home that provides for tenants' needs most effectively. Integrated Supportive Housing should balance safety and security needs with tenants' independence and sense of well-being.



Targeted Population

The Union Corners Grandfamily development will consist of 59 units targeted to multiple targeted populations. 95% of the units will be targeted to household earning between 30 and 60% of the County Median Income. The remaining 5% of units will be market rate. 12 of the units are set aside to households at 30% CMI targeting Veterans and general population with developmental, physical, sensory, medical, or mental health impairments or a combination thereof. Please see attached Appendix S from the WHEDA application that evidences the commitment with DHS to house this targeted population. There will be veteran specific supportive services available to residents in addition to the more general supportive services available to all residents in partnership with Lutheran Social Services. In addition, the project will be reserving 12 units to special needs households that have at least one family member that is physically and/or mentally disabled.



Supportive Services Plan

Gorman & Company, Inc. has partnered with Lutheran Social Services (LSS) to provide a variety of services to the residents of Union Corners Grandfamily. That commitment is evidenced by an MOU for veterans and grandfamily services which is attached.

Specific services to be offered to Grandfamilies and Kinship Families include:

- Completion of an intake assessment to identify strengths and areas of need for the caregivers and their children.
- Development of a personalized service plan. This plan may include identifying other family members for support, referral to other community agencies, and identification of additional resources. Grandfamilies will also be linked with programs that support parenting, self-sufficiency, employment opportunities and financial assistance and management.
- The LSS Service Coordinator will facilitate programming and supportive services for Grandfamilies. This will be done through:
 - An on-site presence by the Service Coordinator. LSS staff will have an office at the Apartment complex where families can schedule appointments or drop in for support and services.
 - Facilitation of on-site educational training and events. These will be based on the needs of the residents and can focus on resident identified issues such as, positive parenting, budgeting, employment, and benefit eligibility.
 - Access to pre-existing LSS services in the Madison area including mental health counseling and psychiatric care through telehealth.
 - Connecting residents to existing service organizations and programs, including:
 - The Rainbow Project, Inc., which has a support group for relatives raising their relative's children.
 - Kinship Care of Dane County will provide access to a Kinship Care worker to assist Grandfamilies in identifying and applying for qualified State and County funding.
 - Wisconsin Senior Employment Program, in coordination with the Job Centers of Wisconsin, will provide subsidized, part-time work experience to obtain the skills necessary for obtaining permanent employment.
 - UW Extension Dane County will provide onsite trainings and educational events at no cost. Training topics include;
 - Financial coaching and one to one consultations,
 - Nutritional education programs on topics such as choosing healthy diets on a limited budget and shopping strategies for spending wisely at the grocery store,

- The Strengthening Families Program which focuses on providing care givers with the skills necessary to improve family relationships, reduce problem behaviors, and provide effective parenting techniques.

Specific services to be offered for veterans include:

- Completion of an intake assessment for Veteran residents. The Service Coordinator will make reasonable effort to engage Veteran residents in this process. It is understood and agreed that the Veteran has to voluntarily agree to participation in the process.
- Development of a case management plan for Veterans completing the intake assessment. This plan may include referral to other resources, including Veteran specific services and resources. Veteran specific services will include linking residents with programs that support independence and self-sufficiency, employment opportunities and financial assistance and management.
- The Service Coordinator will facilitate programming and supportive services for the project. This will be done through:
 - Facilitation of an annual meeting where tenants and the management company can meet to discuss any issues or concerns.
 - The scheduling of quarterly educational services with an emphasis on presentations designed to assist Veteran residents in overcoming barriers as identified on the tenant assessments. Potential sessions include self-improvement, employment opportunities and financial management, and developing relationships with the County Veterans Service Officer and the Center for Veterans Issues.

Traditional service provision through LSS has long included services to Veterans. Current LSS programs known to include Veterans as participants/service recipients include:

- HUD Housing and HUD Housing Service Coordination
- Off the Square Club- a daytime drop in center for people with serious and persistent mental illness as well as homelessness. Emotional support, vocational and recreational opportunities, and structuring of individual schedules are available.
- Outpatient Treatment Services- intensive outpatient treatment for adults and adolescents dealing with addiction.
- Pre-marriage workshops
- Dry Hooch- linkage with LSS through Keith Lang, Executive Director for the Change and Community Development Business Unit. A retired Lieutenant Colonel having served as commander of an Army Reserve Combat Stress Control unit, Keith serves as a member of a committee appointed by leadership within the Wisconsin Department of Health Services and the Department of Veterans

Affairs. The purpose of this group is to coordinate services to Veterans and their families statewide using the resources of a diverse group of public agencies and private not-for-profit organizations. This includes connections with "Dry Hooch" a program located in Madison to serve Veterans.

Other empowerment services will also include:

- Adult Education - Through connection to educational workshops and seminars along with in person counseling and assistance, LSS will help individuals access their benefits that have been made available to them. These services will help pay for care, access Medicare, pensions, welfare assistance, social security among other benefits. These services are dependent on a funding stream in process and would not be free to all building residents.
- Assistance with Benefits - Through connection to educational workshops and seminars along with in person counseling and assistance, LSS will help individuals access their benefits that have been made available to them. These services will help pay for care, access Medicare, pensions, welfare assistance, social security among other benefits. These services are dependent on a funding stream in process.
- Employment Services - LSS has the mission and goal to empower people to take control of their lives by becoming independent, productive members of the community. One way to attack this goal is to promote, plan, and provide, health, welfare, and economic well-being for tenants by coordinating employment services counseling they need in order to become a more stable member of the community. Content of employability assistance includes coordination, provision of, or referral of but not limited to: Assessment regarding readiness for employment; Evaluating interest area; Increasing skill level; Resume development, and; Interview skills. These services will be accompanied with continued support and counseling on an as needed basis for individuals seeking out this education. These services are dependent on a funding stream in process and would not be free to all building residents.

