

# Elderberry Place

8552 Elderberry Road  
Madison, Wisconsin



**Gorman & Company, LLC**

**AgeBetter, Inc.**

City of Madison RFP #8834-2019  
Affordable Housing Fund  
June 27, 2019

## Affordable Housing Fund (AHF) Application

This application form should be used for projects seeking City of Madison AHF funds. Applications must be submitted electronically to the City of Madison Community Development Division by **noon on June 27, 2019**.

Email to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

### APPLICANT INFORMATION

Proposal Title:	<u>Elderberry Place</u>		
Amount of Funds Requested:	<u>\$1,600,000</u>	Type of Project:	<input checked="" type="checkbox"/> New Construction <input type="checkbox"/> Acquisition/Rehab
Name of Applicant:	<u>Gorman &amp; Company, LLC / AgeBetter, Inc.</u>		
Mailing Address:	<u>200 N. Main Street, Oregon, WI 53575</u>		
Telephone:	<u>608-835-3900</u>	Fax:	<u>608-835-3922</u>
Admin Contact:	<u>Jin Park-Higbee</u>	Email Address:	<u>jparkhigbee@gormanusa.com</u>
Project Contact:	<u>Ted Matkom</u>	Email Address:	<u>tmatkom@gormanusa.com</u>
Financial Contact:	<u>Nicole Solheim</u>	Email Address:	<u>nsolheim@gormanusa.com</u>
Website:	<u>www.gormanusa.com</u>		
Legal Status:	<input checked="" type="checkbox"/> For-profit <input type="checkbox"/> Non-profit	Type of LIHTC Application:	<input checked="" type="checkbox"/> 4% <input type="checkbox"/> 9%
Anticipated WHEDA Set-Aside:	<input type="checkbox"/> General <input type="checkbox"/> Preservation <input type="checkbox"/> Non-Profit		
Federal EIN:	<u>82-3739186</u>	DUNS #:	<u>081077405</u>

### AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with the City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at <http://www.cityofmadison.com/dcr/aaFormsID.cfm>.

### LOBBYING REGISTRATION

Notice regarding lobbying ordinance: If you are seeking approval of a development that has over 40,000 gross square feet of non-residential space, or a residential development of over 10 dwelling units, or if you are seeking assistance from the City with a value of over \$10,000 (this includes grants, loans, TIF, or similar assistance), then you likely are subject to Madison's lobbying ordinance, sec. 2.40, MGO. You are required to register and report your lobbying. Please consult the City Clerk for more information. Failure to comply with the lobbying ordinance may result in fines of \$1,000 to \$5,000. You may register at <https://www.cityofmadison.com/clerk/lobbyists/lobbyist-registration>.

### CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, state and federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

### SIGNATURE OF APPLICANT

Enter Name: Edward (Ted) Matkom

By submitting this application, I affirm that the statements and representations are true to the best of my knowledge.

By entering your initials in this box EBM you are electronically signing your name as the submitter of the application and agree to the terms listed above.

Date: 6-27-2019

## PROPOSAL DESCRIPTION

1. Please provide an overview of the proposal. Describe whether project is acquisition, rehabilitation, and/or new construction; multifamily or senior. Provide the total number of units proposed, the number and percent of affordable units proposed, and the impact of the proposed development on the community.

Elderberry Place is a proposed new construction affordable housing development targeted to seniors age 62+, specifically seniors with disabilities and in need of stable affordable housing. The project is a partnership between Gorman & Company and AgeBetter, Inc., a local nonprofit whose members are two organizations dedicated to senior housing - Attic Angel Association and Oakwood Village. AgeBetter will provide supportive services, coordination, and referrals for the development. Elderberry Place features 87 units in a 4-story building with underground parking and ample outdoor space. 73 of the 87 units would be designated affordable (60% AMI and below). The parcel is located on the far west side in an established senior community, in close proximity to amenities and services.

2. What are the total number of units proposed to be assisted with City AHF and amount of AHF requested per affordable unit? Identify if any of the units will be supported by Section 8 project-based vouchers.

