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REAL ESTATE DEVELOPMENT

MADISON MILWAUKEE MIAMI PHOENIX

September 10, 2012

SENT VIA E-MAIL TO: DROLFS@CITYOFMADISON.COM

Daniel Rolfs, AICP
Community Development Project Manager
City of Madison 215 Martin Luther King Jr. Blvd., Rm 312
PO Box 2983 Madison, WI 53701-2983

RE: Response to Committee Questions—Union Corners

Introduction

Our thanks to the committee to allow us to respond to your specific questions related to our proposal. We look forward to continuing this dialogue in a collaborative manner as we move into more specific design elements.

Parking

1. We heard a strong opinion from the community preferring to minimize surface parking lots and not create the “sea of parking”. Therefore of the 792 parking spaces planned, 400 (or 51%) are below buildings, 204 (or 26%) are in structured parking, 143 (or 18%) are in surface lots, and 45 (or 5%) are angled street parking. Summary of proposed parking:

(604 Structured Parking Spaces, 188 Surface Parking Spaces)

(244 Residential, 503 Commercial, 45 Shared Street)

- a. **Building A** - Restaurant
 - i. 24 surface parking spaces
- b. **Building B** – Neighborhood Grocery Store / 1 floor of office above
 - i. 50 underground parking spaces
 - ii. 24 surface parking spaces
- c. **Building C** – Library / Senior Housing
 - i. 47 underground parking spaces
 - ii. 18 surface parking spaces
- d. **Building D** - UW Health Clinic (we have had detailed discussion with our anchor tenant regarding their specific parking and access requirements which are met below)
 - i. 60 underground parking spaces

- ii. 204 spaces in parking structure
 - iii. 77 surface parking spaces
 - e. **Building E** – Local Small Retail at Ground Floor / Residential above
 - i. 30 underground parking spaces
 - f. **Building F** – Local Small Retail at Ground Floor / Residential Above
 - i. 35 underground parking spaces
 - g. **Building G** – Multifamily Apartment Building
 - i. 60 underground parking spaces
 - h. **Townhouses**
 - i. 59 total townhomes – 2 attached garage spaces each = 118 garage
 - i. **Angled Street Parking** – 45 spaces
2. There is only one parking structure on the site. This structure is connected to the UW Health building, so it is screened from view on East Washington by the clinic building and is designed to blend with the clinic architecture. Townhomes obstruct views of the parking structure from the neighborhood side, and the Milwaukee street elevation will be screened by extensive landscaping and a green wall. There will be a pedestrian connection between the clinic and the parking garage for pedestrian access from Milwaukee Street to the surface lot. Great care was taken to minimize the size of this structure (through extensive use of underground parking) as well as providing screening elements.

Valuation/City Assistance/Finance

3. The assessed value projection that was presented in our response to the RFP of \$36.5 million was based on our understanding of the methodology used by the City Assessor. Preliminary estimates are subject to change upon further refinement of the proforma or market conditions. We defer to the Assessor for a more definitive estimate. We attempted to present an accurate and conservative estimate of the economics of our proposal. Please see the attached sheet (**Exhibit 1: Tax Increment Estimate**) that was also included in the Economic and Community Benefits Section of our RFP Response.
4. We have not broken down the TIF assistance by phase as our proposal contemplates an integrated design with much shared infrastructure. Should we be selected in consultation with the city and stakeholders we can further refine project phasing and by implication phasing of TIF bond issuance. Potential changes of the TIF proceeds in this case are primarily the result of public policy requirements set forth in the RFP. These elements include structured/underground parking, green features, internal infrastructure and green space.

5. The estimated construction costs per square footage are outlined below.

Building	Hard Cost/SF
A	\$204
B	\$147
C	\$134
D + Parking	\$254
E	\$98
F	\$94
G	\$138
Townhome	\$98

General

6. There are macro contingencies that impact all real estate developments such as interest rates, availability of capital, cost of labor and materials, economic factors, etc.). Major project-specific contingencies include coming to an agreement on acceptable lease terms for the anchor component (a concern shared by all applicants at the present time); and reaching a mutual acceptable TIF agreement with the City. For our project in particular, the library/senior housing building is contingent upon coming to terms with the city and also receiving an allocation of tax credits from WHEDA (although even if the library were not to locate in this building it could be adjusted to be entirely senior).
7. The first two phases of our proposal include UW Health clinic and The Overlook at Union Corners. **The UW Health clinic is critical to the overall success of this project as it will be the foundation of and create the momentum for all of the following phases. Absent having a strong anchor tenant at project inception the feasibility of any development proposal will be compromised.**
- The first phase of construction will be the anchor UW Health clinic and related underground/surface/structured parking. The clinic is our largest building, creates the most value and is located at the key intersection. We estimate construction commencement in the summer of 2013 with completion in the summer of 2014. This component will create momentum that will allow future phases to commence in a timely fashion.
 - The second phase, which we hope will be under construction shortly after we commence Phase I will be The Overlook at Union Corners. A facility that will house the Union Corners Branch of the Madison Public Library and senior housing. Both phases will be located directly on East Washington Avenue and will in short order activate a vacant parcel. Anticipated construction commencement

in the fall of 2013 with completion in the fall of 2014.

8. There were numerous ideas and concepts that we took away from the other proposals including the need for public space, inclusion of a farmers market, art related space, and flexible housing options. In addition, we have taken cues from other stakeholders and welcome the opportunity to explore the following: increasing the amount and type of senior housing options provided (beyond our already identified independent senior facility); explore other housing options including co-housing; and enhance the link to the bike path as well as the importance in general for bike accommodations.

Housing

9. The first housing phase will be The Overlook at Union Corners (senior housing building). If we are awarded site control in the 4th Quarter of 2012, we anticipate applying to WHEDA for tax credits in January 2013 (please see WHEDA support letter in our RFP response) and if we receive an allocation, we will begin construction in late 2013. The major contingency for this phase will be the allocation of tax credits. The second phase of residential will be comprised of 12 townhomes located along Winnebago Avenue. The primary contingency will be obtaining bank financing to fund 75 percent of the capital stack. We anticipate construction start on the townhome phase to be in 2014.

10. Summary of two initial housing phases:

	Senior Building	Townhomes
Housing Type	Rental	Rental (*)
Location on Site	East Wash	Winnebago
Amount of Units	44	12 to 20
Expected Absorption	6-9 months	6-12 months

*At present, we believe that the first townhome units will be rental with ownership townhouse opportunities to follow when the project is more established and the market acceptance is increased. However, should market conditions warrant, in this first townhouse phase we may offer an ownership option.

11. The senior phase will likely be close to 100 percent restricted to households with incomes below 60% of AMI. As noted in our response, we have had discussions with the CDA about a partnership on this site and if we reach agreement it is likely that the income levels will be skewed toward lower AMIs as a result of vouchers. Based on our assessment of the market we believe that the remaining residential components will attract households with incomes in the range of between 60-120 percent of AMI. We have had discussions with the City and lenders about the first time homebuyer programs that are available and will work

with lender and agencies to bring this type of resource to bear on our project.

12. Our current plan shows 23 percent of the residential units being age restricted. However, as noted above, there may be additional need for other senior housing options (such as CBRF, RCAC or others) and we intend to further research this opportunity to allow residents to age in place within their neighborhood.
13. Our current plan shows that there will be a total of three buildings with commercial or library use on the ground floor and residential uses on the upper floors. The balance of the residential buildings will be comprised solely of residential uses. The 60 unit apartment building affords the opportunity to provide additional accessible units and/or other senior housing options.