Tenants will have access to the help they need through an LSS Service Coordinator who will help to address their challenges and arrange services so they may learn the skills necessary to develop and maintain a healthy, stable lifestyle. LSS will be on-site and will work with residents to identify funding sources and develop an on-going Supportive Services Plan, based on needs of the tenants, to ensure supportive services are made available to the tenants at the Project. LSS will establish a regular schedule of on or off-site plans to meet with tenants to ensure introduction to, on-going management of, and completion of supportive services programs.

Gorman's Experience with Providing Supportive Services

Gorman & Company addresses Integrated Supportive Services in a variety of ways depending on the nature of the project. However, our basic approach starts with an appropriate design that includes adequate facilities for resident services, as well as properly trained property management staff who are essentially an extension and key element of any resident service program on that site.

A general property management and asset management method that we employ at all projects includes providing our resident referrals to service agencies that can help with their needs. Examples would be agencies providing assistance with financial assistance for rent and utilities if needed, information about agencies providing wellness programs, credit counseling, legal assistance, etc. We coordinate resident events to build community within our properties so that our residents feel that they know their neighbors, feel comfortable in their surroundings, and take ownership of the care of our property to make it a better place for everyone to live. Our property managers are trained in resident service coordination as a starting point.

Gorman & Company also routinely partners with service providers in the community to address specific needs of residents and the community as a whole. Examples of previous arrangements are noted below.

Villard Square GrandFamily Housing - Villard Square GrandFamily Milwaukee is a project targeted toward providing housing for grandparents raising grandchildren. Gorman works with Jewish Family Services to provide an on-site service coordinator who links residents with local, state and federal services; helps navigate the healthcare system, and advocates for the school children. Other services include tutoring and parenting classes.

Carbon at Union Corners – Carbon at Union Corners is a multi-family development located on the Union Corners site in Madison. Lutheran Social Services is the supportive service partner. Services will include those targeting to veterans along with empowerment services such as Adult Education, Assistance with Benefits, and Employment services.

Jane Addams Park Apartments– Jane Addams Park Apartments is set-aside for the physically and/or mentally-disabled. As part of our partnership with the Rockford Housing Authority, a part-time Supportive Services Coordinator is available on-site and works with a variety of local service providers to meet the needs of the physically and/or mentally-disabled as well as public housing residents in general. Services include: Employment Services (T.E.A.M. Tuesday that provides information on employment, resume development, interview preparation, access to on-line employment); Life Skills Workshops; on-site G.E.D., pre G.E.D. and E.S.L. Classes; basic computer classes; assistance with LIHEAP applications; resident activities/trips; health clinics; community mental health services. RAMP, Janet Wattles, and the Rockford Health Department all provide on-site services for qualifying residents.

Riverview Towers– In partnership with the Wausau CDA the following services are provided for the senior residents at Riverview Towers: vocational training; nutritional education; financial planning and money management; mental health counseling; drug prevention and treatment classes; and health services.

Lofts at McKinley– The Lofts at McKinley offers a variety of services to its senior and disabled residents. Gorman has partnered with Arizona Bridge to Independent Living (ABIL) to provide job placement, welfare to work, and financial literacy services to McKinley residents with any type of permanent disability.

Norwood Village Apartment Homes – Gorman has partnered with Catholic Charities to provide the following services to the families at Norwood Village: Paths of Hope financial education; budgeting training; job development; educational workshops; self-improvement workshops; before and after school programming; and peer-to-peer mentoring.

Escobedo at Verde Vista – Gorman has partnered with Save the Family Foundation to provide the following services at Escobedo: Workforce Development; “Job Club” workshops; skills assessments; vocational/job training opportunities; access to the Career Development Center; financial literacy training; Housing Survival Skills; Before and afterschool drop-in program; childcare; tuition assistance; and a Community Youth Advocate. This project also has a 24-hour supervisory case manager to serve the needs of our chronically homeless residents at this site.

Gracie’s Village – Gorman has partnered with Grace Community Church of the Valley on the Gracie’s development which includes a workforce development program through the thrift shop operated by the Church on the first floor of the development. A comprehensive service plan has been assembled to expand upon the amazing services already offered at the current thrift store site. These services will include an on-site before and after school program, parenting classes, computer training, job training and placement services, and financial education to name a few. In addition to direct services provided by the church, Grace Community (Gorman’s partner on Gracie’s) has tapped into a vast network of social venture partners to deliver a vast array of supplemental services.

The key on any resident service delivery plan is to program the appropriate services (and allow for those services to evolve as the needs of residents evolve, engage the appropriate service partner(s) that have the capacity to deliver those services, and budget for those services in the project’s operating budget to ensure some level of revenue will consistently flow towards these expenses throughout the life of the partnership.

**Supportive Services Memorandum of Understanding
For
Union Corners Grandfamily
2507 Winnebago Street Madison, WI**

Lutheran Social Services (LSS) represents that it has substantial skill and experience in assisting organizations to provide social and case management services to residents of housing complexes in numerous locations throughout Wisconsin and Upper Michigan, including in Milwaukee County.

Target Population for Services:

- Grandfamilies and Kinship Families - families in which a grandparent or relative serves as primary caregiver for their grandchild or relative's children.
- Veterans, individuals, and families who require and request access to supportive services to maintain housing.

Scope of Services:

Grandfamilies and Kinship Families

LSS will provide on-site services and Service Coordination services to Grandfamilies and Kinship families. Specific services offered by LSS for this development include:

- Completion of an intake assessment to identify strengths and areas of need for the caregivers and their children.
- Development of a personalized service plan. This plan may include identifying other family members for support, referral to other community agencies, and identification of additional resources. Grandfamilies will also be linked with programs that support parenting, self-sufficiency, employment opportunities and financial assistance and management.
- The LSS Service Coordinator will facilitate programming and supportive services for Grandfamilies. This will be done through:
 - An on-site presence by the Service Coordinator. LSS staff will have an office at the Apartment complex where families can schedule appointments or drop in for support and services.
 - Facilitation of on-site educational training and events. These will be based on the needs of the residents and can focus on resident identified issues such as, positive parenting, budgeting, employment, and benefit eligibility.
 - Access to pre-existing LSS services in the Madison area including mental health counseling and psychiatric care through telehealth.
 - Connecting residents to existing service organizations and programs, including:
 - The Rainbow Project, Inc., which has a support group for relatives raising their relative's children.
 - Kinship Care of Dane County will provide access to a Kinship Care worker to assist Grandfamilies in identifying and applying for qualified State and County funding.