Elderberry Place includes 87 units total, 73 of which would be assisted with AHF and set aside for households and individuals at 60% AMI and below. The current plan features (59) one-bedroom and (28) two-bedroom units, targeted to seniors. We are requesting a total of \$1,600,000 in AHF funding, equal to \$21,900 per affordable unit. The proposal does not currently include any Section 8 project-based vouchers.

3. Describe the project's organizational structure. Please attach an organizational chart detailing the roles of the applicant, all partners, and the ownership interest percentages of each party.

The project would be owned by a Limited Liability Company set up for the purpose of owning this development. That LLC would then have 99.99% of its interest owned by a Low Income Housing Tax Credit Investor member. The other 0.01% would be owned by a Managing Member LLC that would be comprised of 51% - AgeBetter, Inc. and 49% - Gorman & Company, LLC.

4. For projects that will be co-developed with a non-profit partner, please explain the non-profit's role in the development. State if the non-profit will have a controlling interest, Right of First Refusal, or General Partner Purchase Option.

AgeBetter, Inc. is a 501(c)(3) nonprofit organization and will own 51% of the Managing Member entity. AgeBetter is a long term stakeholder in the development; they issued the Request for Proposals for this property and will have a right of first refusal to purchase the project. In addition, the property is currently owned by Attic Angel Association (one of two members of AgeBetter, Inc.). AgeBetter will provide supportive services, coordination, and referrals for the development.

## AFFORDABLE HOUSING INITIATIVE FUND GOALS & OBJECTIVES

5. Please check which of the following objectives outlined in the Request for Proposals your proposal meets:

- ☒ 1. Increase the supply of safe, quality, affordable rental housing throughout the City.
- ☐ 2. Preserve existing income- and rent-restricted rental housing to ensure long-term affordability and sustainability.
- ☐ 3. Improve the existing rental housing stock in targeted neighborhoods through acquisition/rehab to create long-term affordability and sustainability.

## AFFORDABLE HOUSING NEEDS

6. Describe your knowledge of and experience in identifying affordable housing needs of the City of Madison.

Gorman & Company has extensive knowledge of Madison neighborhoods and the demand for affordable housing, which has only increased in recent years. Gorman has been developing affordable tax credit housing in Wisconsin since 1984. We developed, own, and manage multiple properties in Madison and the surrounding area, including Carbon at Union Corners (90-unit LIHTC development completed in fall 2017), Union Corners Grandfamily (60 units LIHTC currently under construction), and Valor on Washington (59 units LIHTC, closing later this year). In total, Gorman has developed 15 properties in Madison. We are experienced in the entitlement process with the City and value the participation of the neighborhood. After being selected as developer for Union Corners, we conducted numerous meetings as part of the master planning process as well as additional community outreach for Carbon. We have also participated in several



neighborhood meetings and steering committee meetings with the Tenney Lapham Neighborhood Association (TLNA) for Gorman's Valor on Washington project.

7. Please describe the anticipated demand for the proposed target populations served in this location.

This development will serve seniors age 62 and over. The demand for senior housing, particularly affordable senior housing, is extremely high in the Madison area and is expected to continue to grow as the Baby-boomer generation (born 1946-64) ages and needs new housing options. According to the 2016 City of Madison Biennial Housing Report, this age cohort will drive a significant increasing in senior housing demand. The report also indicates a higher disability rate for older individuals, which also increases demand for housing specifically designed for seniors. Lastly, income is another factor for senior housing demand. Median household income decreases with age, making the affordability component of this development even more critical. A full market study will be completed for the WHEDA application later this year and will be available to City staff for review.

## INTEGRATED SUPPORTIVE HOUSING UNITS

8. Provide the number and percent of integrated supportive housing units proposed, the income category(ies) targeted for these units, and the population(s) you propose to serve (e.g. households experiencing or at risk of homelessness, formerly homeless families residing in Permanent Supportive Housing no longer in need of intensive support services, veterans, persons with disabilities, formerly incarcerated individuals, etc.).