Transportation/Transit

14. Please see **Exhibit 2: Transportation Demand Management Plan**, prepared for the UW Health anchor facility.
15. Creating a unique sense of place at a pedestrian scale as well as a recognizable neighborhood within the city at large was a key driver in our proposed solution. Without disturbing existing infrastructure, we applied principals learned from the Dutch term “Woonerf” or “living street”. Our Americanized Woonerf takes a more organic approach to geometry with vistas that curve and create pockets of green space as well as integrated plantings in such a way that encourages pedestrian traffic while discouraging vehicular traffic and speed. The visual termination of Winnebago at the Union Commons entrance will create a blend of residential and light commercial space unlike anywhere else in the city. The design of these streets, the architecture that addresses them, as well as extensive landscape and pedestrian features will slow traffic to a crawl and encourage a safe walking and biking experience.
16. We have resolved large delivery truck access for each building that would require it. These loading areas will function for garbage and recycling pick up as well. The townhomes would have their single family containers stored in their garages easily wheeled out for pick up day. All streets are a minimum of 24’ wide for fire access – this is also adequate for recycling pick up. Where the 26’ wide fire apparatus right of way would be required, we will be able to accommodate. The success of this streetscape design approach relies heavily on maintaining regulation widths for safety and logistic access while making the streets feel tighter and pedestrian friendly.

Design

17. We believe we have struck a very comfortable balance of an economically viable mix of architecture while embracing urban vistas and connections, respecting

scale and proportion, and creating a unique sense of place at the pedestrian level. At every logical entry point, we have set up visual access that draws people as well as physical access. Beginning at the new 6th Street traffic signal, a highly visible restaurant with outdoor seating addresses the East Washington Avenue and 6th Street corner. Directly across the street, fenestration of the grocery store corporate office entrance will be from East Washington Avenue. Union Commons Overlook will have plenty of glass looking into the ground floor library and an entrance that could serve both the senior housing vertical circulation as well as an East Washington Avenue access point to the library. The coffee shop invites pedestrians in at the 7th Street access point, and the UW Health pharmacy could have an entry from the corner of East Washington Avenue and Milwaukee Street. The entire length of the development along East Washington Avenue and Milwaukee Street will have a consistent lighting and landscaping design approach that encourages the pedestrian experience.

18. Please see our answer to Question 17 for a detailed explanation.
19. Flad Architects will serve as the master planner for the entire site and will establish architectural guidelines to ensure a cohesive development. Flad Architects will also provide the architectural services for the design the UW Clinic Building. Gorman & Company has in-house architectural services and we anticipate using these professionals for the residential components. Gorman and Company understands the desire for architectural diversity and will consider this when selecting design professionals for other aspects of the development.
20. We anticipate a modern design for the buildings fronting along East Washington Avenue. For the Union Commons portion of the site we anticipate a look similar to that found at the Greenway Station development in Middleton. The residential design for areas in the rear of the site will be more traditional in nature in an attempt to transition into the existing neighborhoods that abut the site. The scale of these residential buildings matches neighboring residential uses (including the residential use that abuts the Union Corners site along East Washington Avenue).
21. Please see our site plan in the RFP response for the site plan layout. Also, please see our answer to Question #1 above for further information on parking. We have also attached **Exhibit 5: Building Breakdown Summary** for further numbers on the buildings. Of the 11.41 acre property:

Roads (Including Winnebago and 6 th)	2.73 acres
Paved Parking Lots	1.96 acres
Building Footprint	3.77 acres
Green Space	2.95 acres

Commercial Space

22. Our plan provides for neighborhood serving retail to be located in Union Commons. We have entered into discussions with Willy Street Co-op (and we have submitted a proposal) and a restaurant group. There are no definitive lease agreements in place for either of these users. We envision a small coffee shop attached to the west of the UW Health clinic. This use will serve both Union Corners and surrounding neighborhoods. The remaining retail is intended to be small shops. Our approach to determining feasibility will be to retain a market research firm to determine gaps in neighborhood serving needs. After research, we intend to retain a commercial brokerage firm to assist in identifying potential tenants.
23. We have not included artist spaces in our original vision for the site. However, after listening to certain comments, we are willing to entertain such a use. Gorman & Company has completed three live/work developments using Section 42 tax credits (housing located above) and we have found these projects to be well received in the market. The Union Commons area could be reconfigured to provide such artist space. The Committee asked an appropriate question about financial feasibility and we would have to access grants/soft funds and tax credits to create a viable capital plan for this intriguing use.
24. Our target list of retail type users (prior to conducting detailed market research) includes: daycare center, health foods, alternative medicine, specialty foods such as yogurt, yoga, chiropractors, massage, offices (such as insurance agents, attorneys), collectables, etc.
25. We do not envision the tenants in the retail spaces to have a regional type of draw (as compared to business that may be found in places such as Hilldale or Greenway Station. Therefore by nature our retail tenants will serve the surrounding neighborhoods.
26. The retail users will be focused on day-to-day necessities rather than luxury items.

Jobs

27. Gorman & Company has been a supporter of providing construction jobs to local residents. As part of the Company's involvement with the tax credit program (and in certain municipalities such as Milwaukee), we have had to commit to certain hiring goals that include local residents, minorities and unemployed. We will commit to a mutually-acceptable goal for hiring local construction workers.
28. It is very difficult for a developer to mandate that tenants in the buildings pay a living wage and be accessible to local residents. To commit to such provisions at

this point in time, without consulting the tenants is disingenuous at best. We will commit to working with the city to craft goals for such hiring.

29. We are willing to hold job fairs, publish bid documents, outreach to EBE sub contractors in the DOT and state data base. For example, Gorman & Company was the pioneer participant in WHEDA's EBE programs. Since the program's inception, Gorman has been an active participant and the results of Gorman's efforts in this program have been used to set the bar for other developers. Gorman collaborated with WHEDA and Chamness Consulting in a pilot program to raise the level of minority involvement in WHEDA-financed developments. This pilot program focused on Gorman's development of the Majestic, which served as a state model to increase minority participation. Gorman & Company has continued that commitment, often surpassing municipal and WHEDA targets. In addition to EBE, our workforce development program with Northcott Neighborhood House hires local workers with challenged backgrounds to perform various construction trades on our Northside Housing Initiative in Milwaukee, WI. Some of those workers were even hired on by sub-contractors after the project they were working on was complete. In our job fairs, we attempt to link potential subcontractors with people from the local neighborhood where our projects will be located. We give advance notice to the potential subcontractors that they will have an advantage if they are able to meet with and hire workers from the neighborhood. Please see **Exhibit 3: Quotes on Gorman** and **Exhibit 4: Pictures of Job Fair at Avalon Village, Madison, WI** for further information.