- Wisconsin Senior Employment Program, in coordination with the Job Centers of Wisconsin, will provide subsidized, part-time work experience to obtain the skills necessary for obtaining permanent employment.
- UW Extension Dane County will provide onsite trainings and educational events at no cost. Training topics include;
 - Financial coaching and one to one consultations,
 - Nutritional education programs on topics such as choosing healthy diets on a limited budget and shopping strategies for spending wisely at the grocery store,
 - The Strengthening Families Program which focuses on providing care givers with the skills necessary to improve family relationships, reduce problem behaviors, and provide effective parenting techniques.

Veterans

LSS will also provide Service Coordination services to low-income Veterans, who require and request access to supportive services to maintain housing. The project will include low-income units with very low rents (30% CMI units) that can be offered to the target population. A designated Service Coordinator will be responsible for linking the target population at the site with supportive, medical or advocacy services in the general community for which they are entitled, with a desired outcome of keeping them independent in their units. Specific services to be offered under this agreement include:

- Completion of an intake assessment for Veteran residents. The Service Coordinator will make reasonable effort to engage Veteran residents in this process. It is understood and agreed that the Veteran has to voluntarily agree to participation in the process.
- Development of a case management plan for Veterans completing the intake assessment. This plan may include referral to other resources, including Veteran specific services and resources. Veteran specific services will include linking residents with programs that support independence and self-sufficiency, employment opportunities and financial assistance and management.
- The Service Coordinator will facilitate programming and supportive services for the project. This will be done through:
 - Facilitation of an annual meeting where tenants and the management company can meet to discuss any issues or concerns.
 - The scheduling of quarterly educational services with an emphasis on presentations designed to assist Veteran residents in overcoming barriers as identified on the tenant assessments. Potential sessions include self-improvement, employment opportunities and financial management, and developing relationships with the County Veterans Service Officer and the Center for Veterans Issues.

Veteran Service Experience


Traditional service provision through LSS has long included services to Veterans, although voluntary reporting of veteran status as a tracked metric is in its infancy. The Business Leadership Team of LSS has identified targeting and expanding services to Veterans as a need and priority. As a result of the above LSS has at least three years' experience working with Veterans. Current LSS programs known to include Veterans as participants/service recipients include:

- HUD Housing and HUD Housing Service Coordination
- Off the Square Club- a daytime drop in center for people with serious and persistent mental illness as well as homelessness. Emotional support, vocational and recreational opportunities, and structuring of individual schedules are available.
- Outpatient Treatment Services- intensive outpatient treatment for adults and adolescents dealing with addiction.
- Pre-marriage workshops
- Dry Hooch- linkage with LSS through Keith Lang, Executive Director for the Change and Community Development Business Unit. A retired Lieutenant Colonel having served as commander of an Army Reserve Combat Stress Control unit, Keith serves as a member of a committee appointed by leadership within the Wisconsin Department of Health Services and the Department of Veterans Affairs. The purpose of this group is to coordinate services to Veterans and their families statewide using the resources of a diverse group of public agencies and private not-for-profit organizations. This includes connections with "Dry Hooch" a program located in Madison to serve Veterans.

LSS agrees to assist the property management group in outreach efforts with community partners to raise awareness of this unique opportunity with the target population. LSS will work with the management company to market the low-income units to the target population. The goal of the Service Coordinator is to enhance the success of the target population and to promote their ability to remain in their unit. The services identified above will enhance independent living success and promote dignity of residents by addressing needs with a one-on-one approach.

SIGNATURE PAGE

GORMAN & COMPANY, INC.

By: 

Ted Matkom, WI Market President

LUTHERAN SOCIAL SERVICES OF WISCONSIN AND UPPER MICHIGAN, INC.

By: 

Dennis Hanson, Executive Director- Housing Services



LUTHERAN SOCIAL SERVICES OF
WISCONSIN AND UPPER MICHIGAN

CHANGING

LIVES

WHO WE ARE

Dedicated to representing God's love through programs and services that help people in need, Lutheran Social Services of Wisconsin and Upper Michigan traces its origin to 1882, when Pastor E.J. Homme opened a home for orphaned children in Wittenberg, Wisconsin. Now, our services extend across Wisconsin and Upper Michigan, helping people all along the lifespan with services as essential as housing, and as life-changing as adoption.

We change lives in many different ways: with a meal for someone who hasn't eaten lately; a course of treatment for someone struggling with addiction; or a comprehensive set of services for an individual, family or community.

Affiliated with congregations of the Evangelical Lutheran Church in America throughout Wisconsin and Upper Michigan, LSS welcomes and serves people of all faiths and backgrounds. We thank the ELCA churches that support our ministry of social service; we're also grateful to the United Way, county and state governments, corporations, foundations and thousands of caring individuals.



**LSS touches more than
100,000 lives every year.**

**We operate 263 programs at
188 sites in 115 communities
throughout Wisconsin and
Upper Michigan.**



Jessica, a client in our residential youth program, recently visited Pastor Homme's grave and said a little prayer: "Pastor Homme, if you can hear me, I want to tell you 'thank you.' I don't know what I would do without this place and the people who care about me."

Homme is a nationally recognized residential treatment center for children and adolescents dealing with issues of sexual perpetration, delinquency, victimization, alcohol and drug abuse, cognitive behavioral issues or dual diagnosis. A temporary home to teens from all over the Midwest, the facility is located in Wittenberg, Wisconsin.

MISSION VISION VALUES

OUR MISSION

Motivated by the compassion of Christ, we help people improve the quality of their lives.

OUR VISION

Change the world – one grace-filled life at a time.

OUR VALUES

THE INFINITE WORTH OF EACH PERSON

Each person is a unique creation and child of God.

DIVERSITY

LSS seeks diversity in its staff and volunteers as well as in those it serves.

