

Response to Request for Proposals

RFP #117073

Mixed Income, Mixed Use, Multi Family
Development



Valor on Washington

Gorman & Company, Inc.
Dryhootch




September 8, 2017



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

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.



Signature

WI Market President
Title

Ted Matkom

Name (type or print)

9/7/17
Date

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

Addendum #1____ Addendum #2____ Addendum #3____ Addendum #4____

LOCAL VENDOR PURCHASING PREFERENCE	
Are you claiming a local purchasing preference under DCO 25.11(8)?	
<input type="checkbox"/> No (continue to next page) <input checked="" type="checkbox"/> Yes (complete remainder of this section)	
Indicate if your company has an established place of business located in any of the following Wisconsin Counties. An established place of business means a physical office, plant or other facility. A post office box address does not qualify your company as a Local Vendor. DCO 25.04(7h)	
We are claiming a preference as a Dane County Business	<input checked="" type="checkbox"/> Dane County
We are claiming a preference as a business located in a county adjacent to Dane County:	
<input type="checkbox"/> Columbia County <input type="checkbox"/> Dodge County <input type="checkbox"/> Green County <input type="checkbox"/> Iowa County <input type="checkbox"/> Jefferson County <input type="checkbox"/> Rock County <input type="checkbox"/> Sauk County	



Introduction

Valor at Washington

1314, 1318 and 1326 East Washington Avenue, Madison, WI

The proposed **Valor on Washington** project is a new construction development consisting of a mix of affordable and market-rate units for families. Specifically, this development will target veteran families. While a variety of housing developments and housing services exist in Dane County for the single adult male veteran population, there is a real gap in housing for veteran families with children. The project will include 64 total units total in one five-story building. Our proposal is modeled after a sister Gorman & Company development in Tempe, Arizona which also targets veteran families, known as Valor on Eighth. This development obtained a 9% tax credit award along with other soft funding in 2016. Valor on Eighth will be complete in November and currently has an interest list of over 100 people, including many veterans. It will open fully leased and is a testament to the core void the development will fill - qualify, affordable housing for veterans with families. Valor on Washington will also serve this need. Even just an average family with a veteran parent needs access to services, housing, and the community of fellow veterans.

The Valor on Washington project includes a partnership with **Dryhootch** to co-develop and provide supportive services. Dryhootch is a nonprofit organization, formed with the mission of creating safe, comfortable places where Veterans can gather informally in a drug- and alcohol-free environment. Dryhootch was founded by Robert Curry, a Vietnam veteran who was recognized by the White House in 2012 as a Champion of Change in the veterans' community. The Dryhootch name originates from "hootch," a military word for sleeping places during combat and "dry," meaning no alcohol or drugs.

Dryhootch will provide a variety of veteran services and support on-site for both residents and non-residents at Valor on Washington. We are also in communication with other veteran organizations in Dane County including the Dane County Veterans Service Office and the VA. Space on the first floor has been designed to accommodate these services. In addition, Dryhootch will take on an ownership role in this development and will truly serve as a non-profit partner from start to finish.

Valor on Washington includes approximately 11,000 square feet of space for Dryhootch on the first floor, along with a lobby and common area for the apartments. Dryhootch has designed their floor plan to include a coffee house, workshop, designated fitness room, offices, group rooms, and flexible service space.

The upper floors feature 64 apartment units total, consisting of (40) two-bedroom and (24) three-bedroom units. Covered parking will be on the first floor and mezzanine, totaling 77

parking stalls - 12 of which will be reserved for Dryhootch’s use, with the remaining 65 spaces for residents. Valor on Washington will include an on-site leasing office, community room, fitness room, and storage units for residents. Apartment units will feature an open concept design with a large kitchen and living space, energy efficient appliances, in-unit washer/dryers, and modern finishes. The building will be developed in compliance with accessibility standards of the Fair Housing Act and Section 504, and will include universal design features so that units are accessible to residents with disabilities.

An outdoor amenity area will be located to the rear of the site, which may include raised garden beds, a play area, and outdoor seating space. A green roof patio located above the Dryhootch space would provide additional outdoor space for residents as well.

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

Bedrooms	Set-Aside	# of Units	Utility Allowance	Tenant Rent	Gross Rent	Section 42 Limit
2	30%	1	\$95	\$480	\$575	\$575
2	50%	26	\$95	\$815	\$910	\$958
2	60%	7	\$95	\$1,000	\$1,095	\$1,150
2	Market	6		\$1,275		
3	30%	12	\$105	\$555	\$660	\$664
3	60%	8	\$105	\$1,160	\$1,265	\$1,329
3	Market	4		\$1,475		
Total		64				

We believe the mission and structure of the Valor on Washington development 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 Dryhootch to the team further strengthens the project team and provides for more extensive services to residents.

Project Description

Valor on Washington will feature a ground floor location for Dryhootch to operate, including space for supportive services, a workshop, a fitness room, and a community room for gathering. The affordable apartments located above the Dryhootch space will be targeted to Veterans and their families, offering a unique opportunity for Veterans to live and have a peer support network within the same building.

The development furthers Dane County's goal to expand the availability of low-income housing units to serve specific target populations, including units targeted to veterans, the disabled, and families with a range of income levels. The project includes 20% of the units being targeting to a CMI of 30% or less. There is a shortage of affordable large family units within Dane County, particularly at very affordable rent levels. Our proposal includes 12 three-bedroom units at 30% AMI. The project's geography is located in close proximity to established neighborhoods and to area employers, including Downtown.

Proportion of Affordable Units to Market Rate Units

The project will incorporate 10 market rate units that total 16% of the total units. The above unit mix maximizes scoring for a variety of funding sources available to affordable housing development while also ensuring market feasibility. While we would be supportive of fewer market rate units, we need to ensure that the development is competitive in WHEDA's 9% application round which gives points for including market rate units

Projects That Have a Long-term Affordability Requirement of Longer Than 30 Years

Gorman & Company is committed to long-term affordability at this site for at least 30 years. The project will be subject to a 30-year Land Use Restriction Agreement (LURA) that is tied to the WHEDA tax credits and may also be subject to other affordability restrictions tied to additional gap financing sources.

Sustainability & Energy Efficiency

Gorman's planning and design aligns with Wisconsin Green Built Home criteria. Green building features generally include items such as hard surface flooring, dual flush toilets, low flow plumbing fixtures, high reflectivity roofing, Energy Star appliances and energy efficient windows and doors. Gorman's integrated design process includes high energy efficiency, sustainable building materials wherever possible and low environmental impact development techniques. In addition, the development's location in a very walkable area with access to public transportation and bike trails lends itself to sustainable living.

Innovative Project Design

Valor on Washington will be intentionally designed with the target population of veterans in mind. The project will be developed with a sense of community, vitality, and openness. Thoughtful and careful arrangement of the Dryhooch space, residential areas, parking, and green space are critical to creating as successful development.

Innovative Approaches to Affordability

Valor on Washington will offer a unique opportunity for Veterans to live and have a peer support network within the same building. Gorman's long-term partnership with Dryhooch is a critical component of the mixed-use development. The project includes large two- and three-bedroom units within a community environment for families at a variety of income levels.

Family-Friendly, Functional, and Accessible Green Space

An outdoor amenity area will be located to the rear of the site, which may include raised garden beds, a play area, and outdoor seating space. This area will be designated non-smoking, as will the apartment units. A green roof patio located above the Dryhooch space would provide additional outdoor space for residents as well. This space will feature outdoor gathering space, additional space for garden beds, and excellent views of the downtown.



Development Team Background

Gorman & Company, Inc. will be partnering with Dryhootch on the Valor on Washington development. Dryhootch will serve as the 51% non-profit partner with Gorman making up 49%. Gorman & Company, Inc. will serve as co-developer, architect, general contractor, and property manager. Below is additional info about Dryhootch and Gorman.

Dryhootch

Dryhootch is a nonprofit organization, formed with the mission of creating safe, comfortable places where Veterans can gather informally in a drug- and alcohol-free environment. We support Veterans and Veteran families, and encourage Veterans to interact with the community as a whole through a peer support model. We have several locations in Milwaukee and Madison that act as safe places where vets can go to get through life after service and after war. Our goal is to help vets find peace during peacetime where they can work to build, support and strengthen their families and help them to interact and reconnect with civilian society. The one aspect that has been missing from our model is a mixed-use housing development where vets can reside at the same location where we build our peer support model. Additional information can be found on our website at www.dryhootch.org and we have included some excerpts at the end of this section.

Gorman & Company, Inc.

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.

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.

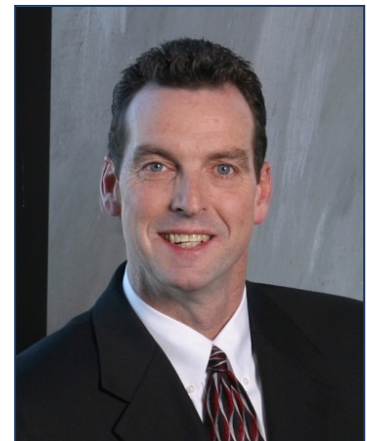
In 1984 Mr. Gorman formed a firm for the purpose of developing and syndicating multifamily real estate projects. After the passage of the Tax Reform Act of 1986, Mr. Gorman specialized in the development of affordable multifamily rental communities utilizing the tax credit created by Section 42 of the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



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. 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

Valor on Eighth

1001 E. 8th St., Tempe, AZ



Project Details	
Number of Units	50
Unit Types	1BR, 2BR, 3BR
Income Restrictions	40%, 50%, 60% AMI, Market
Development Type	Affordable Rental

Key Dates	
Selected as Developer	2014
Closing	Oct 2016
Placed in Service	Oct 2017

Gorman & Company, in partnership with the City of Tempe and The ARM of Save the Family Foundation, is developing Valor on Eighth which will provide affordable housing as well as extensive supportive services targeting female veterans and veteran families with children. What sets this veteran housing development apart is that most others in the valley target single males while Valor on Eighth is built for individuals and families alike. Our supportive service provider, Save the Family Foundation, will be providing on-site services focused on the needs of our residents, including before and after school care, computer training, job training and search assistance, credit and financial counseling, as well as a plethora of other services. Common area amenities will include a park area on the ground floor with a playground, picnic tables, grills and bike racks, along with a second floor hardscaped amenity deck overlooking the park area.

Financing Sources and Amounts	
First Mortgage	\$1,430,000
Section 42 - LIHTC - 9% Tax Credits	\$11,329,000
HOME Funds	\$318,722
State Housing Funds	\$750,000
Deferred Developer Fee	\$499,288
Total Project Construction Costs	\$10,615,352
Total Project Development Costs	\$14,327,020
<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>	

Esperanza En Escalante
3700 S. Calle Polar, Tucson, AZ



Project Details	
Number of Units	44
Unit Types	1BR
Income Restrictions	30%, 50%, 60% AMI
Development Type	Affordable Rental

Key Dates	
Selected as Developer	2015
Closing	2016
Placed in Service	Jun 2017

Esperanza En Escalante is designed to serve chronically homeless veterans in Tucson and Pima County. This project is located on a 17-acre campus and delivers 44 new units of permanent supportive housing in addition to 75 existing units of two-year transitional housing on site. The units will be 100% accessible to the physically disabled and 80% of the units will house veterans aged 55 and over. There are large, open-space amenities such as a ramada with barbecue grills and picnic tables, as well as a large multi-purpose community room with space for case management and counseling, and medical services.

Co-developer Esperanza En Escalante, a non-profit housing development and social service provider, will assist residents in becoming self-sufficient, achieving and maintaining independent living, and embracing healthy and positive lifestyle choices. Services include case management, transportation, wellness programs, job readiness groups, assistance in obtaining earned benefits, counseling, nutrition education and other individual services as necessary. They will also provide basic on-site health services with monthly wellness checks, assistance managing medications, making appointments and assistance applying for VA and SSA disability benefits.