Elderberry Place includes (18) integrated supportive housings at 30% AMI that are affordable to very low income individuals. This development will serve seniors age 62 and over. For the supportive housing units in particular, the targeted population will be extremely low-income seniors that are veterans and/or have a disability, and are in need of stable, accessible, affordable housing.

9. Please describe your proposed integrated supportive housing approach that will go beyond meeting WHEDA's supportive housing requirements outlined in the Appendix S Checklist of the WHEDA Qualified Allocation Plan targeting veterans and/or persons with disabilities. Please elaborate on which target populations you plan on serving and what supportive service partnership approach(es) you will use.

As described above, the targeted population for the supportive housing units will be extremely low-income senior, including veterans and persons with a disability. Referrals and services will be coordinated with a number of partners as outlined in the question below. AgeBetter will provide supportive services, coordination, and referrals for the development. In addition, the development will emphasize outreach to ensure the housing is available to a diverse set of seniors. The recent City of Madison Analysis of Impediments to Fair Housing Choice indicated that Black and Asian households are two to three times more likely to be low-income and severely cost-burdened as renters, as compared to white households. With that discrepancy in mind, the development needs to strategically target seniors across all races and ethnicities.

10. Identify the partnership(s) with supportive service agencies that have been or will be formed to serve the target population(s) for the supportive housing units, including service provider(s) from the Continuum of Care (see Attachment C), if applicable. Provide a detailed description of the type and level of supportive services (such as assessment and referral, on-site intensive case management, etc.) that will be provided to residents of the proposed project.

AgeBetter, Inc, which will be a part of the ownership entity as mentioned, was formerly known as Madison Area Continuing Care Consortium. AgeBetter will provide supportie services, coordination, and referrals at Elderberry Place. AgeBetter is best known for its Sharing Active Independent Lives (SAIL) program. SAIL is a nonprofit membership program designed to support the health and well-being of seniors as they age. The focus is on independence and helping older adults continue to thrive through involvement, interactions, and learning. SAIL provides numerous services including access to pre-screened service providers, educational events, transportation, medication reviews, volunteer opportunities, social events, and more.

Residents at the property will be offered membership in SAIL; membership fees will vary with income levels, as AgeBetter has the ability to offer discounted or free memberships to low-income seniors. As with all services, participation is voluntary. Residents will have access to all SAIL services and events throughout Madison and at the property. The development will serve as a "hub" for SAIL events and programming.

In addition to SAIL, residents will benefit from AgeBetter's partnerships with multiple service agencies that serve Madison area seniors. This includes NewBridge Madison, Inc., a nonprofit formed from the four Madison senior coalitions that will offer case management, home chore, and transportation services to low-income senior residents at Elderberry Place. RSVP(Retired and Senior Volunteer Program) is another nonprofit partner that would provide

volunteer opportunities in the community, rides to medical appointments, and educational sessions. Life Assist, a local company that provides personal emergency response services to older adults, is another resource for residents and would provide discounted rates to low-income seniors at Elderberry. Letters from these organizations describing their support and available services are included in this application.

The Goodman Foundation has also indicated interest in supporting MSCR classes and equipment for older adults at Elderberry Place. Lastly, Gorman has an established relationship with Dryhootch, a peer support nonprofit for Veterans. Our Valor on Washington project, which is moving forward to closing later this year, will provide a pipeline of Veteran families as well as seniors that would qualify for Elderberry Place.

11. In order to ensure the success of the development, the partnership(s), and the tenants, describe the level of financial support that the development will provide annually to the identified supportive service agency/agencies, if applicable. Attach a letter from the service provider(s) detailing the services they intend to provide to residents of the supportive housing units, the cost of those services and how those services will be financially supported (i.e., through the development, fundraising, existing program dollars, etc.).

AgeBetter, Inc. is the primary service provider and coordinator for this development through the SAIL program and their connections to other senior service providers. AgeBetter, Inc., formerly named Madison Area Continuing Care Consortium, began in 1998 and has been running the SAIL program since 2005. The program is funded with a combination of member dues, donations, grants, and program income.