INTERDEPENDENCE

Individuals and organizations are intertwined and must rely on and support one another.

EXCELLENCE

Excellence is the standard of quality for all services and operations.

INNOVATION

Ongoing change calls for creativity in developing and providing services.



WHAT WE DO

LSS strives to provide life-changing services that meet the most urgent needs of individuals and communities throughout Wisconsin and Upper Michigan. We often work in collaboration with county agencies, state organizations and other valued partners.



WHAT DEFINES US



LSS takes a distinctive approach to providing social services in Wisconsin and Upper Michigan.

First, **we see every client as a one-of-a-kind individual, with a unique history and needs.**

We don't assume we know what's best. We encourage each client to engage with us, to let us know what they think they need most, and to guide us in helping them reach their goals.

Second, **we combine and coordinate as many services as needed to help each client achieve their goals,** removing barriers one by one until their path to a changed life emerges. We call this “wraparound services” – coordinated resources and support that surround clients with the security and confidence they need to move forward in their lives.



“I WAS IN A SCARY AND HOPELESS SITUATION.

I was a homeless, single parent dealing with a heart condition. I had to admit I needed help. Reluctantly, I met with a worker for LSS. What a life-changing choice that was. I was spoken to with understanding and compassion, and never felt like I was being judged.

My gratitude is endless. I now receive Social Security, my health is on the road to improvement, and I have a roof over my son’s head and a huge weight off my shoulders. **We have hope and stability now!”**

HOW WE SERVE

REMOVING BARRIERS TO A BETTER LIFE

We help clients discover and cope with whatever might be blocking their path to a better, more complete and satisfying life.

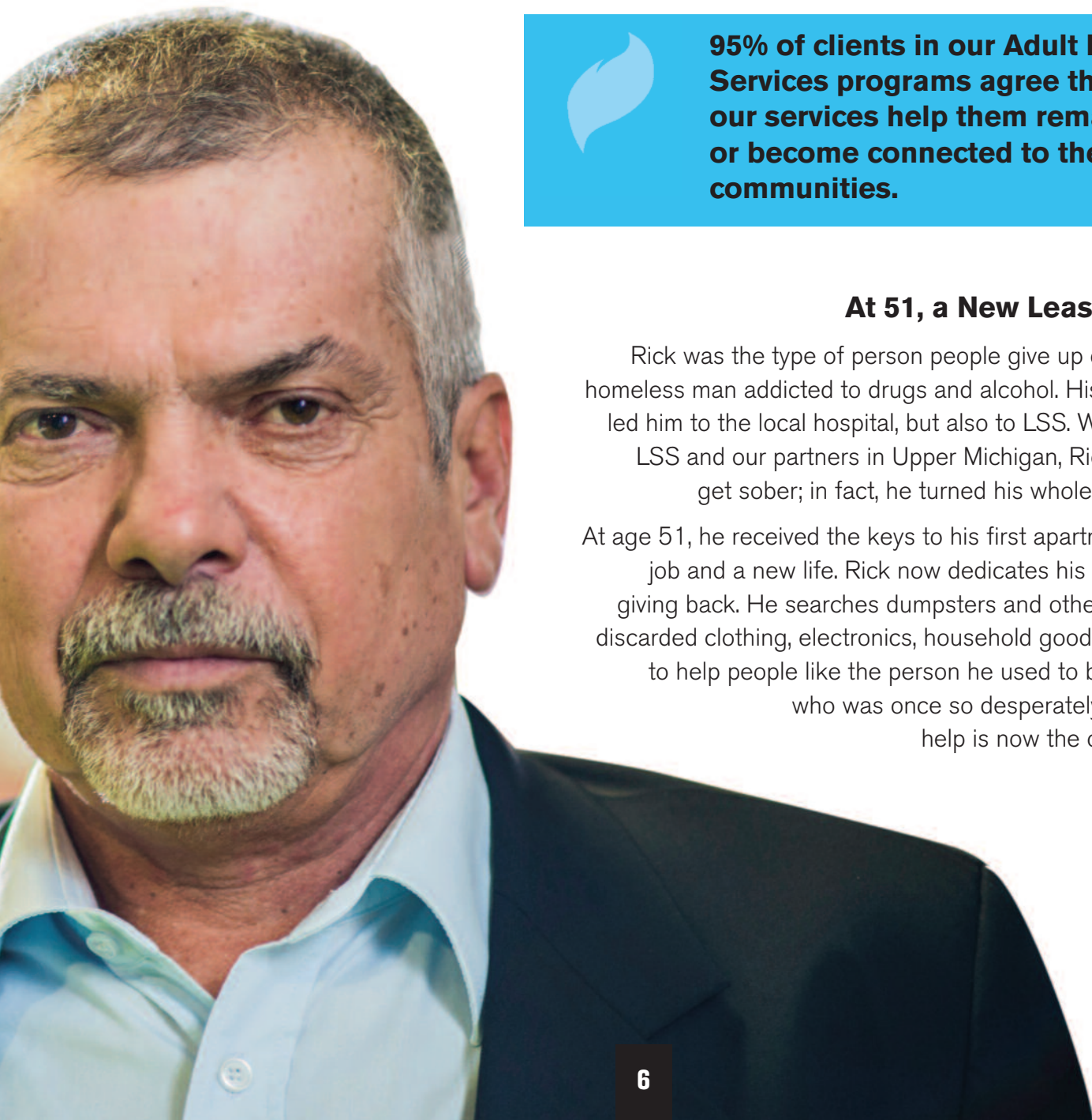


95% of clients in our Adult Day Services programs agree that our services help them remain or become connected to their communities.

At 51, a New Lease on Life

Rick was the type of person people give up on: a single, homeless man addicted to drugs and alcohol. His addictions led him to the local hospital, but also to LSS. Working with LSS and our partners in Upper Michigan, Rick was able to get sober; in fact, he turned his whole life around.

At age 51, he received the keys to his first apartment, a new job and a new life. Rick now dedicates his free time to giving back. He searches dumpsters and other places for discarded clothing, electronics, household goods and more, to help people like the person he used to be. The man who was once so desperately in need of help is now the one helping.