Financing Sources and Amounts	
Section 42 - LIHTC - 9% Tax Credits	\$7,507,000
First Mortgage	\$863,000
City HOME Funds	\$681,000
Home Depot	\$200,000
AHP	\$635,387
Total Development Costs	\$9,886,387
<i>Investor – Boston Capital</i>	

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>	

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

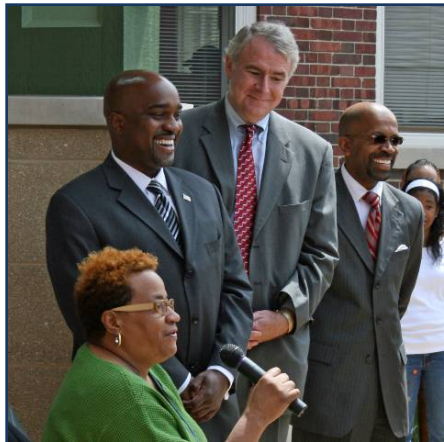
Gary J. Gorman started Gorman & Company in 1984 to develop, syndicate, and manage multifamily housing properties. Gorman & Company has become one of the largest and most respected multifamily development firms in the region. Currently Gorman & Company employs over 250 individuals.

Gorman & Company has been ranked the 10th 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 added 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 opened in spring of 2017.



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, a 30 year old development company that specializes in revitalizing communities through innovative housing partnerships. Since expanding Gorman to the Colorado marketplace in 2014, Ms. Crangle has initiated three mixed-use, urban infill revitalization projects. The first of these was completed in winter 2016 in Denver. She also assisted in a Workforce Housing development recently completed 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 \$150 million to accomplish six phases at the site. Kimball is a certified CCIM, active in ULI, and on the Boards of the Women's Bean Project, Colorado NAHRO and a founding member of All in Denver.

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.

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.

EMILY FRANCIS DEVELOPMENT COORDINATOR

Emily Francis joined Gorman & Company in 2014. In her role, Ms. Francis 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. Francis worked extensively in affordable housing policy and development in nonprofits in Chicago. Ms. Francis holds a B.A. in Sociology and Spanish from Beloit College and a Master's Degree in Urban Planning and Policy from the University of Illinois at Chicago.

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.

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.

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. 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.

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.





Dryhootch 2016-17 Report

A Peer Based community nonprofit whose mission is to

“helping the veteran & their family who survived the war, survive the peace”



“a place for veterans, their family, & the community to reconnect”

VETERAN PEER SUPPORT – THE DRYHOOTCH CORNERSTONE

Veterans and their family members do not always acknowledge problems related to deployment. They often deny the need or want for help. Dryhootch provides individual and group peer support services on various topics such as Post Traumatic Stress (PTS), addiction, family support, suicide, financial readiness, and legal support. We work closely with VA Hospitals, government agencies, the court system, health-care providers, and other non-profit organizations to assist Veterans and families in obtaining the support they need to improve the quality of their lives. We walk alongside veterans during their transition home in order to help ease their journey. Current Peer Support Groups:

Veterans Over Sixty	Acupuncture	Chess Club	MyHome House
NAMI Homefront	Reiki	Narcotics Anonymous	Project Bridge
Open Mic Night at Brady	Massage Therapy	Alcoholics Anonymous	Women Warriors
Mindful Meditation	Artful Warriors	All Addictions Anonymous	Military Family Play Groups
Domestic Violence Support	Military Support PTSD	Veterans Treatment Initiative	Morale Injury Group
Employment Support	Family Resource Center	Caregiver Support Group	Brat Pack

Dryhootch was founded in 2008 and began by selling coffee out of a tent at the “Reclaiming Our Heritage” military re-enactment event held on the Milwaukee VA grounds. In 2009 it received a Healthier Wisconsin Partnership Program (HWPP) Development grant from the Medical College of Wisconsin (MCW). This grant formalized the Dryhootch/VA/MCW community-academic partnership and enabled the organization to survey over 800 veterans in the community (non-clinical sample) to establish community-based service needs and preferences. Dryhootch converted a truck to serve as a mobile coffee and outreach platform at community events. In August of 2009, Dryhootch began offering peer mentor training and programming. In September, an interactive, social media based website was built, which currently enjoys a membership of 1,436 individuals from the veteran community, family members, and others interested in veteran related topics.



Brady Street – Dryhootch was founded with a borrowed tent in 2008. At the beginning of 2012 Dryhootch was up & running in its own building on Brady Street in Milwaukee’s east side. Neighborhoods close to where younger veterans were returning home to live as well as attending the University of Wisconsin, Marquette, MSOE, etc. This center has quickly filled with programs and services. The outside courtyard serves as both a place of solitude, an area for programs & events, and a great place to enjoy music and a great cup of coffee.



The Forward Operating Base (FOB) - In 2012, the FOB opened across from the Milwaukee VA Hospital. In addition to offering a safe social coffee space for music, arts, and conversation the FOB also provides an enhanced peer model with expanded peer support programs including legal services, employment, and housing. Within one year of opening the FOB the demand for services required us to double in size; all of the supplies/material for expansion were donated by the community. **FOBs have now opened in Waukesha, Madison, and Chicago.**



Warrior Summits – In 2009, Dryhootch took the lead in partnership with many other organizations such as: Mental Health America, National Alliance on Mental Illness, Easter Seals, government agencies, the VA, and medical schools to launch the first of many Wisconsin Warrior Summits. Over 400 community members which include: mental health providers, social workers, law enforcement officers, clergy, veterans, and family members regularly attend these highly regarded summits. In 2013, staff from the US Senate Veterans Committee visited Wisconsin to learn more about the Wisconsin Warrior Summit, as it is one of a kind in the country.



Dryhootch Operation Immersion – The first partnership with Milwaukee County Mental Health and the Wisconsin National Guard provided Military Cultural training to civilian mental health providers so they can better understand the complex nature of our veterans’ issues and needs. From 1/2 day to full-day seminars to actually living in a barracks, Dryhootch Operation Immersion can be tailored to meet the needs of any community.



Family Resource Center – The first to sense problems in a veteran returning from combat is often a family member. However, they are not eligible to receive help from the VA. During deployment took on the responsibility of supporting the home front, with the daily pressure of worrying about the safety of their loved one. With community partnerships we are establishing Brady Street as our first Family Resource Center, with peer-led programs for family members to participate in. These services include support for spousal abuse, addiction, legal help, financial education, benefits info, and referrals and insight into how to support their struggling veteran.

Veterans Court - Dryhootch took the lead working with community partners to bring the Veterans Court to Milwaukee County. We are working to expand these needed resources wherever we are.



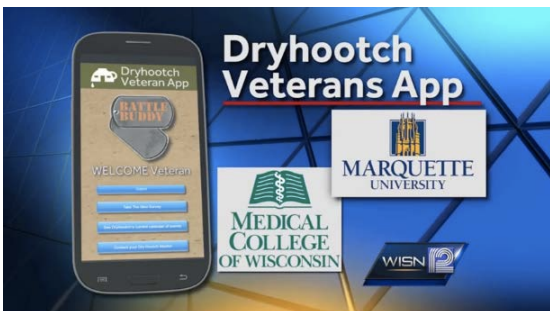
White House Champion of Change - On May 22nd, 2012, Bob Curry, combat veteran and founder of Dryhootch and his wife, June, were honored as a Champion of Change by the White House for the ground breaking work in “helping our veterans & their families who survived the war, survive the peace.” Bob’s blogs on veteran issues and addiction appear on the White House web site.

The Bob Woodruff Foundation- In 2014 & again in 2015, Dryhootch was selected by The Bob Woodruff foundation as a leading non-profit organization dedicated to ensure injured service members and their families are thriving long after they return home from war.



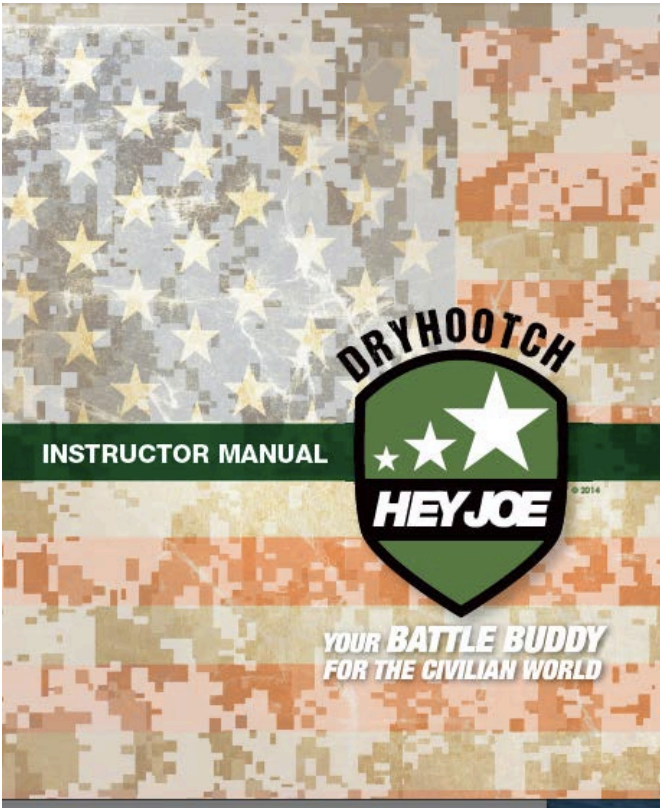
US Department of Health – SAMHSA has chosen Dryhootch to participate in two 4-year grants working with veterans. Over 800 veterans struggling with PTSD, addiction, legal issues, homelessness, and other reintegration issues have participated in our peer systems. The federal GIPR reports show significant success in helping veterans on our veteran peer programs show significant success in helping our veterans. New SAMHSA grants will focus on strengthening partnerships with other non profit organizations and healthcare resources.

In the four years of the SAMHSA grants, using the Federal Governments GIPRS reporting system, the results of our working with over 800 veterans were staggering. Meeting all of SAMHSA’s criteria, veterans who entered our peer system, six months later; those who experienced trouble controlling violent behavior declined 33.3%; who experienced depression declined 36.5%; who are now employed or attending school increased 88.9%; and who now do not use alcohol or illegal drugs increased 24.2%. Ask us for more information on why Dryhootch works.



iPeer & Battle Buddy Project – With a second grant from HWPP, Dryhootch, the Medical College of Wisconsin, and Marquette University partnered to create iPeer training programs and the first smart app that helps peers proactively assist veterans before their journey turns to suicide or re-addiction. This application has already received national attention. With young veterans living in today’s virtual space, we will continue to expand our peer programs to reach veterans when they need assistance, no matter where they are.

Partners – We partner with the best agencies helping veterans & families today. These include:





Dryhootch of America Inc.
Milwaukee, Waukesha, Madison, Chicago www.dryhootch.org

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Dryhootch-MCW partnership serves veterans, garners awards

The current success of a long-standing partnership between a veteran-serving agency and Medical College of Wisconsin (MCW) faculty members Jeffrey Whittle, MD, and Zeno Franco, PhD, began with a shared vision.

In 2006, Jeffrey Whittle, MD, staff physician at the Clement J. Zablocki VA Medical Center in Milwaukee, and Professor of Medicine (General Internal Medicine) at MCW, began investigating how a patient empowerment approach to hypertension management could be applied to mental health, particularly in the treatment of combat veterans.

Just a few miles away, Vietnam veteran Robert Curry was beginning to make his dreams of a safe haven for troubled veterans a reality. It would be called Dryhootch of America, a nonprofit organization designed to "help veterans and their families who survived the war, survive the peace."

"Call it whatever you will – karma or divine intervention – but it was huge that we found each other," Curry said. "Dr. Whittle came knocking at our door at the same time we were trying to get our legs up. It's scary being a pioneer, but it's less of a risk when you have an established institution like the Medical College on your side."

In 2009, Dryhootch received the first of two Healthier Wisconsin Partnership Program (HWPP) grants from MCW's Advancing a Healthier Wisconsin endowment. The goal was to help provide community outreach to veterans and their families by establishing a safe, social gathering space and peer support from trained veterans. Dr. Whittle was the primary investigator of the pilot grant and remains a partner on the project today.