AgeBetter is a co-applicant for this funding and is a permanent stakeholder as part of the long term ownership of Elderberry Place. AgeBetter, Inc. will own 51% of the Managing Member entity and will have a right of first refusal to purchase the project. They will receive a portion of developer fee, cash flow, and residual value as part of their participation in the project and as compensation to act as a coordinator of programming services and activities for residents.

12. Identify any sources of non-City provided funding sources contemplated for supportive services.

As described above, AgeBetter, Inc. is a longstanding nonprofit with an established SAIL program and network of local service partners. AgeBetter is funded with a combination of member dues, donations, grants, and program income. They will receive a portion of developer fee, cash flow, and residual value for Elderberry Place as compensation for their participation and service provider and coordinator role.

## TENANT SELECTION

13. Describe your plans to incorporate flexible tenant selection criteria for households who are connected to supportive services, in order to provide housing opportunities for persons or families who would otherwise face common obstacles obtaining housing (e.g., poor credit, negative rental history, criminal conviction records, etc.). Specifically outline how this proposal embraces the City of Madison Tenant Selection Best Practices (Attachment B-1 of the RFP) and provides the maximum feasible flexibility in tenant selection to the general population and supportive service units.

Gorman & Company, as property manager, will draft a tenant selection plan that includes City of Madison Best Practices. This includes clearly outlining income and occupancy criteria, standards for credit reports and housing history, preferences/age restrictions, and the waitlist process. The TSP will also comply with the Violence Against Women Act (VAWA).

Gorman management will utilize tenant screening policies to achieve flexibility and accommodations for resident applicants with barriers to housing. In making any determination with respect to an applicant admission, Gorman & Company 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. Specifically, Gorman will not deny an Applicant solely based on:

- Lack of housing history
- A low credit/screening score provided the Applicant has a qualified cosigner or is enrolled in a credit repair program.
- Information on a credit report that is or has been formally disputed, in repayment, or unrelated to a past housing or housing utility obligation.
- The applicant owes money to a prior landlord for rent or damages or to a utility company, provided the applicant has entered into a payment arrangement with the debtor and is current on the repayment arrangement.

- The applicant has a criminal conviction other than for a violent criminal action or other activity that would threaten the health, safety, or right to peaceful enjoyment of others.

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.

Please note, all Tenant Selection Criteria must be in compliance with Section 42 regulations.

14. Describe the proposed development's minimum occupancy standards that will prevent or reduce over-housing residents in such limited affordable housing opportunities.

The proposed minimum occupancy standard is one person per bedroom.

## **PUBLIC PURPOSE AND RISK**

15. Please describe the public purpose of your proposal and the risks associated with the project.

The goal of this proposal is to develop high quality affordable senior housing, in partnership with an established and experienced senior service provider, that will offer the necessary support and resources that seniors need to remain independent and healthy.

The risk of this proposal is the not receiving an award of WHEDA 9% tax credits, which is critical to moving the project forward. In this regard, Gorman has an excellent track record in applying for and securing WHEDA funding. In the last 4 years alone (2016-2019), Gorman has received nine WHEDA 9% tax credit awards.

**SITE INFORMATION**

16. Address of Proposed Site: 8552 Elderberry Road, Madison, WI 53717

17. In which of the following areas on the Affordable Housing Targeted Area Map (see Attachment A) is the site proposed located? Please check one.

- ☐ Preferred Areas (New Construction Only)  
☒ Eligible Areas (New Construction & Acquisition/Rehabilitation)  
☐ Targeted Rehab Areas (Ineligible for New Construction, but Preferred for acquisition & rehabilitation proposals)

18. Identify the neighborhood in which the site is located: Junction Ridge

19. Date Site Control Secured: 6/26/19

20. Explain why this site was chosen and how it helps the City to expand affordable housing opportunities where most needed. Describe the neighborhood and surrounding community. Provide the streets of the closest major intersection as well as known structures/activities surrounding the site that identifies where the site is located. (Attach a map indicating project location. Include one close-up map of the site and a second map to show the site in the context of the City.)