Self-Directed Care through Connections

Our newest service is Connections: an IRIS (Include, Respect, I Self-direct) consultant agency for the state of Wisconsin to provide qualified older adults and adults who have physical or developmental disabilities with a self-directed option for long-term care. Connections IRIS consultants are working with individuals in northeastern Wisconsin counties to help them create personal care plans and locate the services and support they need. Connections helps people with disabilities fulfill their goals for daily living and stay connected with their loved ones, friends and communities.



Once Isolated, Now Active in the Community

Living in a small, rundown trailer on his own, confined to a wheelchair, Doug didn't really want to make a change. Born with cerebral palsy and cognitive disabilities, Doug was emotionally attached to the place where he had lived with his mom until she died. Still, the trailer had become so dilapidated that other family members refused to visit him. It took six months for counselors from our Individualized Community Supports program to talk Doug into considering a move to a modern, clean apartment. It took another two years to find the right apartment for him. Once he felt comfortable there, he blossomed. Doug now attends local car shows, has fun at karaoke night, eats with friends at a local church, and even does his own banking. Doug's brother and his aunt now come to visit; he has reconnected with his family as well as his community.



SERVICES FOR PERSONS WITH DISABILITIES

- Case management
- Community living skills and support
- Day services
- Residential services

SERVICES FOR ADDICTION AND RECOVERY

- Case management
- Intensive outpatient treatment
- Jail programming
- Peer support services
- Taskforce coordination
- Transitional residential services

CREATING AND PRESERVING FAMILIES

The love of a family is precious and foundational to a happy life. We offer services that strive to preserve families; when that's not possible, we work to create new families through foster care and adoption.

Opening a Loving Heart

It's not surprising that a young girl whose mother was unable to parent her; whose five older siblings all lived in foster or adoptive homes; and who had moved from place to place for half of her 14 years had difficulty attaching herself to her latest foster family.

LSS foster care social workers created a web of care around the girl. The web included an understanding therapist, a supportive school environment, and the accepting attitude of her foster family. The family made it clear that they did not want her to move to another placement, but to stay with them. The foster parents received training in ways to attend to the needs of a child even when the child rejects them.

It took time and patience, but this child with the difficult past was able to open her loving heart and allow her foster parents to be her mom and dad. She learned that she could express her feelings and opinions, and that even when her foster parents disagreed with her, they would still love her.



“There are children in terrible situations. They’re not safe. They deserve a loving home to experience compassion, empathy and safety, which they may never have had.”



Last year, 100% of children in our foster care programs were safe in their foster homes.

SERVICES FOR OLDER ADULTS AND THEIR FAMILY CAREGIVERS

Case management

Community living skills and support

Day services

Residential services

SERVICES FOR CHILDREN AND FAMILIES

Adoption services for U.S., foreign-born and special needs children

Alternative education for grades 7-12, supported by special education-certified teachers

Birth to 3 services for children with developmental delays or disabilities

Child abuse and neglect education

Child care for children 6 weeks through 12 years

Counseling for birth parents considering adoption

Counseling to help children cope with divorce

Foster care for children in need of a safe, nurturing place to live

Parenting education and counseling

Runaway services for teens and their families

Service coordination for children with disabilities

Supervision services for juveniles, including home detention and electronic monitoring

Youth treatment center and group home

From Refugee to Employee

As a child in Bosnia, Bojana Bozic remembers the day that civil war came right to her door. Her home burned, and her family fled. After nearly 10 years of being displaced and distressed, her family came to the U.S., greeted at the airport in Milwaukee by two case workers from LSS. Bojana and her family spoke no English, but the case workers spoke Serbian, and she remembers their kindness as they helped the family with resources, benefits, and English language classes.

Several years later, Bojana graduated from college with a psychology degree. When LSS offered her a job as a service coordinator at an independent living facility, her mom reminded her of their family's connection to LSS. Bojana has come full circle. She now works as a case manager for victims of human trafficking who relocate to Milwaukee. "What I like best is that I actually help change someone's life every day, for the better," she said.



“Our daughters’ birthmoms mean so much to us. We came to feel like they were family members. We will always love them for their tremendous, selfless act of love!”

Sammie Fulfills a Dream

Our domestic adoption program includes open adoption, which enables birthparents to have contact through the years with the adoptive families and their child.

That’s the path chosen by Sammie. At age 15, Sammie was pregnant, frightened and disappointed in herself. With the support of her parents, she asked LSS to help her create an adoption plan for her child.

Sammie looked through the detailed portfolios of more than 70 families who wanted to adopt; she selected Colleen and Bob Gallaher to raise her child, Mary Kate. In doing so, she fulfilled the Gallahers’ dream of being a mom and dad.

In the years ahead, Sammie will continue to share messages, photos and visits with the Gallaher family and Mary Kate as she studies to become a nurse.



Last year, our domestic and international adoption programs found forever families for 86 children from the U.S. and around the globe; we also completed 358 adoptions of Wisconsin children with special needs.



Jonalyn's Journey

When Jonalyn was nine, her father dropped her off at the House of Refuge, a child care center/orphanage in Marikina City, Philippines. When she was 14, Jonalyn asked to become part of the LSS Ambassador Program.

The program, founded in 2007, finds loving homes in the U.S. for Filipino children who are in danger of aging out of the country's adoption system. The program is named for the volunteer "ambassadors," organized by LSS, who

travel to the Philippines every two years to get to know a new group of adoptable older children. They return to the U.S. to find forever families for the children.

For Jonalyn, that dream is coming true. She's in the process of being adopted by the Tomski family: mom Sharon, dad Joel, and four boys, all adopted from the Philippines. Everyone is looking forward to welcoming Jonalyn to her forever family!

INNOVATING SOCIAL SERVICES DELIVERY

Providing services that help people who are homeless find not just a home, but a more stable life; wrapping services around children dealing with the devastating effects of sexual perpetration, delinquency, victimization and substance abuse; helping people isolated by physical or behavioral issues rejoin their communities – these are some of the ways LSS demonstrates innovation in the delivery of social services.