"Doctors can tell patients about healthy behaviors, but that's often not enough," Dr. Whittle said, "Peers offer valuable advice on how to achieve good health. They can share their success stories and offer encouragement."

Many veterans suffer from preventable illnesses such as heart disease and certain cancers because of unrelated physical and mental problems that are exacerbated by post-traumatic stress disorder, addictions and unhealthy lifestyles. As part of the first grant, Dryhootch and Dr. Whittle conducted a survey and found that VA services are underused by some of the highest-risk veterans, especially those who lack social support or are affected by undiagnosed mental illness.

Dryhootch is a coffee shop that offers veterans free access to peer mentor support and information about available health care and social services. "Dry" refers to the fact that it is free of alcohol or drugs. "Hootch" is the military term for a hut or other safe place to sleep. The organization is run by and for veterans and their extended families.

Zeno Franco, PhD, Assistant Professor of Family and Community Medicine at MCW, is the primary academic partner on the second HWPP grant: "Dryhootch iPeer – A Social and Technology Support Program for Veteran Mental Health." This phase of the project builds on what Dr. Whittle and Curry started by using smartphone technology to improve access to peer support for younger veterans on college campuses who may be struggling with civilian reintegration. The project is responding to the needs of these veterans for "on-the-go" services that are available remotely, better fitting their busy work, family and school schedules than traditional outreach options.

"Walking into a VA hospital can be intimidating, especially for veterans returning from Afghanistan and Iraq who feel out of place among older vets. But what if they could first go someplace safe to meet others who are on the same journey? Eventually they'll feel comfortable seeking programs and services offered by their VA," Dr. Franco said.

In 2014, this partnership's important work received national recognition and support in the form of two additional grants to help expand peer mentoring efforts for veterans. The Substance Abuse and Mental Health Services Administration awarded \$100,000 to enhance the infrastructure of organizations serving veterans through peer mentoring. The Bob Woodruff Foundation provided \$50,000 to setup additional outreach locations and support technology-based outreach.

Bob Woodruff began his foundation after recovering from injuries sustained in a roadside bombing that occurred while he reported on the war in Iraq in 2006. The foundation's mission is to help veterans thrive after returning from combat to their homes and families.



Contact Us

Advancing a Healthier Wisconsin Endowment Research and Education Program (REP)
 P: 414.955.8075 | E: ahw@mcw.edu

Advancing a Healthier Wisconsin Endowment Healthier Wisconsin Partnership Program (HWPP)
 P: 414.955.4350 | E: healthierwisconsin@mcw.edu

(<http://www.dryhootch.org/start-a-fob>)

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My Home Housing

Dryhootch has a supportive environment in the form of a coffee shop. Here, a Veteran (and members of their family) can come enjoy a cup of coffee, some music, art, and the camaraderie of others. They learn of the programs available to them - which can aid in their transition home - while enjoying the support of those who have already navigated the same path home. It eases them into the programs or services they need, without the stigma of a “disorder.”

In several of our locations, we have partnership with government agencies and other nonprofits that can get a veteran and his/her family into housing. My Home Housing Program strives to provide homelessness veterans residents in need with a safety net, decent and safe affordable housing.

Dryhootch works with properties managements and private landlords on housing our homeless veterans under the vouchers of My Home Housing Program.

Each veteran will work with a case manager on becoming self-efficient in the program. The program includes one-on-one schedule appointment weekly and two home visit per month.

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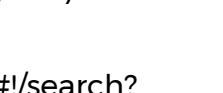
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The Dryhootch Family Resource Center was developed as a holistic approach to meeting the needs of veteran family members. Peer support is the cornerstone behind everything we do at Dryhootch. Therefore, the Family Resource Center mimics the same peer support model that Dryhootch uses to support veterans.

Our vision is to improve the overall health and well-being of veteran family members through peer support services, connections with other veteran family members, and addressing unmet physical and mental health needs. We will provide veteran family members with peer to peer support as they transition, alongside their veteran family member, from military service to the civilian lifestyle.

There are three program areas that fall under the Family Resource Center:

- 1) Family Peer Support**
- 2) Community & Social Activities**
- 3) Health & Wellness**

1) Family Peer Support. Just like veterans, veteran family members have unique experiences that non-military family members do not understand. Our family peers are trained to share their own experiences, struggles, and successes in order to model that treatment works, recovery is possible, there is hope, and people are not alone.

- Mentors listen and empathize and connect people to valuable resources and support programs.
- Mentors empower others to move forward along the path of recovery.
- Mentors provide a listening, empathetic ear to individuals/families dealing with mental health issues.
- Mentors make referrals to community providers in the areas of education, financial resources, medical/healthcare, employment and housing services, legal support, mental health services, domestic violence support, addiction, benefits info, and referrals and insight into how to support their struggling veteran.

2) Community & Social Activities. Veteran family members are often over-looked and forgotten while their veteran family member is deployed or transitioning from military service to the civilian lifestyle. They feel isolated and misunderstood and struggle with mental health issues, addiction, and family relationship issues. Veteran family members often have a difficult time relating to non-veteran families. We encourage participation in community and social events with other veteran family members. Through the Family Resource Center we will offer regular family support groups, social gatherings, and respite opportunities available through our community partners.

3) Health & Wellness. Veteran family members are not eligible to receive care through the VA and many do not have healthcare coverage. Many do not have a regular healthcare or dental provider and have not had a regular check-up in more than two years. Veteran family members often express that their own physical and mental health and well-being are challenged. It is also very common that veteran family members suffer from depression and anxiety disorders, feel stressed, and lonely. One of our goals through the Family Resource Center is to increase the health and wellness of veteran family members.

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The Dryhootch Deployment to Employment (D2E) Program will support and assist veterans in their journey to finding meaningful employment that not only provides sustenance for their families, but is challenging, fulfilling and aligned with their values.

We believe wholeheartedly in the peer to peer support model therefore, value the time, skills, and expert opinions of our veteran peer mentors who are responsible for guiding veterans through their employment journey.

We also recognize the importance of a community that has employers who understand military culture and offer veteran-friendly workforce environments. We will highlight these employers by assisting them in hiring top-notch, talented and committed veterans.

Our goal through the D2E Program is to build community awareness of the unique skills and talents of veterans and the benefits of hiring them which will ultimately decrease unemployment and underemployment among veterans living in the communities in which we serve.

FEATURED EMPLOYERS (click photo for more info)



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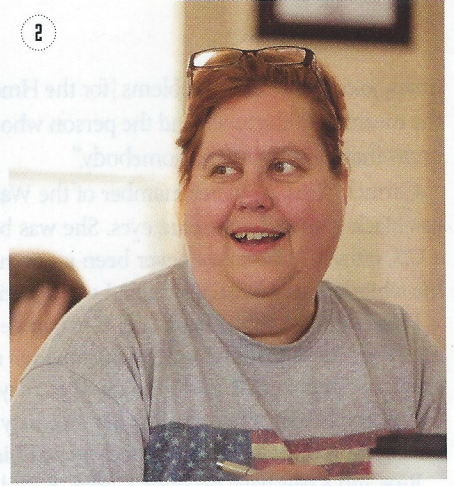
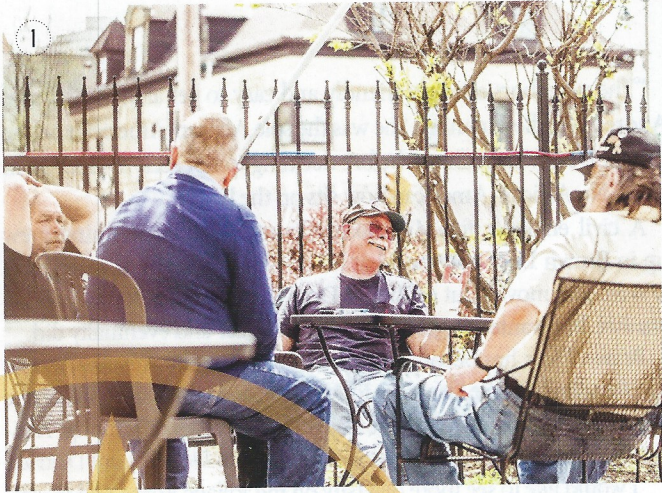
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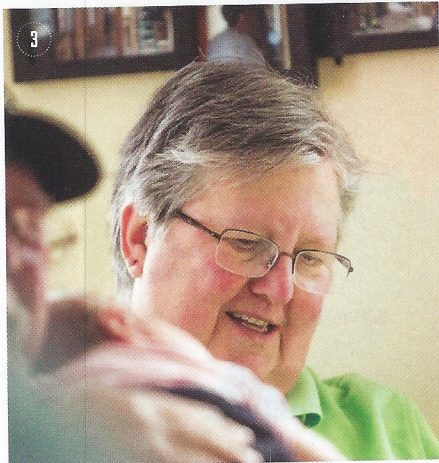
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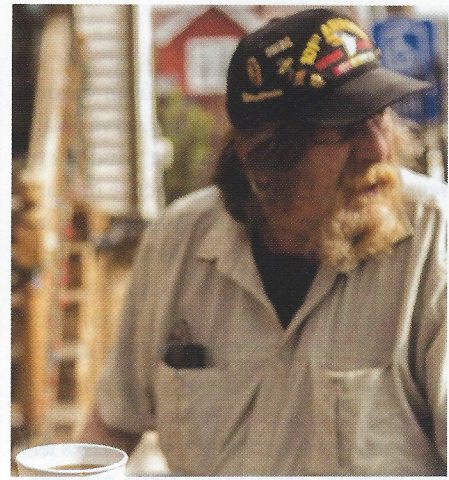


ON COMMON GROUNDS

On the same street where Milwaukee once condemned war, warriors now gather to bind up unseen wounds inside a caffeinated oasis called Dryhooch.

BY HOWIE MAGNER ★ PHOTOS BY ADAM RYAN MORRIS





BEFORE FIGHTING IN Viet-

nam, Dan Van Buskirk had planned to join the Peace Corps. But his father and grandfather, veterans of the first two world wars, said they'd prefer he served his country in the military. So he enlisted in the Marines and became a recon sniper, one who prayed not only for himself and his buddies, but also for the enemies in his rifle's sights.

"I prayed to know that we were all saved," says Van Buskirk, a soft-spoken man of 65 whose hair and close-trimmed beard have both gone gray. "I took that on all my missions. And I really felt the power of prayer protected us a lot."

But not everyone. Twice, his combat teams were decimated, once when he was too inexperienced to join a specific mission, a second time when he was off on a separate assignment. "That's just something I never really got over," he says. "But other than that, we got through it." Which is different from being unscathed by it.

"The toughest mission of the combat veteran is getting their joy back," he says. He returned home to bouts with post-traumatic stress disorder, and those led to bouts of employment uncertainty, sleepless nights and the end of a 21-year marriage.

These days, Van Buskirk thinks he's found his joy again, and for good. Treatment and medication helped, but the tipping point may have been discovering how much strumming six strings could help. So in 2007, he co-founded a nonprofit endeavor called Guitars for Vets, which paired military veterans with guitar teachers, and in many cases, guitars. He hopes to do something similar with another endeavor, this one centered not on guitars, but dogs.

Van Buskirk was walking point on a jungle patrol in Vietnam some 45 years ago, when a German shepherd blocked him from taking another step. And because of that, he didn't trip a booby-trapped grenade. Another time, he was with troops traversing a rice paddy, very much out in

the open, dog alongside. The pooch's ears perked up. Van Buskirk instinctively hit the deck. Bullets pierced the air where his chest had been moments earlier.

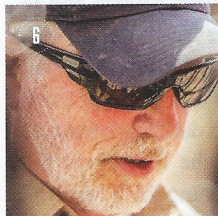
"So a dog saved my life twice," he says.

Coming full circle in a way, he has founded HAVEN – Hounds and Vets Empowered Now – the idea being to match homeless or sheltered dogs with veterans, letting them help each other.

Van Buskirk shares all of this across a typical coffee shop table inside an atypical coffee shop. He does so with a relaxed demeanor, one he admits isn't always present when he's out in public. But in this environment, there's no nervousness. "Because there are other vets here," he says.