Environmental

30. We anticipate all new streets to be private; however, we understand the need to discuss this in detail with the City. There are 1,607 lineal feet of street and 264 lineal feet of alley ways. As specified in the RFP, we have maintained the current configuration of Winnebago Street. Stormwater will be managed with bioswales wherever possible and logistically feasible. Conceptually, the Woonerf like streets will not have curbs, storm water will percolate directly into landscape features. When necessary, it is very common to utilize strip drains that tie into the storm sewer. Typical curb and gutter is not necessary to manage stormwater. We will do an in depth analysis of stormwater management if the property is acquired. The Council for New Urbanism and members of the neighborhood selected the "Woonerf" design as the winner of last year's competition. Our team has embraced this concept and worked hard to find a way to weave the principals into this site. The reality of economics, codes and regulations, and an existing infrastructure come into play, and we have come up with a plan that quite successfully incorporates a Woonerf feel. Our "Americanized Woonerf" blends the sidewalk and street by eliminating the curb, and blending paving patterns and colors. This approach will increase safety, public health and neighborhood aesthetics by blurring the line of street, sidewalk and landscape

features effectively slowing traffic. Our design shows that these things combined with pockets of angled parking, large and small pockets of green space, and pedestrian welcoming architecture will create a place uniquely Madison. Due to the extensive landscaping and features, we anticipate that the internal street system will be privately owned and maintained.

31. Of the flat roofs on the development, 20% are proposed as green roof systems, 80% are white membrane roofs.
32. We anticipate utilizing passive solar design elements throughout the site. The site orientation combined with the building positioning we have established allows passive solar elements to be incorporated to each building. We will establish design guidelines that prefer passive solar features when feasible. These guidelines will also require a sustainable analysis as we will encourage LEED rated buildings. Once the site is acquired, we will do an analysis as to the feasibility of pursuing a LEED neighborhood development.
33. Our pedestrian oriented development integrates all of these features in such a way that people are encouraged to walk or bike instead of getting in their cars. This combined with appropriately scaled architecture creates the sense of place that encourages people to utilize the common spaces that make their neighborhood a unique and desirable place to live.
34. There will be approximately 11,000 square feet of community gardens space. We anticipate that these gardens will be open for use by residents of both Union Corners and surrounding neighborhoods.
35. The parks are intended to be public.

Gorman Specific Questions

- a. We recognize that porosity is an important concept and we will make every provision feasible to assure this is the most walkable part of East Washington. The coffee shop located along East Washington Avenue will activate this part of the street edge and bring energy to the area. Adjacent to the coffee shop will be green space and outdoor seating. While the healing garden is not located at street-level, it will provide eyes on the street. There is significant space provided on Union Green Street (located between Buildings D and C) to visually invite pedestrians into the center of the site and to break up the buildings along the East Washington edge. The library building itself will be inviting to the street with large windows and reading gathering areas located along the east Washington frontage. Building B steps down in height from Building C and features a roof top garden area. Similar to Union Green Street, we attempted to widen the vista into the site and placed outdoor seating for Building A on 6th Street. We believe that 6th Street will become an important pedestrian access point for the

neighborhoods across east Washington Avenue. The intent of the yellow pedestrian oriented hardscape line was, presented in at an earlier meeting, was to illustrate the design of the streets we are building and have control over. We will do everything we can architecturally to make this plan comfortable and safe for pedestrians.

- b. We recognize concerns related to this design challenge and if chosen we will make a sincere effort to address this question. We have incorporated a significant amount of glass at the ground level of this building. Directly on the corner is an entrance to the Pharmacy which will be connected to the clinic entrance. At 7th street, the coffee shop will have pedestrian access and a green space directly adjacent. This is approximately 300' away from the corner of East Wash and Milwaukee – approximately a 60 second walk. Moving from the corner towards Winnebago, fenestration of the building, well-appointed landscape elements as well as ample lighting will draw pedestrians towards the residential entrance of Winnebago. Again, in approximately a 60 second walk you are past the building and standing right next to a townhome.
- c. This drive through will serve the aforementioned coffee shop. We believe that a coffee shop will be an important amenity to Union Corners and in particular will serve the employees and patients. In addition, we believe that this use will bring energy to the East Washington edge.
- d. As noted earlier, we attempted to incorporate Woonerf concepts recognizing that this design was vetted by numerous stakeholders and industry professionals. We admit that this is not a true Woonerf design but hope that the committee recognizes that we attempted to integrate certain elements.
- e. You correctly assumed that closure of this street is anticipated to safely accommodate community gatherings (particularly on certain nights and weekends). Such closure will not preclude access to the surrounding buildings.
- f. Thank you for the kind comments regarding our residential design. We took care in integrating residential throughout the site and made efforts to have massing that is compatible with uses to the south and east. The rear yard spaces in question are utilitarian in nature. We have garage doors with adjacent pedestrian doors and will add planter boxes wherever possible. They will be well lit and have motion sensors. All dumpsters and refuse containers will be stored inside garage spaces and brought out on pick up day. Loading and delivery access for buildings that would require it is shown on the plan.
- g. We agree that the splash pad location could be moved. We therefore propose to move the splash pad to the western edge of the property (the site labeled Union Lawn). This location allows access to residents of Union Corners as well as residents to the east.

Again, we thank the committee for their time in reviewing our response. We look forward to working with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary J. Gorman". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Gary J. Gorman
President/CEO

**UNION CORNERS
TAX INCREMENT ESTIMATE**

	Proposed		Current	After Developed			Estimated Increment	
	Building - commercial rentable area (sq ft)	No of Residential Units or Parking Stalls	Current real estate taxes	Estimated Assessment	Estimated Taxes 2011 MIL Rate: .0230351	Estimated Taxes Per Sq Ft, Unit or Stall	Assessment	Taxes
2340 Winnebago Area:								
Building A	5,200		-	\$ 507,921	\$ 11,700	\$ 2.25	507,921	11,700
2504 Winnebago Area:								
Building B	31,000		-	\$ 3,027,988	\$ 69,750	\$ 2.25	3,027,988	69,750
Building C - commercial	12,140		-	\$ 1,185,799	\$ 27,315	\$ 2.25	1,185,799	27,315
Building C - residential		44		\$ 4,011,270	\$ 92,400	\$ 2,100	4,011,270	92,400
Building D	78,400		-	\$ 7,657,879	\$ 176,400	\$ 2.25	7,657,879	176,400
Parking Structure		264	-	\$ 5,280,000	\$ 121,625	\$ 461.00	5,280,000	121,625
Building E - commercial	8,700		-	\$ 849,790	\$ 19,575	\$ 2.25	849,790	19,575
Building E - residential		8		\$ 729,322	\$ 16,800	\$ 2,100	729,322	16,800
Building F - commercial	11,745		-	\$ 1,147,206	\$ 26,426	\$ 2.25	1,147,206	26,426
Building F - residential		14		\$ 1,276,313	\$ 29,400	\$ 2,100	1,276,313	29,400
Townhomes		31	-	\$ 2,826,122	\$ 65,100	\$ 2,100	2,826,122	65,100
2507 Winnebago Area:								
Building G		60	-	\$ 5,469,913	\$ 126,000	\$ 2,100	5,469,913	126,000
Townhomes		28	-	\$ 2,552,626	\$ 58,800	\$ 2,100	2,552,626	58,800
Total	147,185	449	-	\$ 36,522,149	\$ 841,291		\$ 36,522,149	\$ 841,291



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REAL ESTATE DEVELOPMENT

MADISON MILWAUKEE MIAMI PHOENIX

**UW Health
Union Corners Clinic
Transportation Demand Management (TDM) Plan**

Background

The Committee has asked that each Union Corners applicant to prepare a TDM for anchor tenants. We are submitting this draft TDM plan for UW Health with the understanding that a more formal plan will be incorporated upon selection of a developer and said plan will be agreed upon by the City, the Developer, and UW Health. We assume that the TDM plan will, in general, follow the format established in the City's "big box" ordinance that mandates a TDM plan for those uses that have over 100 full time employees (or FTEs). As mandated by this ordinance, the TDM Plan shall be reviewed by both the Traffic Engineer and the Planning Unit Director.