“Our family has gained so much from the LSS Welcome Home program. They helped us find and pay for a home suitable for our children and provided us with daily essentials. They brought school clothes for our son, and helped us set goals and focus on completing them. We are so grateful!”



Everyone feels more confident wearing new clothes for the start of school, but children in foster care receive just \$150 for clothing for their entire time in the system: that doesn't go far. Our Urban Threads distribution center for brand-new, stylish clothing, donated by individuals and major retailers, helps fill the gap.

URBAN 
THREADS
BE A PART OF SOMETHING WONDERFUL!

A Chance at a Better Life

A young, homeless couple tells their story:

The main thing we had in common was that we both felt we were the worst people on earth. We felt we were a total disappointment to our families and had even considered suicide. Our families did not want us to be together, which eventually led to us becoming homeless. We made some very bad choices.

LSS didn't judge us for our past mistakes, they welcomed us. They helped us get part-time jobs, a place to live, counseling to help with our relationship issues, and coaching in decision-making so that we don't ever have to go back to jail again – an experience that neither of us wants to repeat.

We have a lot to learn before we get it right, but we want to stay together. With patience and help from LSS, we might have a chance at a better life and a real future.



At our new Winnebago County Shelter Care program for youth, 97% of the young people served indicated they were happy with the services they received.

97%
satisfaction

SERVICES THAT DEVELOP COMMUNITIES

- Clothing distribution
- Correction, restorative and re-entry services
- Daytime resource centers
- Disaster response
- Homelessness and poverty assistance
- Peer support services
- Refugee and immigration services
- Residential services
- Vocational support

SUBSIDIZED HOUSING SERVICES

- Older adults
- Persons with chronic mental illness
- Persons with developmental disabilities
- Persons with physical disabilities
- Service coordination for subsidized housing

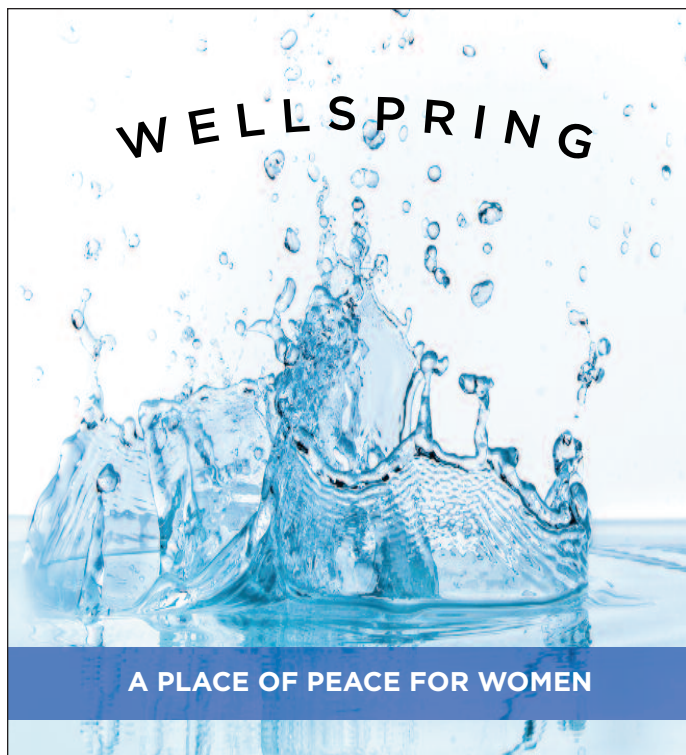
SERVING WITH SENSITIVITY

Traumatic experiences and mental illness must be acknowledged with sensitivity to how they shape and color our clients' view of the world.

Creating New Memories

Donna was referred to Wellspring, our daytime drop-in center for women in downtown Green Bay. She was homeless, living in her car and cutting herself to release stress. She had lost two babies to miscarriages, and her fiancé had died six months earlier. With no place to go, she returned to her dysfunctional childhood home, a place with traumatic memories for her. She helped her mother care for her dying father. Three days after he died, her mother kicked Donna out – again.

Wellspring connected Donna with grief support, Al-Anon, counseling to help her cope with the sexual abuse she experienced as a child, housing, financial counseling and classes that would prepare her to work as a certified nursing assistant. Today, she works full time and lives in her own comfortable apartment. She still comes to Wellspring to give and receive support and share good news about her life.



MENTAL HEALTH SERVICES

Daytime resource centers

Services for co-occurring disorders

**Financial counseling and
debt management planning**

Outpatient counseling for mental health

Outpatient counseling for substance abuse

Sexual assault victims' services

School-based counseling

Trauma-informed programming

"My LSS counselor knows depression and knows me. The sliding scale fee allows me to get help when I need it. My life has been saved. More importantly, I want to be a mother to my children!"

Sally and the Clubhouse

Sally's bipolar disorder cost her two important things: her work and her friends. She has a supportive family, but when her husband was at work and her children at school, she was lonely and depressed.

She found a support group, and some of the members told her about the Spring City Corner Clubhouse, our day center for individuals whose mental illness has affected their work and social lives. At the Clubhouse, Sally found counselors who care, fellow members on the path to success, and a chance to learn computer skills. Through the Transitional Employment Program, she used her new skills to land a rewarding job.

“I’ve regained my enthusiasm. I wake up and look forward to my day, and I have a new community of friends. What I had once lost, I’ve now regained, thanks to the Clubhouse.”



LIVING WITH DIGNITY

Really, no one had any idea what to do with Jerry, a mentally ill alcoholic who was homeless, suicidal and destructive when he drank. The staff at our Community Transition Center in Eau Claire was willing to take him into its daytime programs. Jerry rallied and now lives in his own apartment, where he enjoys being surrounded by neighbors. He recently spoke at a local university about his life as a homeless person. He is very proud of himself.



CHANGE A LIFE **TODAY**

LSS FOUNDATION

Our purpose is to develop gifts and legacies that support the work of Lutheran Social Services of Wisconsin and Upper Michigan. Established in 1977, the LSS Foundation is both the fundraising arm of LSS and a repository for estate and planned gifts that provide sustaining support.