Stenciled along one edge of the white-washed wooden surface is the word "Dryhootch," and underneath that, a motto: "Great coffee... A greater cause."

On the walls around him are reminders of that cause: a camouflaged combat helmet; a folded American flag that once flew over



DEPLOYED TO DRYHOOTCH

1. On the sun-drenched patio.
2. Air Force veteran Vera Roddy.
3. Marine veteran Linda Dancker.
4. Army veteran and Dryhootch founder Bob Curry.
5. Army National Guard veteran Nicole Hyke-Cintron.
6. Marine veteran and Guitars for Vets co-founder Dan Van Buskirk.
7. Dryhootch employee Liz Faraglia.

Baghdad; a display of patches from various armed forces units; a blue star service flag, the kind families hang in their windows to represent a relative who's on active military duty. Near the entrance is a bulletin board covered with fliers, brochures and posters, their subjects running the gamut from poetry readings to Alcoholics Anonymous meetings and the most poignant of suicide statistics. "Every 65 minutes," reads one prominent banner, "a Vet commits suicide."

At other tables, some of Van Buskirk's fellow veterans, and perhaps some non-vets, sip on coffee and tea. They are comfortable in this place, a caffeinated oasis where they can chat with people who know just what they've been through, where they share in each other's troubles, and in each other's joy.



TO GET THERE. just walk toward the flags, Stars and Stripes on top, POW/MIA just below.

They flutter near Brady Street and Humboldt Avenue, across from Glorioso's Italian Market and Art Smart's Dart Mart, next door to the Zoom Room dog-training facility. They guard the type of nondescript two-story building that's easily missed if you're not looking for it, set back from the street in a semi-fenced-off compound.

But the engraved brick pavers leading from sidewalk to front door serve as an open invitation, to veterans and civilians alike. They wind through a large patio with metal tables and chairs. Names gracing many of the bricks, most accompanied by a military rank or branch, declare their silent support of the endeavor beyond. Up the wooden barracks-like steps and beyond the doorway, you'll find a small café.

Men and women occupy some of the half-dozen tables, including the larger, wooden square table in the center. Patrons place their orders from a simple counter, and if the order is coffee, it's filled with the juice from Stone Creek's beans. A few baked goods are available, too, but they can be tough sells, because chances are someone has brought free cookies or cake to share. Instead of the requisite tip jar, the counter holds a collection bin for donations to Dryhootch, and it is a metal ammo box. Customers who want a bag of coffee beans choose how they want it labeled: Marine

Mud, Army Bunker Brew, Navy Destroyer, Air Force JP4 Jet Fuel, Coast Guard Seizure or VA Transfusion. It's all the same coffee, but "99 percent of the time," says Dryhootch employee Liz Faraglia, "they care about which label."

A hallway at the back of the café leads to a stairway, which heads up to more private environs. The hall passes a bathroom that serves both genders, necessitating a sign above the toilet with Uncle Sam pointing straight ahead: "I want you," he declares, "to put the seat down. Please respect our women veterans and patrons."

Starting
Dryhootch "was
the only way
that I could
live with
myself,"
founder Bob
Curry says.
"To me, this
is payback."

Upstairs, Bob Curry settles into a brown, cushiony couch. Several other plush chairs and sofas encircle a coffee table, eschewing the café environment for more of a clubhouse feel. Often, veterans' support groups hold meetings here, but now, the unassuming man with a slight belly paunch and receding salt-and-pepper hairline is explaining how he founded Dryhootch. It's a path that takes two hours to only partially travel, and it wanders through dark, dark places.

Curry did stuff for the U.S. Army that wasn't officially happening in a war that wasn't officially a war. His mail was delivered to Vietnam, but he often wasn't there to get it, thanks to all those recon flight missions in Laos. He saw death aplenty, survived plenty of his own near-death experiences, and returned to the U.S. via the Seattle airport. There, his welcome-home party featured protesters throwing eggs and chicken

guts. "I went into the airport," he says, "took my uniform off, stuffed it in a garbage can and said, 'This never happened.'"

He built a life, a career and raised a family. And it all imploded in 2002 when he drank and drove a car and killed a man. Booze hadn't become a problem until his late 30s, which coincided with the late 1980s. "Right in there, the Gulf War hit," he says, "It's like somebody flipped a switch in my head." The Vietnam memories came back. He drank to try to stop them, and started getting drunk-driving tickets, his fourth coming with the fatality. He tried suicide in jail.

Curry didn't know it, but his alcoholism was directly linked to PTSD. Because of that, he was found not guilty of the DUI homicide by reason of mental disease or defect, and put in a state mental hospital. Afterward, in a halfway house run by Mark Flower, Curry devoted himself to the Dryhootch idea. Now Flower, himself an Army vet, is Dryhootch's director of community programs.

"Bob had his journey," Flower will tell you. "Dryhootch doesn't happen without Bob being that motivating factor."

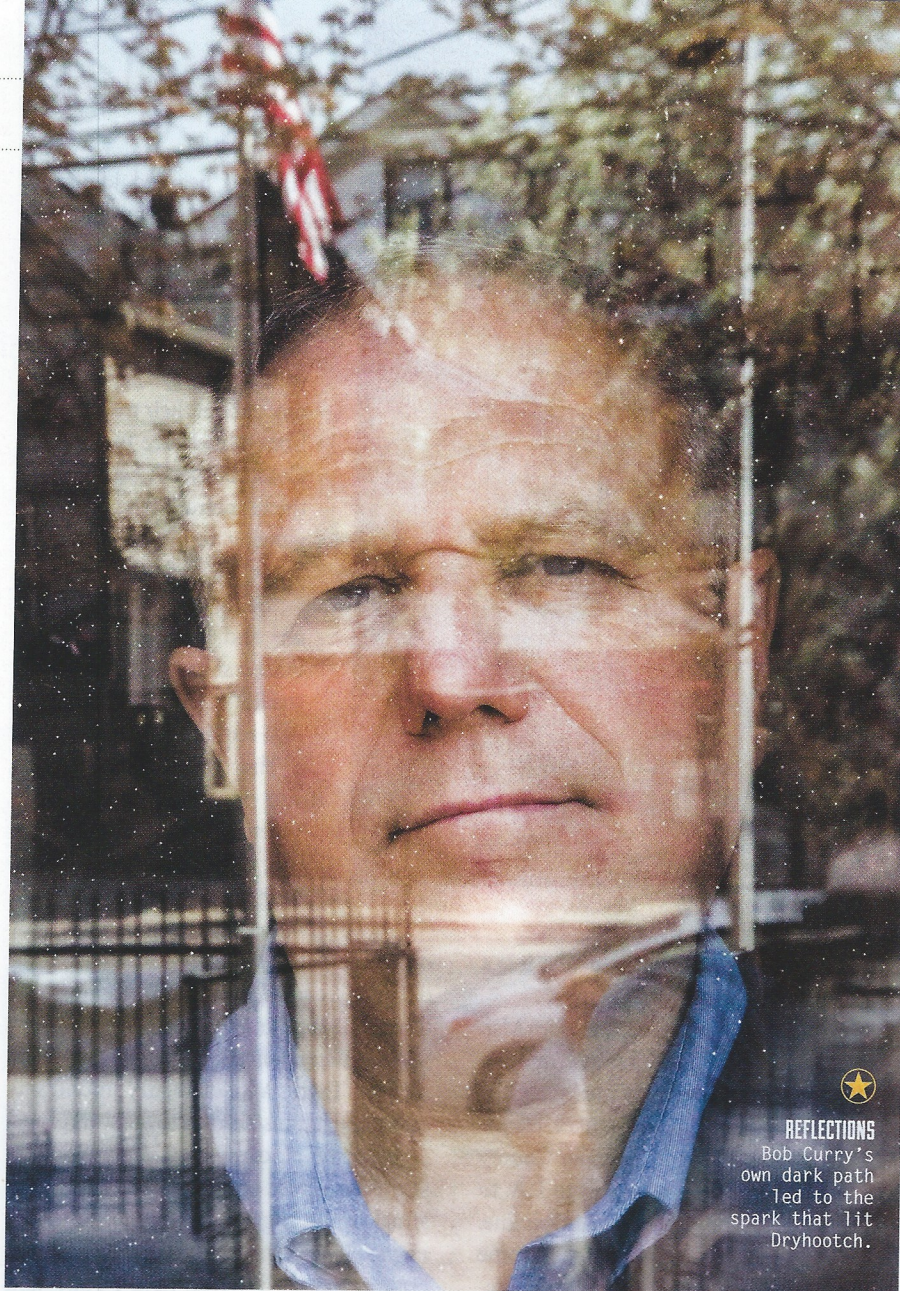
In simple terms, Curry conceived of Dryhootch because he killed someone, and he wants to prevent someone else from repeating his story. "That was the only way that I could live with myself," he says. "To me, this is payback."

The coffee shop's doors opened in 2010, with the blessing of a Brady Street neighborhood that was the focal point of Milwaukee's Vietnam-era protests. The idea was to create a place where vets could get together, a place without drugs or alcohol, an alternative to the bar scene, and an avenue toward help beyond what Veterans Affairs facilities provide. "Only 7 percent of veterans use the VA," Curry says. "The VA is part of this care, but I think it's irresponsible for everyone to think the government is taking care of this." Witness the national outcry over treatment delays at VA facilities, a firestorm for VA leadership and the Obama administration that's sparked widespread investigations.

Top of mind for Curry was providing a place where vets would feel comfortable in their own skin, but not be completely sequestered. "We're all part of the community.



HEAR MORE ABOUT THE
STORY ON WUWM'S "LAKE
EFFECT" JULY 9 AT 10 A.M.



REFLECTIONS
Bob Curry's own dark path led to the spark that lit Dryhootch.

"We all come together as a community," Curry says. "We didn't want the stigma that this is just a place for troubled vets."

If a vet happens to be troubled, Dryhootch's mission is to point him or her in the right direction for help, not as a caregiver, but as a facilitator. The 501(c)(3) nonprofit is supported mainly through grants and donations, and it places a heavy emphasis on peer-to-peer assistance, veteran helping fellow veteran. The building hosts a range of meetings, serious ones for PTSD support groups and Narcotics Anonymous, and more casual get-togethers for, say, veterans over 60 or those with an interest in art. It also hosts a lot of people who just want a cup of coffee and an outlet for their laptop.

But Dryhootch's footprint extends well beyond the Brady Street location. Its Forward Operating Base on National Avenue,

just across the street from the Zablocki VA Medical Center, has the feel of a tiny hotel lobby, yet it's become a major component in putting vets on the proper path to help. Other outposts have sprouted in Madison and Janesville, as well as Illinois and Michigan, and further expansion is expected. "What we do here is not unique," Curry says. "If this problem is in Milwaukee, it's everywhere."



ON RANDOM DAYS at the Brady Street Dryhootch, you will meet men like Flower, who wonders why more non-vets don't come into the coffee shop and rarely leaves a conversation without giving a hug. Or you'll meet Rob Goodman, who was an Army infantryman in Vietnam long

before he founded First Stage, the popular Milwaukee children's theater. Or you will meet a man who says he prefers sleeping by the river so he won't attack his family during a war flashback.

You might see patrons volunteering to take out the trash. You might hear conversations about the Packers. You might see an open box of sealed notes made by schoolkids, with various salutations: "to GI Joe," "To A Hero," "to our veteran, thank you."

On one Tuesday, it just so happens that the four women seated at the café's big, square table served in four different military branches. Vera Roddy worked maintenance on Air Force plane parts, Lorri Martin was in the Navy stationed at Pearl Harbor, Linda Dancker was a Vietnam-era Marine and Nicole Hyke-Cintron's Army National Guard service took her to Iraq.

Here at Dryhootch, they got to know each other through a group called the Artful Warriors. Originally, it was a women-only group, but that didn't last long. Turns out some of the guys wanted to do some art, too, as men like Mike Brooks and Manny Mora will attest. "We've adopted them," Roddy laughs, and the men laugh along with her.