Existing Transit Service

Madison Metro offers multiple bus routes to and from Union Corners that provide excellent service that serve the site well. Routes 6, 20, and 34 directly serve campus with transit stops on Wright Street at the front door to the UW Health clinic building. Due to very good transit service provided by Madison Metro, UW Health does not anticipate providing duplicative shuttle services.

Route 6 links the Truax campus to the West Transfer Point and East Towne Mall, and points in between including the Capitol Square, UW-Madison Campus, and State Street. Service headways vary during the workday, but typically every 30 minutes, running from 5:30 am to midnight weekdays. For Madison College, Route 6 serves as a very good shuttle between the Truax and Downtown campuses, with a nearly direct connection via East Washington. **Please see the attached weekday system schedule for further details.**

BICYCLE: PATHS AND ROUTES

Union Corners is located near several bike paths and has direct frontage on the Farwell/Winnebago connector path. **Please see the attached City of Madison Bike Path Guide for further details.**

WALKING: FACILITIES

Union Corners is located in established residential neighborhoods. In addition the redevelopment of the UC site itself will afford walk to work opportunities with the inclusion of 185 new residential units.

RIDESHARING

Ridesharing is a viable option for groups that have consistent travel schedules. The variability of arrival and departure for students and part-time faculty mean that full-time faculty and staff are the most likely to rideshare at the Truax campus.

UW Health will encourage carpooling by participating in Rideshare Etc., a ridesharing program administered by the Madison Area Transportation Office. The service matches up potential commuters who live in the same ZIP code. Participants in Rideshare Etc. are eligible for the guaranteed ride home program. (The guaranteed ride home program provides commuters who regularly vanpool, carpool, bike, walk, or take transit with a reliable ride home when unexpected emergencies arise. Vouchers are provided for Union Cab rides up to \$75 per ride, six rides per year.)

Mission Statement

The TDM plan for UW Health at Union Corners is established to reduce single occupant vehicle (SOV) travel to the clinic, by all groups, including employees, patients and visitors. It is expected that the TDM Plan will contribute positively to the clinic as a quality place to work and receive medical care. Its program elements are to be designed and administered in a manner that emphasizes commitment, flexibility, innovation, and leadership among clinics in Wisconsin.

Program Goals

Increasing carpooling, transit use, bicycling, and walking will provide the following benefits to UW Health, its employees, patients and visitors and the City of Madison:

- Decrease traffic congestion.
- Decrease air pollution and greenhouse gas emissions.
- Decrease transportation costs for employees, visitors and patients.
- Increase health benefits for employees, visitors and patient.
- Minimize the need for vehicle parking and impacts on surrounding neighborhoods.

- 1. Education and Awareness.** Inform and educate all employees and visitors about the TDM plan and about the availability of alternatives to travel by SOV and provide persuasive marketing to motivate changes in commute modes.
- 2. Commute Alternatives.** Significantly increase the convenience, availability, and attractiveness of alternatives to SOV commuting and provide for reductions of commute trips through programs that support transit, bicycling,

walking, carpooling, vanpooling, telecommuting and compressed work schedules.

- 3. Parking Management.** Develop and manage parking assets in ways that:
 - a. reduce the demand for parking spaces;
 - b. optimize parking availability and space allocations,
 - c. enhance access and convenience for all clinic users; and
 - d. promote safety, security and positive management of the parking program.
- 4. Incentive Based.** Establish a broad, incentive-based TDM program that is developed and implemented in a phased approach, and which is available and accessible to all employees and patients.
- 5. Community Impacts.** Mitigate negative impacts of clinic generated travel on the surrounding community, including traffic congestion and parking spillover into adjacent residential areas and on adjacent community features.
- 6. Commitment of Resources.** Determine the costs and resources needed to develop and administer the TDM plan and develop mechanisms by which to commit needed resources, to evaluate performance on an on-going basis, and to recover costs from potential funding sources.

Short-Term Measurable Goals

Adopt specific short-term, measurable goals for reducing travel in single occupant vehicles. Work with city officials and neighborhood groups in setting these goals. Make an effort to define realistic and achievable goals. The clinic shall develop trip reduction goals and distinct TDM programs after looking at trip generation of other UW Health facilities in particular the East Towne clinic facility.

In general, the programs reflect three common strategies:

- Educational and Promotional Efforts
- Support For Alternative Commutes
- Providing Incentives to Motivate and Reward non-SOV Commutes

Education and Promotion:

- Regular distribution of information on commuting alternatives
- Postings and maintenance of commute options bulletin board(s)
- Promotion of TDM and the use of transportation alternatives in internal communications.

- Promote the use of transportation alternatives in communications sent to clinic patients.

Support for Alternatives:

- Ride-match Map and Board installed in the clinic staff lounge
- Secure bicycle racks located in either the parking structure or the underground parking area will be provided.
- Showers and changing rooms shall be available for bicycle commuters.
- Research participation in City of Madison's urban bike share program.

Providing Incentives to Motivate and Reward non-SOV Commutes:

- Discuss the potential for incentives to those using non-SOV commuting options.

Conclusion

Gorman & Company and UW Health look forward to working with the City and surrounding neighborhood in adoption a workable TDM plan.

Bicycling Network

- Off street paved path
- Off street paved path - Trail Pass required
- Bicycle boulevard
- Bike lane or paved shoulder
- Contra-flow bike lane
- Wide curb lane
- On street route
- Off street unpaved path
- Bicycle route on sidewalk

Facilities

- Bicycle shop
- Bicycle shop with rentals
- B-cycle station
- Bus transfer point
- Dane County Regional Airport
- School
- Museum
- Library
- Beach

Map Features

- Bicycling prohibited or not recommended
- Through street (higher traffic volumes)
- Local street
- Railroad
- Traffic signal
- City limits
- Outside city limits
- Park or open space
- UW campus
- Lake, river or stream
- Over/underpass