Our volunteer Board of Directors oversees the management of endowed funds and distributions that provide a stable base of ongoing support. We receive gifts and legacies from individuals, as well as annual benevolence and special gifts from congregations of the Evangelical Lutheran Church in America. We're happy to work with individuals, families and congregations to designate gifts for specific ministries and programs of LSS.

For information or to make a gift, please contact:



Cynthia Halverson, President

cynthia.halverson@lsswis.org | 414-539-5401

Rev. James Holmberg, Director of Church Relations

james.holmberg@lsswis.org | 414-325-3069

The Foundation is a member of Lutheran Planned Giving of Wisconsin, a partnership of ELCA ministries serving Wisconsin. For information on making a legacy or planned gift in support of ministry through LSS, we encourage you to contact:

Rev. Larry Westfield, Regional Gift Planner

Lutheran Planned Giving of Wisconsin

larry.westfield@elca.org | 262-224-9574



THE MATIASH CHILDREN
from left: Shawn, Tom, Macai, Leo,
Carly, Josie, Davey and Elias

THREE BROTHERS FIND A LOVING HOME

Gifts to the Foundation support a variety of LSS programs, including domestic, international and special needs adoption. Our adoption staff finds forever families for children of all ages, including older children and groups of siblings who wish to remain together. That was the case with Leo, Macai and Davey, three brothers who joined the Matiash family after having been through some difficult transitions. The trauma of broken relationships manifested in challenges with their emotional stability, academic achievement and appropriate peer relationships. With Nick and Jody Matiash and their other five children – three biological children and two adopted – the brothers found a loving, stable home. As Jody said, “God heals in amazing ways, and one way is to provide stability in a loving home.” The love of an adoptive family can truly change the life of a child; we at LSS and the LSS Foundation are blessed to be part of the experience.



LSS Lutheran Social Services
of Wisconsin and Upper Michigan, Inc.

647 W. Virginia Street
Milwaukee, WI 53204
(800) 488-5181
(414) 281-4400

Appleton

3003-A North
Richmond Street
Appleton, WI 54911
(920) 730-1326

Beaver Dam

809 Park Avenue
Beaver Dam, WI 53916
(920) 887-3172

Eau Claire

1320 W. Clairemont
Avenue, Suite. 200
Eau Claire, WI 54701
(715) 834-2046

**Homme –
Wittenberg**

W18105 Hemlock Road
Wittenberg, WI 54499
(715) 253-2116

Janesville

612 North Randall Avenue
Janesville, WI 53545
(608) 752-7660

La Crosse

2307 South Avenue
La Crosse, WI 54601
(608) 788-5090

Madison

6314 Odana Road
Madison, WI 53719
(608) 277-0610

Marquette, MI

1029 N. Third Street
Marquette, MI 49855
(906) 226-7410

Superior

33 N. 25th Street East
Superior, WI 54880
(715) 394-2054

Wausau

115 N. Sixth Street
Wausau, WI 54403
(715) 849-3344

Affiliated with



Evangelical Lutheran Church in America
God's work. Our hands.

Member of



An agency of



Accredited by





Tenant Screening Policies

Below is an excerpt from a sample Resident Selection Plan which addresses the tenant screening policies Gorman & Company, Inc. would implement for Union Corners Grandfamily in order to achieve flexibility and accommodations for resident applicants with barriers to housing. Please note, all Tenant Selection Criteria must be in compliance with Section 42 regulations.

Screening Criteria for Applicants

In making any determination with respect to an applicant admission, Gorman & Company, Inc. (Agent) shall work with the Applicant and utilize Lutheran Social Services (LSS) as a resources so as to not reject such applicant unless a preponderance of the information available with respect to such applicant demonstrates that such applicant, if admitted, would be likely to interfere with other residents in such a manner as to diminish their enjoyment of the premises, adversely affecting their health, safety or welfare, the physical environment, or the financial stability of the Property. Relevant information respecting habits or practices to be considered for each applicant in making such determinations is as follows:

a. **Mitigating Circumstances**

In all instances where unfavorable information would cause an applicant family to fail to meet the screening criteria set forth above, best efforts will be made to obtain mitigating information from all available sources. Sources of information may include, but are not limited to, (by means of interview), landlord, employers, family social workers, parole officers, court records, drug treatment centers, clinics, physicians or police departments where warranted by particular circumstances and as allowable by law.

Consideration will be given to the time, nature, and extent of the applicant's conduct (including any reasonable explanation therefore) and to factors that might indicate a reasonable probability of favorable future conduct or financial prospects.

Other mitigating factors to be considered include the following:

- a. Negative credit information can be mitigated through third party verification, including but not limited to a creditor, of each item that (i) there has been a payment plan and a timely payment history on

such plan for the period during which such plan has been in effect (but not less than sixty days); or (ii) the applicant has disputed such debt and can provide verification of such dispute.

- b. Record of unsuitable rental history or behavior can be mitigated if applicant can show evidence of rehabilitation or participation in rehabilitation. If the evidence relates to a change in medical condition, the Agent shall have the right to request further information or refer such information to persons qualified to evaluate such evidence.
- c. Evidence of completion of rehabilitation or verification of current rehabilitation to mitigate history of one or more family members with drug or alcohol abuse; and
- d. Applicant's completion or family member's completion of a counseling and orientation program, conducted by the Agent or LSS, with respect to the applicant's responsibility relating to the lease, the rules and regulations and other policies regarding management of the Property.



Funding Leverage

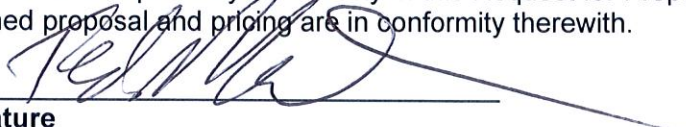
Union Corners Grandfamily is currently on track to securing all required financing. We will hear about our WHEDA award by the end of May and our goal is an early 2018 closing. Below is the list of sources for the project as well as percentage of total project costs. Please note, the requested \$525,000 is only 4% of the project sources (\$8,900 per unit and \$9,375 per low income unit). The requested funding from the County helps to ensure the targeting almost all units to individuals earning 30-60% of the County Median Income. This unit mix requires the use of many soft financing sources which is evidenced in our capital stack.