But for all of their art projects, they gather mostly for the art of conversation. "When you come in here," says Hyke-Cintron, her wavy, shoulder-length brown hair framing a wide smile, "you automatically can relate with everyone in here." A mother of three – two teenagers and the newborn at the table – she was in Iraq as recently as 2010, and she mustered out of the guard in 2012.

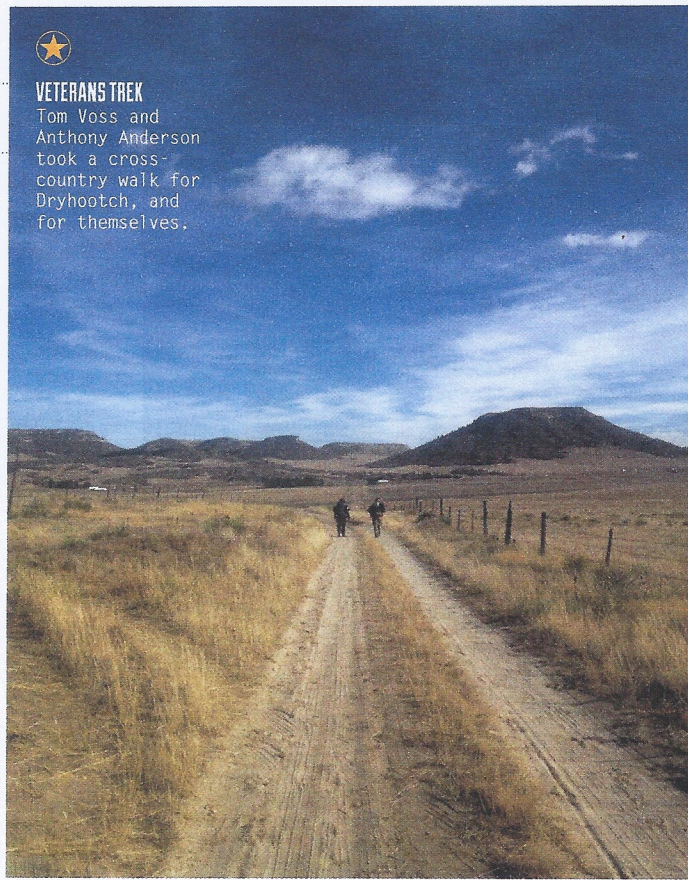
She learned about Dryhootch while going through reorientation after her deployment. Bob Curry himself explained to the returning soldiers what Dryhootch was about and how it could help them. "It's the only briefing that I remember," Hyke-Cintron says. "It was because of his personal story of prison and alcohol, and just letting people know they don't have to turn to substances or anything else. *Come here if you need the help* – it was just him reaching out to our generation with his story and vision that was just touching."

She looks at Vietnam veterans through a different prism these days. Dryhootch has a way of transforming how they're perceived, and perhaps perceive themselves, taking the image of long-troubled loners and shifting



VETERANS TREK

Tom Voss and Anthony Anderson took a cross-country walk for Dryhootch, and for themselves.



it to one of active mentors. The men and women, now in their 60s, see their latest duty as keeping younger combatants out of the same rabbit holes from which they've emerged.

"I had the stereotype that all Vietnam veterans are homeless, under bridges, alcoholics, drug abusers," Hyke-Cintrón says. "You get to meet these people and sit here and talk to them, and you're like, OK, that stereotype's out the window. They're here because they want to help us." Her hazel eyes get glassy.

"She's gonna make me emotional," says Dancker, the silver-haired and ruddy-cheeked retired Milwaukee County deputy sheriff. "Times have changed. Women vets say to me, 'If it wasn't for you Vietnam veterans, we never would've been where we are today.' No. I admire you because you went to combat."

Brooks, an African-American Army vet who served in Iraq, has been watching the conversation play out. "What happens around a cup of coffee is kind of magical," he says. "Sharing a meal or beverage, it's the most civilized thing that you can do."



ON FEB. 15, 2014, the hall inside the Milwaukee County War Memorial Center swells with civilians, active-duty military and a slew of veterans. Large video screens display a slide show of what looks like pictures from a cross-country vacation.

The photos are indeed from across the country, but not from a typical vacation. Tom Voss and Anthony Anderson took them while walking from Milwaukee to Los Angeles on their Veterans Trek, a 2,700-plus-mile journey to raise money and awareness for Dryhootch, and to continue fostering their own reintegration into civilian society. Both are vets of Operation Iraqi Freedom, Voss with the Army, Anderson with the Army National Guard, and they hit their fundraising goal of \$100,000. This is their welcome-home reception, held just

a week after the walk concluded, and it is a full-blown celebration.

Curry makes a few remarks. So does Maj. Gen. Donald Dunbar, the highest-ranking military officer serving in Wisconsin. Other speeches come from Milwaukee Mayor Tom Barrett and also Milwaukee County Executive Chris Abele, who flew to L.A. to greet Voss and Anderson at the finish line. "We do a good job in this country, to some degree, of investing all of our money in preparing and going to war," Abele says later. "We don't do nearly a good enough job of taking care of vets when they get back."

Voss and Anderson, sporting beards far less scraggly than they were a week ago, keep their remarks brief. Voss thanks all those who supported the trek, then tells a few stories from the road, tales of receiving help from complete strangers, veterans and civilians alike, over their five-month journey. He asks for a moment of silence to honor a vet who'd committed suicide, and whose funeral was that very day.

Anderson follows and speaks of how war not only affects those who fight it, but all who later interact with the fighters, notably loved ones and children. He tells the story of one National Guard veteran who followed the blog posts from their trip and was inspired to seek professional help for her post-war issues. "I just think that it's *something*

that two bearded idiots got someone to end up going to talk to someone," he says.

Two days later, the bearded idiots are upstairs at Dryhootch, both with coffee cups within reach. They recount more about their trek, not just from Milwaukee to the West Coast, but from battlefield to the homefront. They speak in glowing terms of how Dryhootch helped the transition.

"Being around other veterans and hearing them," Anderson says, "the peer-to-peer stuff, it's not only a necessity, it's a requirement."

They did not return from war to the protesters who greeted their Vietnam brethren, but to more subtle challenges with not-so-subtle impacts. Voss touches on just

one. "The only job I could find after getting out was security," he says. "Anthony, same thing. The first time he omitted his veteran status on an application, he was hired. For security. There's a lot of stigma around veterans, and it transfers over to the workplace."

Anderson picks up the theme. "They desire the qualities of the veteran, but they're afraid of the baggage the veteran might... *might...* bring," he says. "There's a misconception that all veterans have PTSD," and that those who do are a constant danger.

They hope their walk helped change some minds. They hope a planned documentary about it, *Almost Sunrise*, changes more. And before the conversation ends, they share hopes of facilitating future, albeit shorter, versions of vet treks, perhaps for themselves, but definitely for other veterans.

Cups empty, they head back downstairs. Anderson is greeted by his wife, Holly, who is seated at a table. Curry is there, too, and everyone chats a bit. Then Voss has to leave, and soon afterward, the Andersons do too.

They head for the Dryhootch front door and walk into the world, across bricks engraved with so many veterans' names, two vets revitalized. ■

Howie Magner is a senior editor at Milwaukee Magazine. Write to him at howie.magner@milwaukeeemag.com.

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Helping Survive the Peace

Posted by Bob Curry on May 24, 2012 at 11:00 AM EDT



*Bob Curry is being recognized as a **Champion of Change** for his dedication to service and his continued support for efforts to: end homelessness, boost employment and treat mental health disparities for fellow veterans.*



In 2003, while I sat with other Vietnam veterans in the waiting room at the VA for a PTSD group to begin, we found ourselves fixated on the televisions in the room. The screens, filled with images of a younger generation at war in Afghanistan and building up for an invasion of Iraq, made us re-experience the same tension of going into battle that this newest generation of warriors a half a world away were facing. We agreed this newest generation of warriors deserved better than we received, and we needed to do something about it. We had become a generation who lost over fifty thousand to combat, three times that number to suicide after the war's end, and over 1/2 million veterans who became incarcerated years after our war. There are thousands of broken families, relationships, and addictions that become reality for the service men and women who returned. You'll begin to see the true human cost of war that families and their communities, our communities, will forever bear. I knew these younger brothers and sisters fighting our newest wars who made it home would face a similar path, a path strewn with unseen, unanticipated, and unexplored challenges that would take more lives than the wars themselves unless action was taken.

Dryhootch ("hootch," a place we lived in combat, and "dry" meaning no alcohol or drugs) is a veterans' nonprofit with a mission to serve veterans and their families, while educating the community on the untold number of issues facing our veterans today. Recognizing PTSD and its links to drug and/or alcohol abuse, Dryhootch is a safe, drug and alcohol free, peer-to-peer location for veterans to receive assistance. Dryhootch meets the veteran at a crossroad and helps to assist the veteran in making healthy choices. Additionally, Dryhootch partners with the VA, government agencies, our courts, charities and nonprofits, and others to provide specific, meaningful support to assist the veteran in developing tools for their own success. It is with a desire to partner and collaborate that Dryhootch has been able to expand its service to two locations in Milwaukee and one in Madison. We also have partnership with the City of Chicago, the National Veterans Art Museum, and the Warrior Art Project to open the Veterans Cultural Center of Chicago later this year. At the end of May, we are planning a collaborative project with the New York area VA Hospitals.

Dryhootch's unique peer-to-peer approach provides opportunities for veterans of all communities to come together in a safe, substance free environment, to reconnect and support one another. It is outside of the VA or military control that provides an alternative to veterans seeking help, but reticent to pursue assistance through VA, military, or other government provided centers. We guarantee confidentiality and do not share information on veterans or their families who seek our assistance unless specifically and appropriately necessary and approved by the veteran.

From its creation, Dryhootch has championed the peer-to-peer approach. As opposed to other approaches for veteran care, Dryhootch provides no clinical therapy. Rather, Dryhootch creates and facilitates vet-to-vet strategies,

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pairing veterans with similar experiences in small groups or in 1:1 peer coaching. This approach is utilized to deal with PTSD, coping skills, family reintegration, relapse prevention, substance abuse, and assistance to families surviving the suicide of a returning veteran. We partner with agencies providing support to combat veteran homelessness and unemployment. The Wisconsin Bar Association provides free, biweekly legal help for veterans at Dryhootch locations. We partnered with Americorps and local courts to help veterans currently involved in the criminal justice system.

Dryhootch partners with other medical care providers, government agencies, and other veteran care providers by hosting "Warrior Summits" at locations around the state. The goal is to help educate the community and private healthcare professionals on the unique needs of veterans and their families. The intent is to bring all available resources to educate each other on how they can assist veterans, as well as educate the community on what they can do or where to go for help if they know of a veteran in need. It is in this way Dryhootch strives to bring resources together and provide clear, succinct information to the professional community.

The coffee shop aspect of Dryhootch, as well as community outreach, has provided opportunities to educate the community on the myriad of issues our vets struggle with and provides an opportunity to educate the civilian population about veteran issues, removes stigma from uninformed sources, and provides a collaborative community spirit, while simultaneously providing a substance free environment for veterans and their families to socialize, reconnect, and gather information to meet their reintegration needs. Dryhootch also uses its website and ability to video conference to link veterans from around the region. We are focusing our efforts to expand peer to peer connections by utilizing technology to link vets in the community through an online forum that would provide veteran assistance 24 hours a day.

Dryhootch is a place where veterans, their families, and the community can reconnect. These are *our* sons and daughters, husband and wives, mothers and fathers. They have all earned the right to the best care possible for the sacrifices they and their families have made to keep our country free.

Robert Curry is a disabled veteran of Vietnam & Laos and is the founder and President of Dryhootch.org, a nonprofit dedicated to "helping the veteran and their family who survived the war, survive the peace."