ABOUT THIS MAP

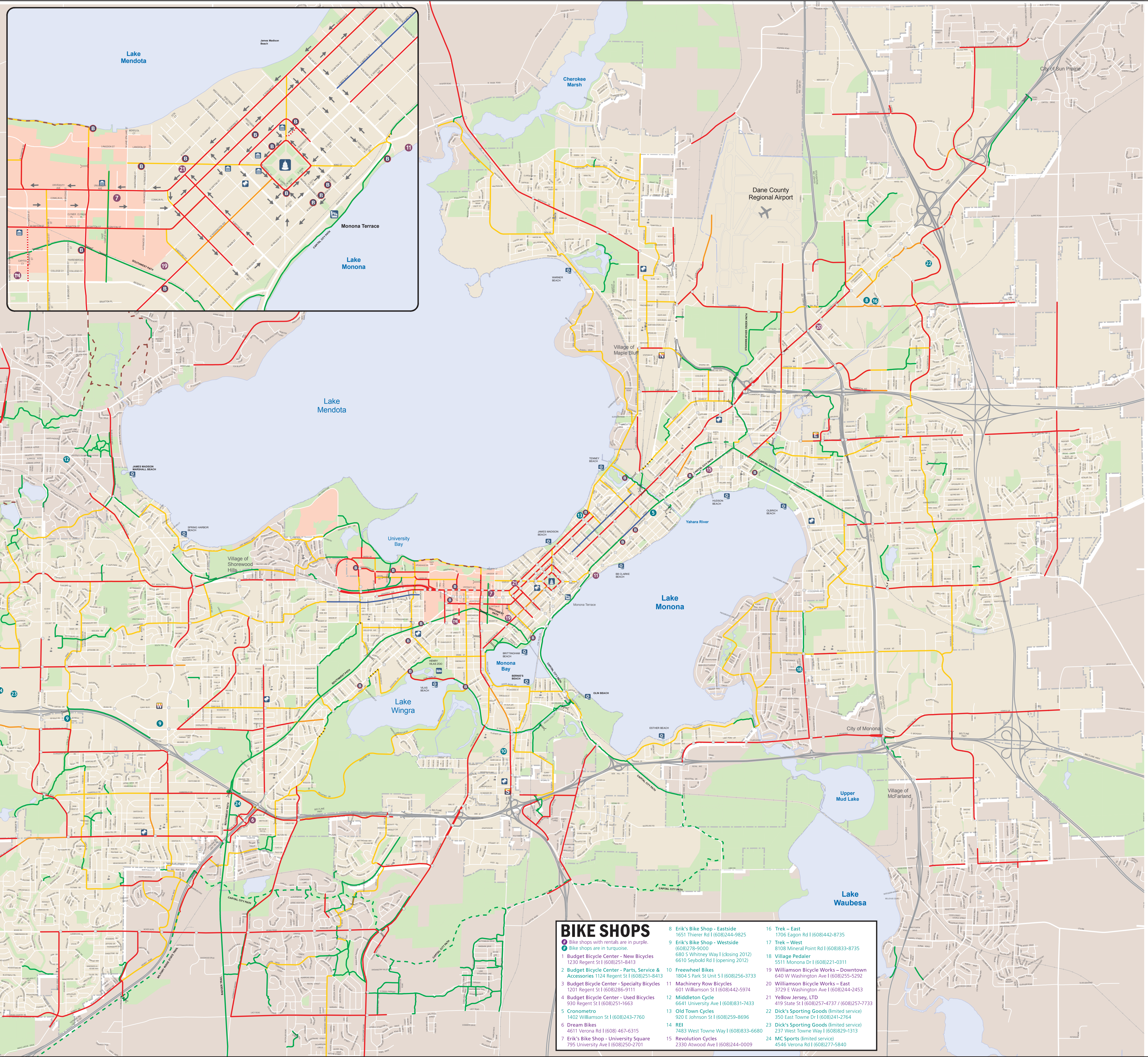
Disclaimer: The City of Madison has published this map to aid bicyclists. It is not a substitute for a roadway map. Conditions on roads vary depending on the time of the day, the day of the week and the season. Increased traffic congestion during rush hours and construction may call for extra caution. Be prepared to make your own evaluation of traffic and road conditions, and plan routes appropriate to your riding skills. The user of this map bears full responsibility for their safety. The bicyclist assumes the risks encountered and is advised to use good judgment and obey traffic laws on all roads, regardless of their destination on this map. Bicycle facilities, shown on this map, may not be current (especially in adjacent communities). Please ride carefully!

©2012 Edition. Copyright, City of Madison Traffic Engineering Division, Bike Madison Program.

To learn more about Bike Madison and to get updates on current bike projects, visit www.cityofmadison.com/bikemadison

To report any discrepancies on City of Madison Bike map, please contact City of Madison Traffic Engineering, trans@cityofmadison.com, or go to www.cityofmadison.com/reportaproblem, select BikeWay Concerns.

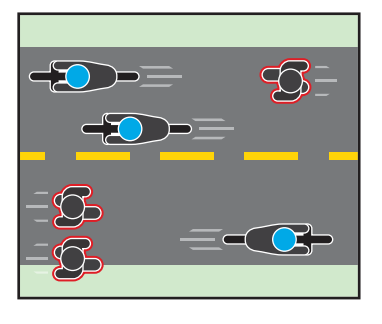
Map Credits: Thanks to the Cities of Denver, Colorado, New York City, New York and Bristol, England for the use of information and inspiration from their bicycling maps. Cover layout, map design, and print layout: City of Madison Traffic Engineering and Information Technology.



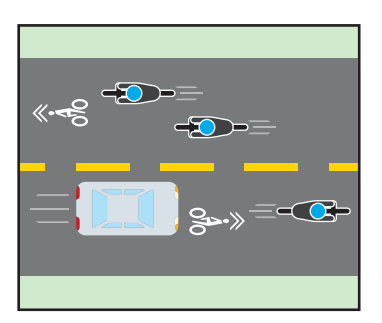
CITY OF MADISON BIKE MAP

Explanation of Bicycling Network & Features

PLEASE NOTE
 Select your route to match your skill and comfort level. Obey all traffic signs, signals and laws. Ride courteously and safely.



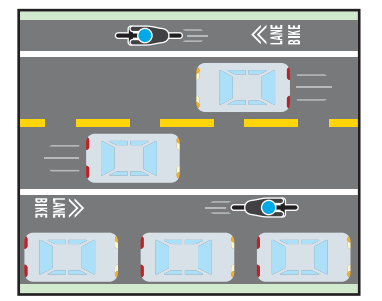
OFF STREET PAVED PATH
 Off street paved paths are shared use routes for cyclists, pedestrians and other non-motorized traffic. Ride responsibly and share the path. Slow down when approaching other traffic and give an audible warning before passing. When not passing, keep to the right.



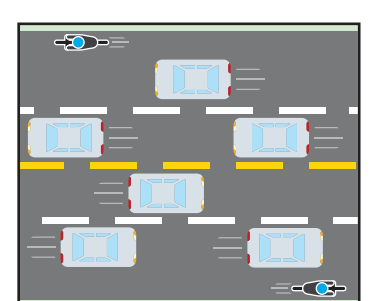
BICYCLE BOULEVARD
 Bicycle boulevards are low speed, low (motor vehicle) traffic volume, local streets that are designated for use primarily by bicyclists. Motor vehicles are welcome on bicycle boulevards. Special blue street signs and shared lane (sharrow) pavement markings signify that motor vehicles must be attentive to the large numbers of cyclists and lower their speeds.



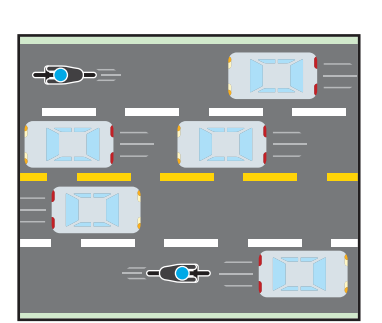
BIKE LANE OR PAVED SHOULDER
 A bicycle lane is a separate lane on the street for bicyclists. This lane is sometimes shared with parked cars, buses or right turning vehicles.



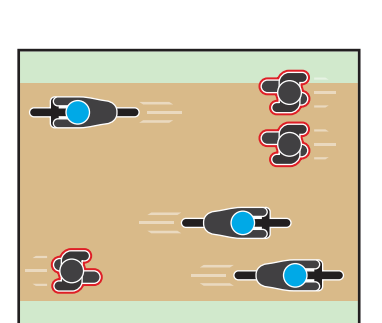
WIDE CURB LANE
 A wide curb lane is the traffic lane next to the curb (the right most lane) which is extra wide so a motorist can safely pass a bicyclist without having to change lanes. There is no line painted on the street separating motorists from the bicyclists.