Source	Amount	% of Total Project Cost	\$/unit
Investor Equity	\$7,054,072	55%	\$119,560
First Mortgage	\$3,235,000	25%	\$54,830
Second Mortgage - CDA	\$475,000	4%	\$8,050
Cash Flow Note - CDA	\$475,000	4%	\$8,050
Cash Flow Note - AHP	\$750,000	6%	\$12,711
Remaining Gap (Dane County)	\$525,000	4%	\$8,900
Deferred Development Fee	\$297,873	2%	\$5,050
<i>Total Sources</i>	<i>\$12,811,945</i>		

RFP COVER PAGE SIGNATURE AFFIDAVIT	
NAME OF FIRM:	Gorman & Company, Inc.
STREET ADDRESS:	200 N. Main Street
CITY, STATE, ZIP	Oregon, WI 53575
CONTACT PERSON:	Ted Matkom
PHONE #:	414-617-9997
FAX #:	608-835-3922
EMAIL:	tmatkom@gormanusa.com

In signing this proposal, we also certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this proposal hereby agrees with all the terms, conditions, and specifications required by the County in this Request for Proposal, and declares that the attached proposal and pricing are in conformity therewith.

 <hr style="border: 0; border-top: 1px solid black;"/> <p>Signature</p>	<p style="text-align: center;">Wisconsin Market President</p> <hr style="border: 0; border-top: 1px solid black;"/> <p>Title</p>
<p>Ted Matkom</p> <hr style="border: 0; border-top: 1px solid black;"/> <p>Name (type or print)</p>	<p style="text-align: center;">5/2/17</p> <hr style="border: 0; border-top: 1px solid black;"/> <p>Date</p>

Addendums -This firm hereby acknowledges receipt / review of the following addendum(s) (If any)

Addendum # _____ Addendum # _____ Addendum # _____ Addendum # _____

VENDOR REGISTRATION CERTIFICATION

Per Dane County Ordinance, Section 62.15, "Any person desiring to bid on any county contract must register with the purchasing manager and pay an annual registration fee of \$20."

Your completed Vendor Registration Form and Registration Fee must be received for your bid to be considered for an award. Your bid/response may not be evaluated for failure to comply with this provision.

Complete a registration form online by visiting our web site at www.danepurchasing.com. You will be prompted to create a username and a password and you will receive a confirmation message, then log back in and complete the registration. Once your registration is complete you will receive a second confirmation. Retain your user name and password for ease of re-registration in future years.

Payment may be made via credit card on-line or by check in the mail or in person at the Purchasing Division office. If paying by check make check payable to Dane County Treasurer and indicate your federal identification number (FIN) on the subject line.

CERTIFICATION

The undersigned, for and on behalf of the **PROPOSER, BIDDER OR APPLICANT** named herein, certifies as follows:

- This firm is a paid, registered vendor with Dane County in accordance with the bid terms and conditions.

Vendor Number # 20377

Paid until 4/25/18

Date Signed: 5/2/17



Officer or Authorized Agent

Gorman & Company, Inc.
Business Name

REFERENCE DATA SHEET	
Provide company name, address, contact person, telephone number, and appropriate information on the product(s) and/or service(s) used for three (3) or more installations/services with requirements similar to those included in this solicitation document	
NAME OF FIRM:	City of Milwaukee - Housing and Neighborhood Development
STREET ADDRESS:	200 E. Wells St. City Hall Rm. 201
CITY, STATE, ZIP	Milwaukee, WI 53202
CONTACT PERSON:	Maria Prioletta, Manager EMAIL: Maria.Prioletta@milwaukee.gov
PHONE #:	(414)286-5903 FAX #:
Product(s) and/or Service(s) Used:	Real Estate Development - Tax Credit
NAME OF FIRM:	City of Madison Planning Department
STREET ADDRESS:	215 Martin Luther King Jr. Blvd., Rm. LL100
CITY, STATE, ZIP	Madison, WI 53703
CONTACT PERSON:	Natalie Erdman, Director EMAIL: nerdman@cityofmadison.com
PHONE #:	(608) 267-1992 FAX #:
Product(s) and/or Service(s) Used:	Real Estate Development - Tax Credit
NAME OF FIRM:	City of Jefferson
STREET ADDRESS:	317 S. Main St.
CITY, STATE, ZIP	Jefferson, WI 53549
CONTACT PERSON:	Tim Freitag, City Administrator EMAIL: tfreitag@jeffersonwis.com
PHONE #:	608-674-7700 FAX #:
Product(s) and/or Service(s) Used:	Real Estate Development - Tax Credit

Designation of Confidential and Proprietary Information

The attached material submitted in response to this Response includes proprietary and confidential information which qualifies as a trade secret, as provided in Sect 19.36(5), Wisconsin State Statutes, or is otherwise material that can be kept confidential under the Wisconsin Open Records law. As such, we ask that certain pages, as indicated below, of this response be treated as confidential material and not be released without our written approval. Attach additional sheets if needed.

Section	Page Number	Topic

Check mark : This firm is not designating any information as proprietary and confidential which qualifies as trade secret.

Prices always become public information when responses are opened, and therefore cannot be designated as confidential.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in Sect. 134(80)(1)(c) Wis. State Statutes, as follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

In the event the Designation of Confidentiality of this information is challenged, the undersigned hereby agrees to provide legal counsel or other necessary assistance to defend the Designation of Confidentiality.

Failure to include this form in the response may mean that all information provided as part of the response will be open to examination or copying. The County considers other markings of confidential in the response document to be insufficient. The undersigned agree to hold the County harmless for any damages arising out of the release of any material unless they are specifically identified above.


Signature

Ted Matkom
Name (type or print)

Wisconsin Market President
Title

5/2/17
Date