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FOR IMMEDIATE RELEASE

Wednesday, May 23, 2012

Contact: Carla Vigue, 608-266-0517

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Veterans Affairs Secretary Scocos Statement on White House Recognition of Bob Curry, Dryhootch

MADISON – Wisconsin Department of Veterans Affairs (WDVA) Secretary Scocos today made the following statement regarding Robert Curry of Dryhootch receiving a special recognition from the White House:

“I’d like to congratulate Bob Curry for being honored by the White House. For some, like Bob, serving one’s country doesn’t end when they leave the military. With Dryhootch, Bob has given veterans a place to gather, be heard, ask questions and get answers, or to simply enjoy a cup of coffee in the company of those with similar life experiences. In Wisconsin, we are lucky to have people like Bob who work hard every day to help their fellow veterans.”

According to the White House, on Thursday, May 24, 2012, the White House Office of Public Engagement will honor Robert Curry, as one of eleven individuals within the veterans’ community, especially those who served in Vietnam, who are Champions of Change. These individuals have shown continued support for efforts to end veterans’ homelessness, boost veterans’ employment, treat problems with substance abuse, and develop treatment programs for those dealing with PTSD.

Robert Curry is the founder of Dryhootch, a nonprofit organization that helps veterans and their families with a variety of reintegration issues. In 2010, Dryhootch began operating a coffee house and support group center in Milwaukee that offers a place for peer-to-peer support so veterans of all eras are able to safely and confidentially talk about issues such as PTSD, depression, anxiety, substance use issues, family issues, jobs, and benefits. Dryhootch also offers a wide range of resources that can assist veterans facing housing issues, homelessness or with job or educational needs.

Last week, Dryhootch opened a second coffee house in Madison in partnership with the Wisconsin Department of Veterans Affairs, Edgewood College and the Gialamas Company. Together, they hosted a grand opening for the new Veterans Welcome Resource Center in Madison. A collaboration between the groups, the Veterans Welcome Resource Center is a community-based resource that features a unique blend of programs and services to honor and support Wisconsin’s veterans and their families. Housing these agencies in one space will create seamless access to services that can help veterans through a range of transitional periods, including returning home from deployment, starting or returning to college, and finding employment.



Project Description

Proposal:

Gorman & Company, Inc. has partnered with Dryhootch to propose **Valor on Washington**, a mixed-use affordable housing development that will house and support veterans and their families. Dryhootch is a nonprofit organization, currently operating in Madison and other locations, that serves veterans through a peer support model. Their mission is to create safe, comfortable places where veterans can gather informally in a drug- and alcohol-free environment.

Valor on Washington will feature a ground floor location for Dryhootch to operate, including space for supportive services, a workshop, a fitness room, and a community room for gathering. The affordable apartments located above the Dryhootch space will be targeted to veterans and their families, offering a unique opportunity for veterans to live and have a peer support network within the same building. Dryhootch services will be available to Valor residents as well as other Veterans within the community. The development is ideally located on the east side of Madison, in close proximity to many current Dryhootch patrons and easily accessible by public transportation, car, biking, and walking.

Building and Unit Mix:

The proposed building includes approximately 11,000 square feet of space for Dryhootch on the first floor, along with a lobby and common area for the apartments. Dryhootch has designed their floor plan to include a coffee house, workshop, designated fitness room, offices, group rooms, and flexible service space.

The upper floors feature 64 apartment units total, consisting of (40) two-bedroom and (24) three-bedroom units. Parking will include 77 total covered parking stalls, 12 of which will be reserved for Dryhootch's use, with the remaining 65 spaces for residents.

Valor on Washington will include an on-site leasing office so that residents will have convenient access to property management and maintenance staff. The building will also include a community room, which residents can reserve for events, a fitness room, and storage units separate from the individual units. Apartment units will feature an open concept design with a large kitchen and living space, energy efficient appliances and fixtures, closets and storage spaces, secure entry, high-speed internet and cable hookups, in-unit washer/dryers, and modern finishes. The building will be developed in compliance with accessibility standards of the Fair Housing Act and Section 504, and will include Universal Design features per WHEDA requirements and scoring standards so that units are accessible to residents with disabilities.

An outdoor amenity area will be located to the rear of the site, which may include raised garden beds, a play area, and outdoor seating space. This area will be designated non-smoking, as will the apartment units. A green roof patio located above the Dryhootch space would provide additional outdoor space for residents as well.

The site plan enclosed includes details on the proposed layout, parking, and height. The proposed building will be 5 stories in height, although the first floor will be taller to accommodate Dryhootch's space and two levels of podium parking. Four floors of apartments will be located above the commercial space and mezzanine parking - see the site plan attached for additional detail. At this time, our proposal includes only the property currently owned by the County. Per Addendum 4 of the RFP, the property at 19-21 N. Baldwin may be included if purchased by the County for site access.

Additional design work for the exterior of the building will be completed after input with the neighborhood and City staff and committees. The proposed mixed-use building is in line with the planned future land use outlined in the Tenney-Lapham, East Washington Gateway Corridor, and City of Madison Comprehensive Plans, all of which call for Community-Mixed Use.

Zoning:

It is understood that the zoning approval process will most likely entail a CSM, demolition permit, rezoning and Conditional Use Permit, with required approvals from UDC, Plan Commission, and Common Council. Gorman & Company is familiar with this process, having recently completed the master planning process for the nearby Union Corners redevelopment.

Financing:

In order to finance the redevelopment, Gorman would apply to the Wisconsin Housing and Economic Development Authority (WHEDA) in December 2018 for 9% low-income housing tax credits. Our current financial model, based on the site plan enclosed and proposed unit mix, also contemplates additional gap funding from the City of Madison and Dane County. This budget includes basic buildout of the first floor space, with additional interior work to be funded by Dryhootch.

For WHEDA competitive scoring purposes, the financial model includes 15% market rate units, maximum Credit Usage points, and Financial Participation from the City and County in the form of loans and the ground lease. At this time, the scoring criteria for the 2019 QAP is unknown, so we have followed current criteria from the 2017-2018 QAP. We will adjust as necessary to future scoring changes to put together the most competitive application possible. Gorman has had an extremely successful record of 9% WHEDA awards, most recently in Madison with a 2015 award for Carbon at Union Corners and a 2017 award for Union Corners Grandfamily.

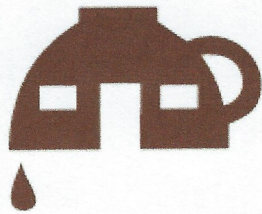
Projected sources and uses are as follows:

Sources		Uses	
Low Income Housing Tax Credit Equity	7,421,228	Acquisition	1
First Mortgage	4,400,000	Hard Construction Costs	11,633,633
Dane County	750,000	Soft Costs	3,135,834
City of Madison	1,080,000	Reserves	371,561
Federal Home Loan Bank AHP Grant	750,000		
Deferred Developer Fee	739,801		
Total	\$15,141,029	Total	\$15,141,029

Rents for the affordable units will be set according to WHEDA standards and income limits for residents at or below 60% AMI. Rents for the market rate units are estimated at approximately \$1,275 per month for a two-bedroom and \$1,475 per month for a three-bedroom, which will be confirmed with a market study during the due diligence process. Underwriting assumptions are within WHEDA standards, including \$5,400 PUPA for operating expenses and a 7% vacancy. Pricing for the low-income housing tax credits is estimated at \$0.95. A projected 15-year Proforma is enclosed which reflects these assumptions.

Below is a breakout of the unit mix:

Bedrooms	Set-Aside	# of Units	Utility Allowance	Tenant Rent	Gross Rent	Sec 42 Limit
2	30%	1	\$95	\$480	\$575	\$575
2	50%	26	\$95	\$815	\$910	\$958
2	60%	7	\$95	\$1,000	\$1,095	\$1,150
2	Market	6		\$1,275		
3	30%	12	\$105	\$555	\$660	\$664
3	60%	8	\$105	\$1,160	\$1,265	\$1,329
3	Market	4		\$1,475		
Total		64				



DRYHOOTCH.ORG

A Place for Veterans to Reconnect

September 8, 2017

Dane County
Dept. of Administration
Pete Patten
Purchasing Agent
210 Martin Luther King Jr Blvd
Madison, WI 53703

Mr Patten:

Dryhootch is a nonprofit organization, formed with the mission of creating safe, comfortable places where Veterans can gather informally in a drug- and alcohol-free environment. We support Veterans and Veteran families, and encourage Veterans to interact with the community as a whole through a peer support model. We have several locations in Milwaukee and Madison that act as safe places where vets can go to get through life after service and after war. Our goal is to help vets find peace during peacetime where they can work to build, support and strengthen their families and help them to interact and reconnect with civilian society. The one aspect that has been missing from our model is a mixed-use housing development where vets can reside at the same location where we build our peer support model.

Dryhootch and Gorman & Company have formed a partnership to propose an innovative mixed-use development that would provide affordable housing and supportive services to Veteran families in Dane County at one centralized location. We are excited at the prospect of being a true long-term stakeholder partner of this redevelopment proposal on East Washington Avenue. The east side of Madison is where the largest veteran population resides in Madison and therefore is where we should focus our service model. The design of this project has been a collaboration of Gorman & Company, Inc. and Dryhootch from the beginning. The first floor space would enable us to provide services and support to our resident and non-resident veteran population. All units are geared toward veteran working families. Dryhootch will design and occupy the first-floor space of the building. Dryhootch will also own 51 percent of the Managing Member entity (Gorman & Company will be 49%) to ensure Dryhootch remains as a long-term stakeholder and service provider for this veterans-focused development. This model will give the project a sustainable service provider coupled with Gorman, a Wisconsin market leader for affordable housing.

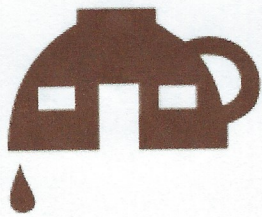
Programs to be provided by Dryhootch include the following:

- Deployment to Employment (D2E) Program: Resume assistance, skill building, and job search assistance

“Helping the Veteran and Their Family Who Survived the War, Survive the Peace.”

1030 E Brady Street- Milwaukee WI 53202

dryhootch.org | twitter.com/Dryhootch | facebook.com/dryhootch/



DRYHOOTCH.ORG

A Place for Veterans to Reconnect

- Peer Support from fellow Veterans
- Resource referrals: VA Benefits, State Benefits, and more
- Legal help: Court & Corrections Veteran Peer Mentor Program
- Family Resource Center: Peer Support for family members, Community & Social Activities, Health & Wellness resources
- Addiction support: Peer program and referrals
- Community Involvement, including volunteer opportunities
- Building amenities such as:
 - Workshop: while music and art programs have been helpful in recovery, many male and female veterans are industrial focused and benefit from workshop activities
 - Fitness room: physical conditioning is known as a natural way to help handle stress as well as physical well-being. Many veterans coming from service are accustomed to working out as part of their daily routine, so we will include access to a no-charge gym for veterans.
 - Group rooms – where meetings can be conducted for peer groups
 - Coffee House – Dryhootch invites the public to meet veterans in a social and safe place. This is a space where veterans can learn on their terms what service and programs are available.
 - Space for holistic services like massage, acupuncture, etc., which have been found to be successful in stress reduction for trauma survivors.

There are many Veterans in Dane County that have served our country but struggle to maintain housing upon their return due to a number of factors, including affordability and the need for services and support. Our partnership with Gorman on this development will help foster the supportive environment that is critical for Veterans and their families to succeed.

Thank you for your time reviewing our proposal, please feel free to contact us with any questions.