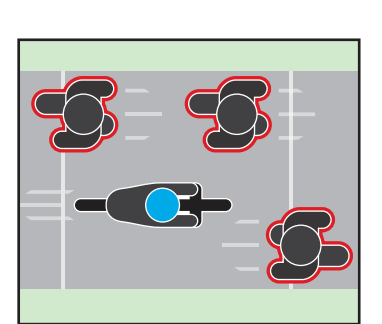
ON STREET ROUTE
 On street routes are sections of bike routes, on streets, which have "bike route" signs, but do not have other bicycle facilities. These "on street routes" are often used by bicyclists, who are comfortable sharing the road with motor vehicles, to access areas not yet served by other bicycle facilities.



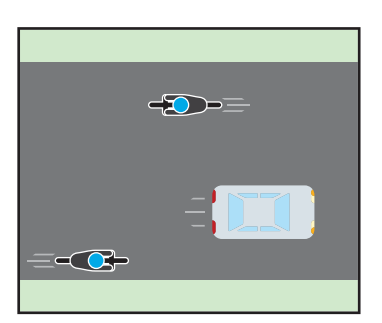
OFF STREET UNPAVED PATH
 An off street, unpaved path is similar in use to the mixed-use, paved path described above, but may have rugged terrain more suitable for mountain bikes.



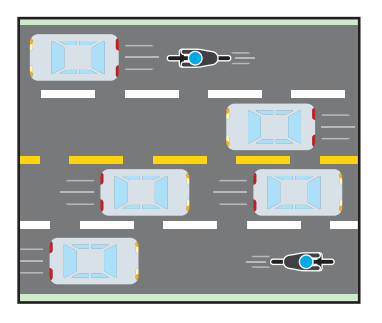
BICYCLE ROUTE ON SIDEWALK
 Due to difficult roadway conditions in a few areas, bike routes on sidewalks help insure route continuity. Bicycling is allowed on sidewalks, EXCEPT where buildings are not set back from the sidewalk (such as commercial districts). Always yield to pedestrians.



LOCAL STREET
 Local or collector streets, without bicycle facilities, have relatively low traffic volumes and lower speeds.



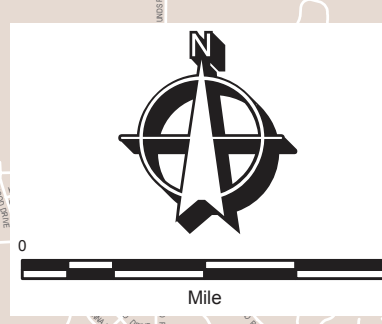
THROUGH STREET (HIGHER TRAFFIC VOLUMES)
 Arterial streets, without bicycle facilities, have higher volumes and speeds. These street are not recommended for inexperienced cyclists.



BIKE BOXES
 Bike boxes are rectangles, painted on the pavement at intersections, which move car traffic back several feet from the crossing and allow space for bicyclists to position themselves in front of waiting traffic. Bike boxes are intended to reduce bicycle and car collisions, especially those between drivers turning right and bicyclists going straight by providing greater visibility.

BIKE SHOPS

- 1 Budget Bicycle Center - New Bicycles
1230 Regent St | (608)251-8413
- 2 Budget Bicycle Center - Parts, Service & Accessories
1124 Regent St | (608)251-8413
- 3 Budget Bicycle Center - Specialty Bicycles
1201 Regent St | (608)286-9111
- 4 Budget Bicycle Center - Used Bicycles
930 Regent St | (608)251-1663
- 5 Cronometro
1402 Williamson St | (608)243-7760
- 6 Dream Bikes
4611 Verona Rd | (608) 467-6315
- 7 Erik's Bike Shop - University Square
795 University Ave | (608)250-2701
- 8 Erik's Bike Shop - Eastside
1651 Thierer Rd | (608)244-9825
- 9 Erik's Bike Shop - Westside
680 S Whitney Way | (closing 2012)
6610 Seybold Rd | (opening 2012)
- 10 Freewheel Bikes
1804 S Park St Unit S1 | (608)256-3733
- 11 Machinery Row Bicycles
601 Williamson St | (608)442-5974
- 12 Middleton Cycle
6641 University Ave | (608)831-7433
- 13 Old Town Cycles
920 E Johnson St | (608)259-8696
- 14 REI
7483 West Towne Way | (608)833-6680
- 15 Revolution Cycles
2330 Atwood Ave | (608)244-0009
- 16 Trek - East
1706 Eagon Rd | (608)442-8735
- 17 Trek - West
8108 Mineral Point Rd | (608)833-8735
- 18 Village Pedaler
5511 Monona Dr | (608)221-0311
- 19 Williamson Bicycle Works - Downtown
640 W Washington Ave | (608)255-5292
- 20 Williamson Bicycle Works - East
3729 E Washington Ave | (608)244-2453
- 21 Yellow Jersey, LTD
419 State St | (608)257-4737 | (608)257-7733
- 22 Dick's Sporting Goods (limited service)
350 East Towne Dr | (608)241-2764
- 23 Dick's Sporting Goods (limited service)
237 West Towne Way | (608)229-1313
- 24 MC Sports (limited service)
4546 Verona Rd | (608)277-5840



Weekday Service

Welcome Aboard!

Metro's Transfer Point System provides connections in all directions at the North, South, East, West and Middleton Transfer Points for convenient service to many destinations throughout the Madison area.

Be sure to look at both the Weekday and Supplemental School Day Service maps for weekday travel, and the Weekend and Holiday map for travel on those days. Locate the route(s) closest to your origin and destination point. Now that you've determined which route(s) you need, refer to the appropriate schedule(s) in the Ride Guide.

For information call Metro Customer Service Center 608-266-4466 or visit us online at: mymetrobus.com