Sincerely,

Robert Curry
Dryhootch Founder

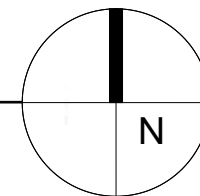
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VALOR ON WASHINGTON
1328 E WASHINGTON AVENUE - MADISON, WISCONSIN
PROPOSED DEVELOPMENT LOCATION



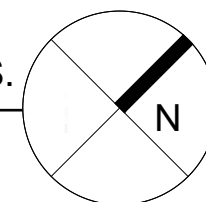


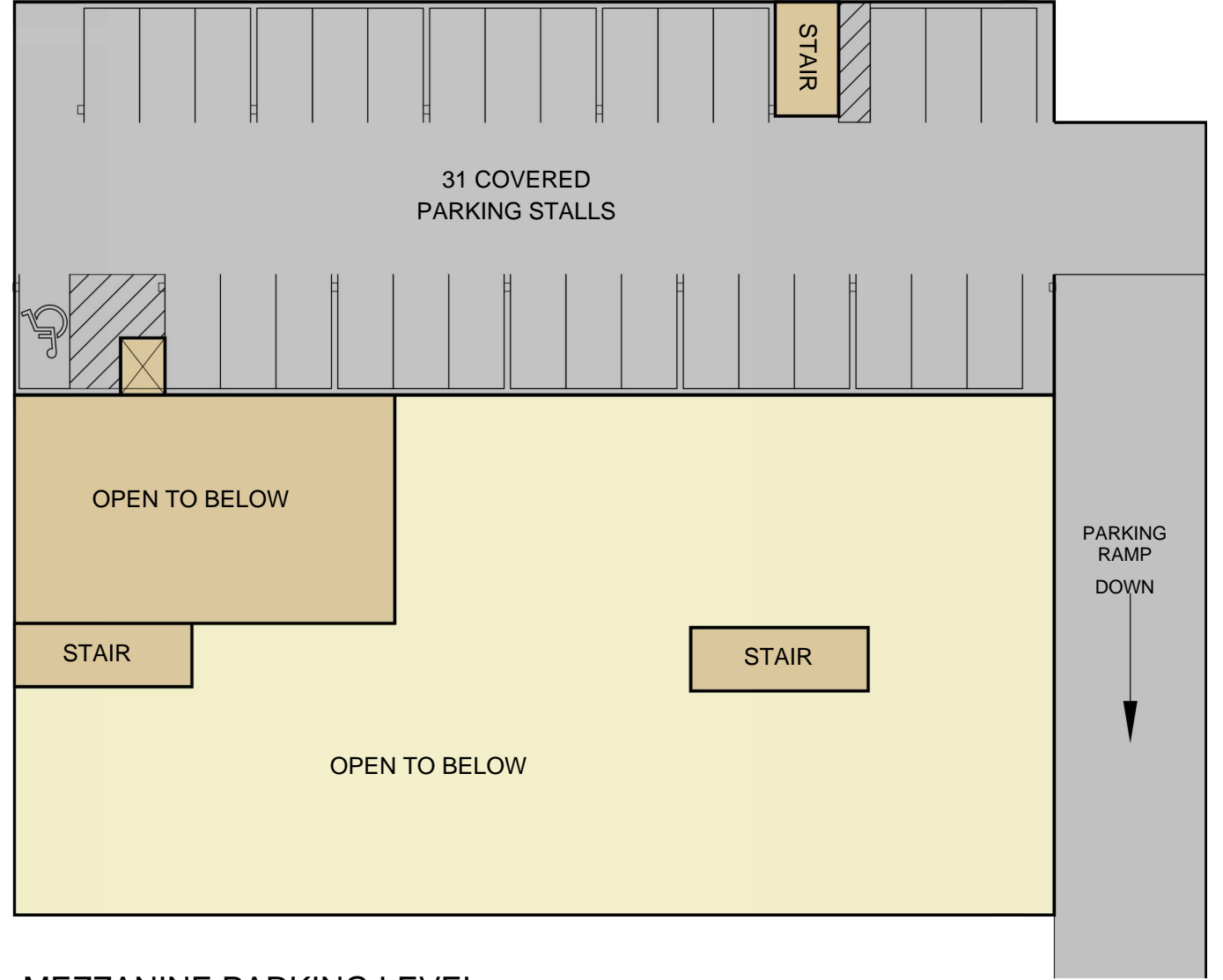
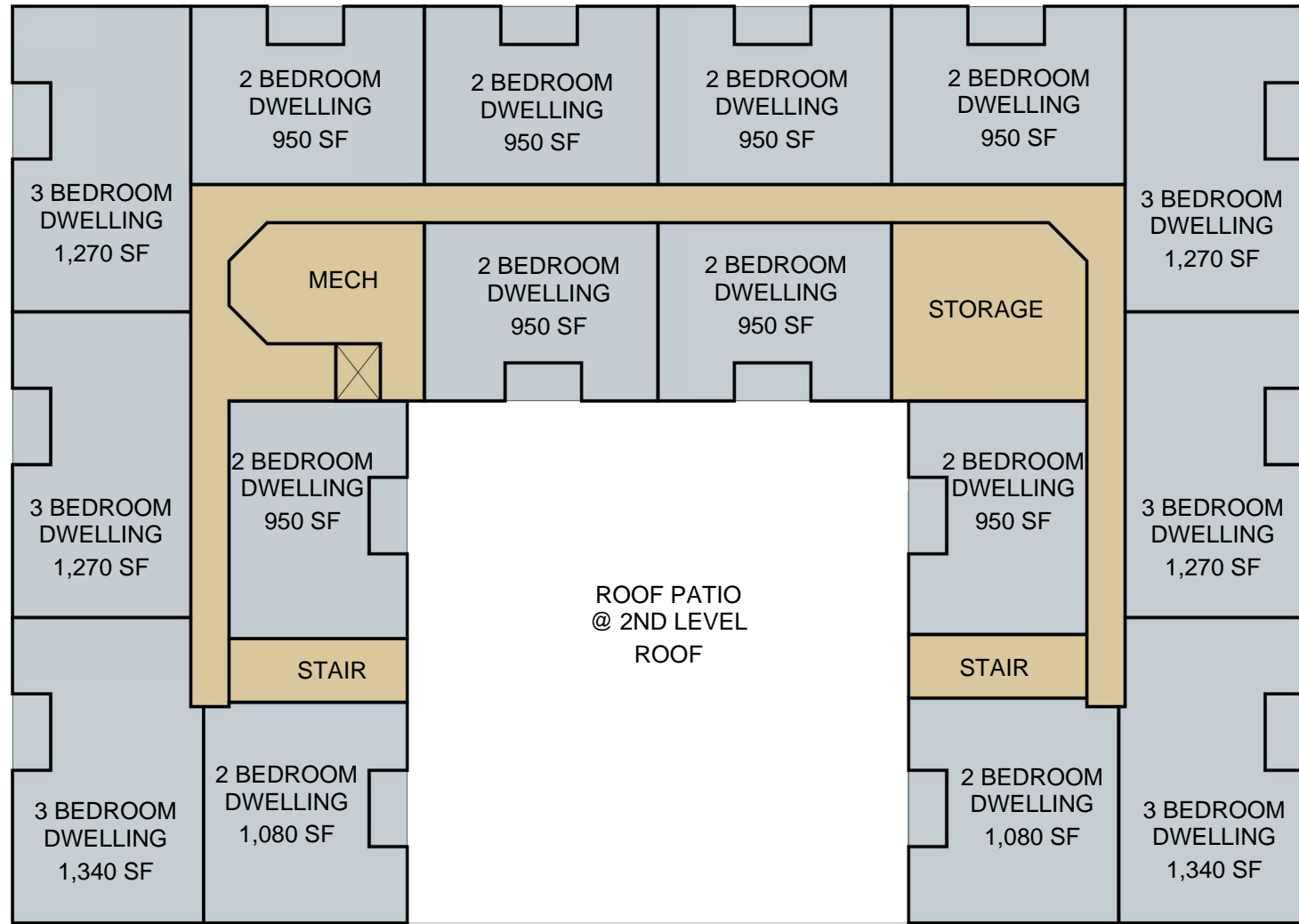
VALOR ON WASHINGTON

1328 E WASHINGTON AVENUE - MADISON, WISCONSIN

N.T.S.

PROPOSED FIRST FLOOR PLAN / SITE PLAN





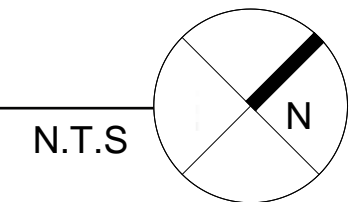
2ND THRU 5TH RESIDENTIAL LEVELS
22,000 SF EACH LEVEL

DWELLING UNIT MIX			
	2BR	3BR	TOTAL
2ND FLR	10	6	16
3RD FLR	10	6	16
4TH FLR	10	6	16
5TH FLR	10	6	16
	40	24	64 UNITS

MEZZANINE PARKING LEVEL
11,000 SF
77 TOTAL COVERED PARKING SPACES PROPOSED



VALOR ON WASHINGTON
1328 E WASHINGTON AVENUE - MADISON, WISCONSIN
PROPOSED UPPER FLOOR PLANS



Valor on Washington

Madison, Wisconsin

9% Low Income Housing Tax Credit Project

64 total Multi-story Elevator units - 54 LIHTC, 10 Market Rate

Initial Feasibility Model

September 7, 2017



Gorman & Company

Project & Feasibility Summary

Project Name <u>Valor on Washington</u>	Developer: <u>Gorman & Company</u>	Date: <u>9/7/2017</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		68,480
LIHTC/Affordable	54	84.4%	57,700	84.3%	Common Space (community room, offices, hallways)		8,520
Market Rate	10	15.6%	10,780	15.7%	Net Residential Area		77,000
Total Residential	64		68,480		Commercial Space		11,000
LIHTC Applicable Fraction		84.3%			Covered Parking		22,000
					Gross Floor Area (SF):		110,000

Other Income

Type	Monthly	Annual
Laundry, Vending, Application Fees, Etc.	\$960	\$11,520
Parking	\$3,200	\$38,400

Summary by AMI

AMI	Units	%
30%	13	24%
40%		
50%	26	48%
60%	15	28%
	54	100%

LIHTC/Affordable Units

# Bed room(s)	Description (optional)	Set Aside	# Units	Area (Sq. Ft.)	Utility Allowance	Net Rent	Monthly Rent
2		30%	1	950	\$95	\$480	\$480
2		50%	26	950	\$95	\$815	\$21,190
2		60%	7	950	\$95	\$1,000	\$7,000
3		30%	12	1,270	\$105	\$555	\$6,660
3		60%	8	1,270	\$105	\$1,160	\$9,280
			54				\$44,610

Gross Rent	Sec 42 Limit	% of Limit
\$575	\$575	100.0%
\$910	\$958	95.0%
\$1,095	\$1,150	95.2%
\$660	\$664	99.4%
\$1,265	\$1,329	95.2%

Market Rate Units

# Bed room(s)	Description (optional)	Set Aside	# Units	Area (Sq. Ft.)	Utility Allowance	Net Rent	Monthly Rent
2			6	950		\$1,275	\$7,650
3			4	1,270		\$1,475	\$5,900
			10				\$13,550

Gorman & Company

Project & Feasibility Summary

SOURCES & USES SUMMARY

SOURCES	FINANCING	PER UNIT	%
First Mortgage	\$4,400,000	\$68,750	29.1%
Madison CDD AHF Loan	\$540,000	\$8,438	3.6%
Madison CDD AHF Loan	\$540,000	\$8,438	3.6%
AHP	\$750,000	\$11,719	5.0%
Dane County Funding	\$750,000	\$11,719	5.0%
Deferred Developer Fee	\$739,801	\$11,559	4.9%
LIHTC Equity	\$7,421,228	\$115,957	49.0%
Total	\$15,141,029	\$236,579	100.0%

USES	COST	PER UNIT	%
Acquisition (land + building)	\$1	\$0	0.0%
Hard Construction Costs	\$11,633,633	\$181,776	76.8%
Soft Costs	\$3,135,834	\$48,997	20.7%
Reserves	\$371,561	\$5,806	2.5%
Total	\$15,141,029	\$236,579	100%

Gap Analysis	TOTAL
Total Sources of Funds	\$15,141,029
Total Development Costs	\$15,141,029
Oversourced / (Undersourced)	