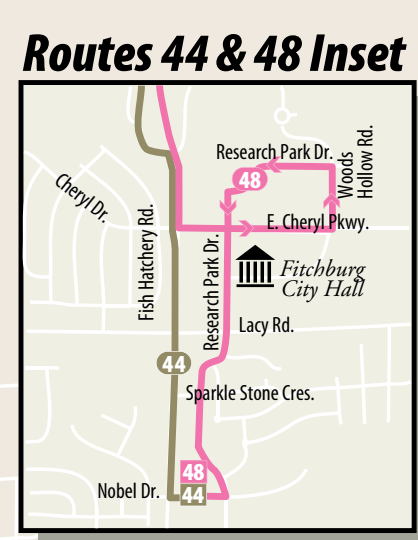
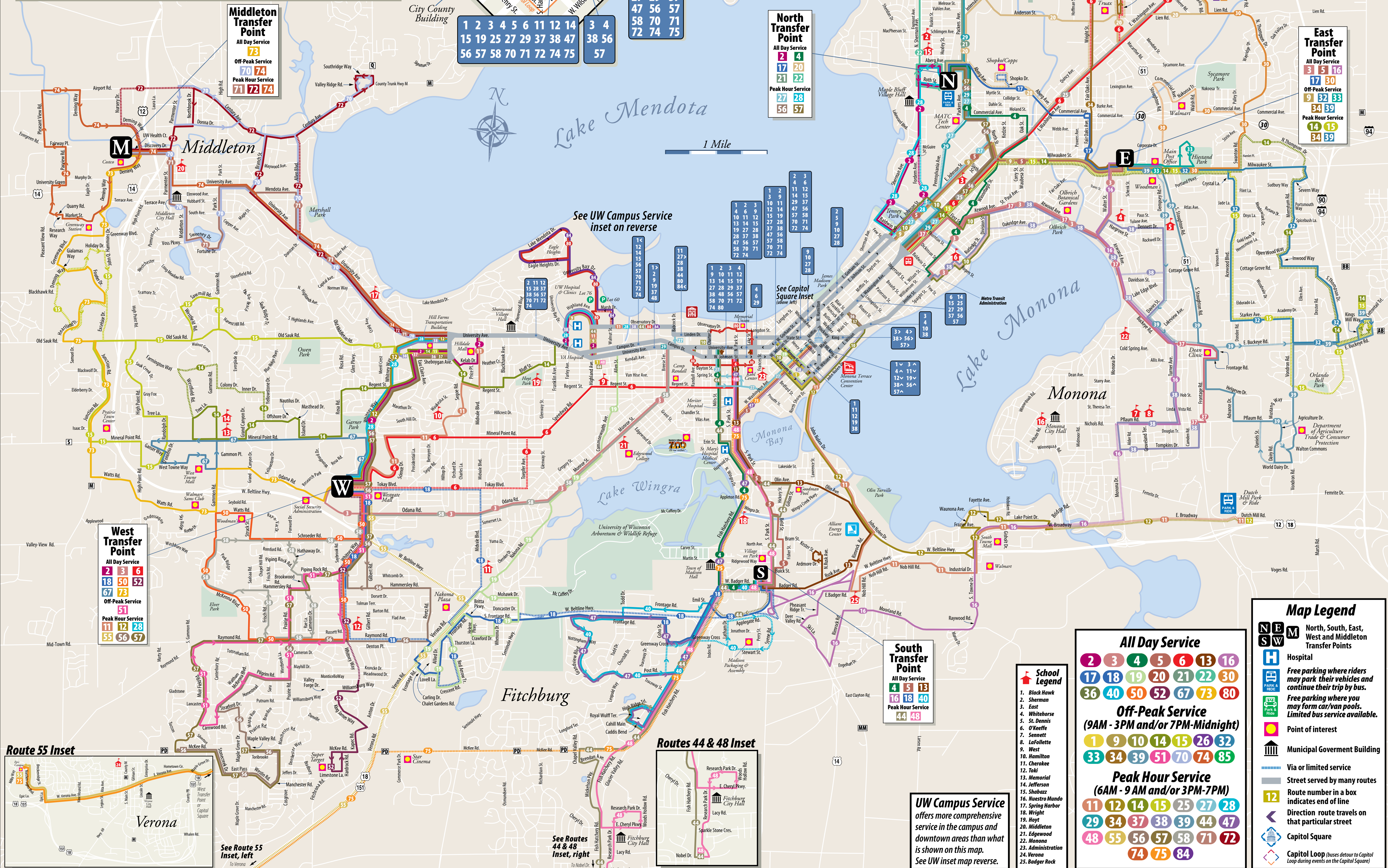
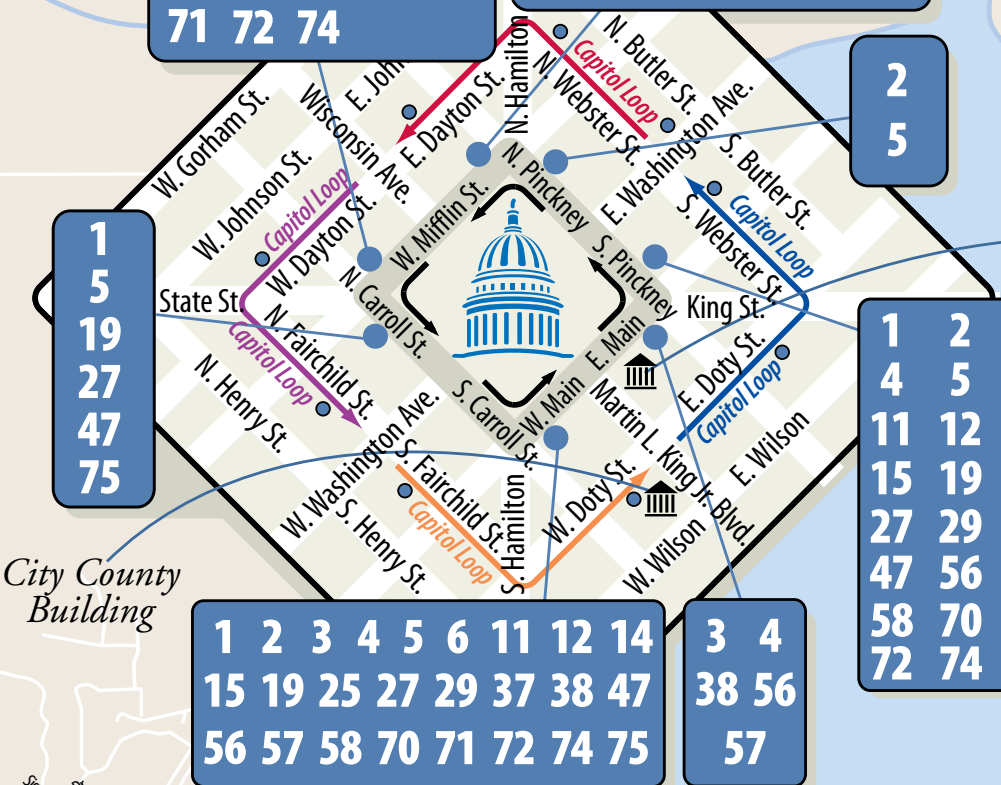
- Weekdays: 6:15 AM–6 PM • Saturdays: 8 AM–4:30 PM
- Sundays & Holidays: 9:00 PM–4:30 PM



Capitol Square & Capitol Loop Detour Inset Bus Stops for Weekday Base Service

2	3	4	6	11
12	14	15	29	37
47	56	57	58	70
71	72	74		

1	2	3	4	5	6
11	12	14	15	19	25
27	29	37	47	56	57
58	70	71	72	74	75



Middleton Transfer Point

All Day Service: 73

Off-Peak Service: 70, 74

Peak Hour Service: 71, 72, 74

North Transfer Point

All Day Service: 2, 4

Off-Peak Service: 17, 20, 21, 22

Peak Hour Service: 27, 28

East Transfer Point

All Day Service: 3, 5, 16

Off-Peak Service: 17, 30

Off-Peak Service: 31, 52, 35

Peak Hour Service: 34, 39

Peak Hour Service: 14, 15

West Transfer Point

All Day Service: 2, 3, 6

Off-Peak Service: 18, 50, 52

Off-Peak Service: 67, 73

Peak Hour Service: 51

Peak Hour Service: 55, 56, 57

South Transfer Point

All Day Service: 4, 5, 13

Off-Peak Service: 16, 18, 40

Peak Hour Service: 44, 48

- #### School Legend
1. Black Hawk
 2. Sherman
 3. East
 4. Whitehorse
 5. St. Dennis
 6. O'Keefe
 7. Bennett
 8. LaFollette
 9. West
 10. Hamilton
 11. Cherokee
 12. Tok
 13. Memorial
 14. Jefferson
 15. Shabazz
 16. Nuestro Mundo
 17. Spring Harbor
 18. Wright
 19. Hoyt
 20. Middleton
 21. Edgewood
 22. Monona
 23. Administration
 24. Verona
 25. Badger Rock