Gorman & Company

Valor on Washington

Madison, Wisconsin

15 Year Cash Flow Pro Forma

9/7/2017

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Gross Rental Income	2%	\$697,920	\$711,878	\$726,116	\$740,638	\$755,451	\$770,560	\$785,971	\$801,691	\$817,725	\$834,079	\$850,761	\$867,776	\$885,131	\$902,834	\$920,891
Other Income	2%	\$49,920	\$50,918	\$51,937	\$52,976	\$54,035	\$55,116	\$56,218	\$57,342	\$58,489	\$59,659	\$60,852	\$62,069	\$63,311	\$64,577	\$65,868
Gross Income		\$747,840	\$762,797	\$778,053	\$793,614	\$809,486	\$825,676	\$842,189	\$859,033	\$876,214	\$893,738	\$911,613	\$929,845	\$948,442	\$967,411	\$986,759
Less Vacancies	7%	(\$48,854)	(\$49,831)	(\$50,828)	(\$51,845)	(\$52,882)	(\$53,939)	(\$55,018)	(\$56,118)	(\$57,241)	(\$58,386)	(\$59,553)	(\$60,744)	(\$61,959)	(\$63,198)	(\$64,462)
Less Vacancies (Other)	7%	(\$3,494)	(\$3,564)	(\$3,636)	(\$3,708)	(\$3,782)	(\$3,858)	(\$3,935)	(\$4,014)	(\$4,094)	(\$4,176)	(\$4,260)	(\$4,345)	(\$4,432)	(\$4,520)	(\$4,611)
Effective Gross Income		\$695,491	\$709,401	\$723,589	\$738,061	\$752,822	\$767,878	\$783,236	\$798,901	\$814,879	\$831,176	\$847,800	\$864,756	\$882,051	\$899,692	\$917,686
Operating Expenses	3%	\$284,671	\$293,211	\$302,007	\$311,068	\$320,400	\$330,012	\$339,912	\$350,109	\$360,613	\$371,431	\$382,574	\$394,051	\$405,873	\$418,049	\$430,590
Management Fee	6%	\$41,729	\$42,564	\$43,415	\$44,284	\$45,169	\$46,073	\$46,994	\$47,934	\$48,893	\$49,871	\$50,868	\$51,885	\$52,923	\$53,982	\$55,061
Real Estate Taxes	3%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replacement Reserves	3%	\$19,200	\$19,776	\$20,369	\$20,980	\$21,610	\$22,258	\$22,926	\$23,614	\$24,322	\$25,052	\$25,803	\$26,577	\$27,375	\$28,196	\$29,042
Total Operating Expenses		\$345,600	\$355,551	\$365,792	\$376,332	\$387,178	\$398,343	\$409,832	\$421,657	\$433,828	\$446,354	\$459,245	\$472,514	\$486,170	\$500,227	\$514,693
Net Operating Income		\$349,891	\$353,850	\$357,797	\$361,729	\$365,644	\$369,536	\$373,404	\$377,244	\$381,051	\$384,823	\$388,555	\$392,242	\$395,881	\$399,465	\$402,993
First Mortgage DS		\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523
Other Hard DS		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL must-pay debt		\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523	\$297,523
Debt Coverage Ratio - (DCR)		1.176	1.189	1.203	1.216	1.229	1.242	1.255	1.268	1.281	1.293	1.306	1.318	1.331	1.343	1.354
Predistribution Cash Flow		\$52,368	\$56,327	\$60,275	\$64,206	\$68,121	\$72,013	\$75,881	\$79,721	\$83,528	\$87,300	\$91,032	\$94,720	\$98,358	\$101,942	\$105,470
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		\$52,368	\$56,327	\$60,275	\$64,206	\$68,121	\$72,013	\$75,881	\$79,721	\$83,528	\$87,300	\$91,032	\$94,720	\$98,358	\$101,942	\$105,470
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		(\$47,368)	(\$51,177)	(\$54,970)	(\$58,742)	(\$62,493)	(\$66,217)	(\$69,911)	(\$73,572)	(\$77,195)	(\$80,776)	(\$84,312)	(\$87,807)	(\$91,256)	(\$94,663)	(\$98,026)
3																
4																
5																
Distributable Cash Flow - After Payments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$74,732	\$91,229	\$94,600	\$97,907



Proportion of Affordable Units to Market Rate Units

Below is a breakout of the unit mix:

Bedrooms	Set-Aside	# of Units	Utility Allowance	Tenant Rent	Gross Rent	Section 42 Limit
2	30%	1	\$95	\$480	\$575	\$575
2	50%	26	\$95	\$815	\$910	\$958
2	60%	7	\$95	\$1,000	\$1,095	\$1,150
2	Market	6		\$1,275		
3	30%	12	\$105	\$555	\$660	\$664
3	60%	8	\$105	\$1,160	\$1,265	\$1,329
3	Market	4		\$1,475		
Total		64				

The project will incorporate ten market rate units that total 16% of the total units. The above unit mix maximizes scoring for a variety of funding sources available to affordable housing development while also ensuring market feasibility. All affordable units will remain affordable for at least 30 years. While we would be supportive of fewer market rate units, we need to ensure that the development is competitive in WHEDA’s 9% application round which gives points for including market rate units.



Affordability Requirement of 30 Years or Longer

Gorman & Company is committed to long-term affordability at this site for at least 30 years. The project will be subject to a 30-year Land Use Restriction Agreement (LURA) that is tied to the WHEDA tax credits. The LURA is a recorded restrictive covenant. The development may also be subject to other affordability restrictions tied to additional gap financing sources.



Proportion of 3+ Bedroom Units

Valor at Washington will incorporate 24 three-bedroom units which is 37% of the total unit mix. The units in this development will be targeted to veteran families and we have found in previous experience that keeping the three-bedroom units right around 30% of the total to be highly successful.

There is a shortage of affordable large family units within Dane County, particularly at very affordable rent levels. Our proposal includes 12 three-bedroom units at 30% AMI to provide this much-needed housing.



Sustainability and Energy Efficiency

The foundation of our sustainable and energy efficient building strategy will be the 2019 WHEDA Qualified Allocation Plan. Gorman's planning and design generally aligns with Wisconsin Green Built Home criteria. It is anticipated that all elements of the project will be consistent with a Wisconsin Green Built Homes standard score greater than 150 points. Green building features generally include items such as hard surface flooring, dual flush toilets, low flow plumbing fixtures, high reflectivity roofing, Energy Star appliances and energy efficient windows and doors.

Gorman's integrated design process includes high energy efficiency, sustainable building materials wherever possible and low environmental impact development techniques. Reaching prescribed project sustainability goals while meeting the project budget requires an integrated, multi-discipline approach. This will reduce energy demand through physical design, resident engagement and user feedback. We make efforts to use the possible and practical versus the expensive and unproven. In addition, the development's location in a very walkable area with access to public transportation and bike trails lends itself to sustainable living.

An outdoor amenity area will be located to the rear of the site, which may include raised garden beds, a play area, and outdoor seating space. This area will be designated non-smoking, as will the apartment units. A green roof patio located above the Dryhootch space would provide additional outdoor gathering space for residents.



Innovative Project Design

We intend to design the Valor on Washington project with a sense of community, vitality, and openness. Thoughtful and careful arrangement of the main functions is paramount to a successful project that serves the target population. Gorman's integrated design process includes high efficiency, healthy building, low-impact development techniques, and the incorporation of natural, social and cultural elements in the design. We see opportunities to both separate and accommodate residents, employees and visiting public on the site and in the project. The need to separate pedestrians and vehicles will be critical to this project. We see the opportunity for a large outdoor Garden and Play Area in the northwest corner of the site. We anticipate using architecture to screen the residential vehicular parking access. Clear and prominent entrances for the public users of the facility and for residents along East Washington Ave. will be a featured part of our design. We carefully consider how many uses each building element can provide. One example would be "activated stairways" with natural light and inviting finishes. These can lead to more residents choosing to climb the stairs instead of the elevator. This helps residents meet and interact with their neighbors.

A mix of 2 and 3 bedroom residential units will feature large operable windows. This allows the occupants to adjust their personal environment individually. Our residential units have a variety of room sizes and amenities. This helps to avoid the "institutional" feel so prevalent in many multifamily buildings. Working with stakeholders and future residents will allow us to tailor amenities to accommodate not only required activities but to find the overlap or synergistic opportunities planned facilities provide. How will we design the community space to do more? What should the fitness facility accommodate? Will we need more than the code required number of accessible residential units? These questions and many others are a normal part of our design process. We also design for energy efficiency and ease of maintenance. We manage a great many residential projects and have learned a lot about upkeep and maintenance.

The design and layout of the ground floor space was driven by the Dryhootch team and the features they require to operate a successful veterans support organization. The 11,000 SF space includes a coffee house for socializing, workshop, separate fitness room, office space and conference room, and flexible group space. There will be 12 designated parking stalls for visitors that don't live within the building.



Targeted Population

Valor at Washington will consist of 64 total units and will target specific populations identified as a priority in the RFP:

Income Targeting

84% of the units will be targeted to household earning between 30 and 60% of the County Median Income. The remaining 16% of units will be market rate.

Veterans

The Valor on Washington development will give preference to veterans. A primary waiting list will be maintained giving preference to veterans. More specifically, 13 of the units are set aside to households at 30% CMI targeting veterans and families who may require access to supportive services to maintain housing. Dryhootch's location on the ground floor provides a unique opportunity for resident veterans to receive peer support and services on-site, as well as referrals to other area Veteran Service Agencies. While a variety of housing developments and housing services exist in Dane County for the single adult male veteran population, there is a real gap in housing for veteran families with children.

Disabled

In addition, the project will be reserving 13 units to special needs households that have at least one family member that is physically and/or mentally disabled.



Extremely Low-Income Housing

The project will incorporate 13 units for those earning 30% or less of County Median Income. This totals about 20% of the total units. This deep targeting allows us to provide housing for those earning between \$20,460 and \$25,560 in Dane County for families of 2-4 individuals.

There is a shortage of affordable large family units within Dane County, particularly at very affordable rent levels. Our proposal includes 12 three-bedroom units at 30% AMI to provide this much-needed housing.



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 Valor at Washington 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.

In addition, it is anticipated that the development will include residents with disabilities. In these cases, flexible screening criteria may be considered a reasonable accommodation to provide the disabled resident with equal access to housing.

Screening Criteria for Applicants

In making any determination with respect to an applicant admission, Gorman & Company, Inc. (Agent) shall work with the Applicant so as to not reject such Applicant unless a preponderance of the information available 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: 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, with respect to the applicant's responsibility relating to the lease, the rules and regulations and other policies regarding management of the Property.

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/proposal 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 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: 9/7/17



Officer or Authorized Agent

Gorman & Company, Inc.
Business Name

DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION

The attached material submitted in response to this Proposal 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 proposal 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 : X This firm is not designating any information as proprietary and confidential which qualifies as trade secret.

Prices always become public information when proposals 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 proposal response may mean that all information provided as part of the proposal response will be open to examination or copying. The County considers other markings of confidential in the proposal 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

Wisconsin Market President
Title

Ted Matkom
Name (type or print)

9/7/17
Date

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 with requirements similar to those included in this solicitation document. References may be checked at the County's discretion for bid evolution purposes.

Company Name City of Milwaukee - Housing and Neighborhood Development

Address (include ZIP) 200 E. Wells St. City Hall Rm. 201, Milwaukee, WI 53202

Contact Person Maria Prioletta, Manager Phone No. (414)286-5903

Product(s) and/or Service(s) Used Maria.Prioletta@milwaukee.gov

Real Estate Development - Tax Credit – Multiple developments

Company Name City of Madison Planning Department

Address (include ZIP) 215 Martin Luther King Jr. Blvd., Rm. LL100, Madison, WI 53703

Contact Person Natalie Erdman, Director Phone No. (608) 267-1992

Product(s) and/or Service(s) Used nerdman@cityofmadison.com

Real Estate Development - Tax Credit – Carbon at Union Corners, Union Corners

GrandFamily

Company Name City of La Crosse

Address (include ZIP) 400 La Crosse Street, La Crosse, WI 54601

Contact Person Tim Kabat Phone No. (608) 789-7500

Product(s) and/or Service(s) Used

Real Estate Development - Tax Credit – Roosevelt School Apartments, Grand River Station

Gund Brewery Lofts