All Day Service

2 3 4 5 6 13 16

17 18 19 20 21 22 30

36 40 50 52 67 73 80

Off-Peak Service (9AM - 3PM and/or 7PM-Midnight)

1 9 10 14 15 26 32

33 34 39 51 70 74 85

Peak Hour Service (6AM - 9 AM and/or 3PM-7PM)

11 12 14 15 25 27 28

29 34 37 38 39 44 47

48 55 56 57 58 71 72

74 75 84

Map Legend

- N E M** North, South, East, West and Middleton Transfer Points
- H** Hospital
- P** Free parking where riders may park their vehicles and continue their trip by bus.
- V** Free parking where you may form car/van pools. Limited bus service available.
- I** Point of interest
- M** Municipal Government Building
- V** Via or limited service
- S** Street served by many routes
- 12** Route number in a box indicates end of line
- ↔** Direction route travels on that particular street
- Ⓜ** Capitol Square
- Ⓜ** Capitol Loop (buses detour to Capitol Loop during events on the Capitol Square)

Plan your trip on... **Google maps** **mymetrobus.com**

Try These Apps! **mymetrobus.com/apps**

Discover your path to honor. **1763 THIERRER ROAD 608.243.2870 NATIONALGUARD.com**

Exhibit 3

Quotes on Gorman & Company, Inc.

We're looking for people who believe. Companies that believe. People who understand that there are risks in making this a better city. Gorman & Company does that. I like to speak of Milwaukee as the most livable big city in America. Gorman & Company is in large measure responsible for my confidence in making that statement. In a time when many cities struggle with the challenge of providing a range of housing options for their citizens, Milwaukee shines. In a time when many cities yearn for investment in their neighborhoods, we have Historic Lofts on Kilbourn, Golden Dome Apartments, Historic Fifth Ward Condos, the Kunzelmann-Esser Building, the Knitting Factory, and more, all tributes to Gorman & Company's vision of Milwaukee as a dynamic marketplace.

- Mayor Tom Barrett, City of Milwaukee

The Milwaukee Urban League (MUL) was pleased to be a partner with Gorman & Company on the development of historic Dr. Wesley L. Scott Senior Living Community.

This project not only provides quality, affordable housing for seniors, it is significant because of its name. Dr. Scott was executive Director of MUL for twenty-three (23) years from 1959-1981 and was known as the "catalyst" for change. We wanted a name that would symbolize hope, progress and change. Everyone associated with development is pleased because it gave us another opportunity to celebrate the life and legacy of this great man who did so much for our community.

In addition, the City of Milwaukee Department of Development views this housing community as a "catalytic" project that will help stabilize, and revitalize, one of our most challenged neighborhoods, Metcalfe Park.

- Ralph Hollmon, President & CEO, Milwaukee Urban League

Gorman is one of our premiere developers. They tend to take on the very difficult projects to do and they do those projects very well. Our interest here, we are part of city homes, and we have this property sitting right here in the middle where we want to go. We thought we had to get this facility redeveloped and turn this neighborhood around to continue the efforts to revitalize the neighborhood. I think Gorman brought a lot of expertise, an understanding of the process, an understanding, above all, and a respect for the community and I think he's done that very well.

- Antonio Riley, Executive Director, Wisconsin Housing & Economic Development Authority (WHEDA)

I think you have to look at London Square as one of the typical developments that was put up in the late 60s early 70s. There are many other examples throughout Milwaukee, particularly in Milwaukee's center city, that were designed for low income people but really did not speak to the dignity of people.

- Rocky Marcoux, Commissioner, Milwaukee Department of City Development

This is truly a case where a silk purse is made out of a sow's ear. This development has been completely transformed by Gorman & Company into a very positive, uplifting, bright, clean, airy living space which I can only believe will impact the residents' lives and cause them to feel similar optimism towards their own lives and toward the opportunities that are out there.

- Robert Bauman, Alderman, 4th District Milwaukee

We had to look at whether we were going to be able to achieve the income to amortize or cover the debt service on this project, along with seeing if Gorman was able to bring enough equity in through tax credits to make this thing work. We saw that Gorman had had a lot of experience throughout the state in putting developments together for tax credits and we felt very comfortable to use our latitude to do that.

- Ann Marie Hinkle, Chief-Project Management, Housing & Urban Development (HUD)

“When I saw my new home for the first time, I was so excited. The quality and design were amazingly contemporary. The best part is that it’s affordable. As a single mother it’s often difficult to find suitable accommodations for my family while staying within my means. I have recommended this service to several of my friends and relatives. I feel truly blessed to be a part of this program and I absolutely love my home.”

-Amber Fields– Resident, Metcalfe Park Home Owner Initiative

“This project has been over three years in the making. It has been designed with the assistance of many Kenosha residents representing both persons with physical disabilities and advocates for persons with physical disabilities. Kenosha Commons will begin to meet their needs.”

John Antaramian, Past Mayor of Kenosha

EXHIBIT 4: Job Fair –Avalon Village, Madison, WI



Flad Architects								
Gorman & Company, Inc.								
Union Corners RFP								
Project No. XXXXX-XX								
Building	Total GSF	Number of Floors	Total Residential Units	Usage by Floor	GSF/Floor	Structured or Underground Parking Total	Surface Parking Total	Total Parking
A - Restaurant	5,200	1	0	(1) Restaurant/Retail	(1) 5,200	0	24	24
B - Grocery Store / 1 floor office above	31,000	2	0	(1) Market / Small Grocery	(1) 21,000	50	24	74
				(2) Office (for grocer)	(2) 10000			
C - Library / Senior Housing	65,105	5	44	(1) Library	(1) 16,545	3	18	21
				(2) Senior Apartments (11 units)	(2) 12,140	11		11
				(3) Apartments (11 units)	(3) 12,140	11		11
				(4) Apartments (11 units)	(4) 12,140	11		11
				(5) Senior Apartments (11 units)	(5)12,140	11		11
D - Medical Clinic	75,000	3	0	(1) entry, urgent care, lab, pharmacy	(1)25,000	264	77	341
				(2) Clinic space	(2) 25,000			
				(3) Clinic space	(3) 25,000			
Coffee shop (part of D)	3,400	1	0	(1) coffee shop with drive up, indoor and outdoor seating	(1)3400	0		0
E - Local Small Retail Space / Residential on 2nd floor	17,400	2	8	(1) Commercial space - retail, food service	(1) 8,700	30		30
				(2) apartments (8 units)	(2)8,700	35		35
F - Local Small Retail Space / Residential on 2nd floor	23,490	2	14	(1) Commercial space - retail, food service	(1) 11,745			
				(2) apartments (14 units)	(2) 11,745			
G - Multifamily Apartment	56,925	3	60	1 and 2 bedroom apartments - gross area does not include pkg garage	18,975	60		60
Townhouse A	1,500	garage+2+loft	36	Residential	600 sf fprint	2		72

Flad Architects								
Gorman & Company, Inc.								
Union Corners RFP								
Project No. XXXXX-XX								
Building	Total GSF	Number of Floors	Total Residential Units	Usage by Floor	GSF/Floor	Structured or Underground Parking Total	Surface Parking Total	Total Parking
total TH A GSF 35x1500	52,500							
Townhouse B	1,850	garage+2+loft	23	Residential	750 sf fprint	2		46
total TH B GSF 22x1850	40,700							
street parking					0		45	45
Project Total	374,070		185					792