Gorman & Company was selected as developer for this site following an RFP process with AgeBetter, Inc., a Wisconsin nonprofit corporation. AgeBetter's mission is to work collaboratively with older adults, their families, caregivers, physicians, educators and providers to enhance the health, wellness, independence, and quality of life of older persons. To further its mission, AgeBetter sought a developer to create affordable housing for older adults living in Madison. The closest major intersection to the proposed project site is at Mineral Point Road and Junction Road. The property is currently owned by Attic Angel Association, a member organization of AgeBetter, Inc.

21. Identify any existing buildings on the proposed site, noting any that are currently occupied. Describe the planned demolition of any buildings on the site.

The property is currently vacant land.

22. Identify the distance the following amenities are from the proposed site.

Type of Amenities & Services	Name of Facility	Distance from Site (in miles)
Full Service Grocery Store	Pick 'n Save	0.5
Public Elementary School	Olson Elementary School	1.8
Public Middle School	Thomas Jefferson Middle School	1.7
Public High School	James Madison Memorial High School	1.7
Job-Training Facility, Community College, or Continuing Education Programs	MATC West Campus	0.7
Childcare	La Petite Academy of Madison	1.1
Public Library	Madison Public Library - Alicia Ashman branch	1.0
Neighborhood or Community Center	Lussier Community Education Center	1.65
Full Service Medical Clinic or Hospital	UW Health West Clinic	0.6
Pharmacy	CVS Pharmacy	0.7
Public Park or Hiking/Biking Trail	Junction Ridge Park	0.2
Banking	Wisconsin Bank & Trust	0.6
Retail	Target	0.6
Other (list the amenities):		





24. What is the distance between the proposed site and the nearest seven-day per week transit stops (i.e. weekday and weekends)? List the frequency of service at that bus stop during both the weekday and on the weekends (e.g., hourly, ½ hour, commuter hours). List the bus route(s) numbers, seven-day transit stop street intersections and describe any other transit stops (include street intersections and schedule) located near the proposed site. Please do not include full bus schedules.

The closest transit stop with seven-day per week service is located less than 1/2 mile away at the intersection of Elderberry Road and Junction Road (Stop IDs 6800 & 6551). Weekday routes are 15 and 73, and the Weekend route is 68. Route 15 is half-hour service between 5:30am-noon and 4:30pm-6pm, Route 73 is half-hour service throughout the day, and Route 68 is hourly throughout the day. There are other stops within a mile that serve the same bus routes.

25. Describe the transit options for children to get to their elementary and middle schools.

N/A - this is an elderly senior development targeted to individuals and households age 62+.

26. Describe the transit options for people to access employment and amenities such as childcare, after school activities, grocery stores, the nearest library, neighborhood centers, and other amenities described above.

As this project will target seniors 62+, the priority is transportation options to grocery, library, senior centers, etc. As mentioned above, this property is within 1/2 mile of a regular bus stop, but also within a mile of a grocery, clinic, pharmacy, and library. In addition, residents will have access to SAIL's volunteer transportation and county supported transportation –e.g. RSVP, Group Access (nutrition sites, senior centers, or shopping), and OATA (Older Adults Transportation Assistance). AgeBetter's members (Oakwood and Attic Angels) both have shuttles available, and we would pursue a partnership with them to take advantage of transportation services to social events, programming, etc.

27. Describe the impact this housing will have on the schools in this area. Please include information on school enrollment data (e.g. at capacity, above capacity, below capacity); how this housing development will impact the schools' enrollment; and approximately how many elementary and middle school children are projected to live at the proposed housing development based on your proposed unit mix and previous housing experience. CDD recommends contacting Kristian Chavira at the Madison Metropolitan School District for information on potential impact to public schools at (608) 442-2920. Existing school capacity information can also be found at

[https://accountability.madison.k12.wi.us/files/accountability/uploads/enrollment\\_reports\\_combined\\_fall\\_2018.pdf](https://accountability.madison.k12.wi.us/files/accountability/uploads/enrollment_reports_combined_fall_2018.pdf).

N/A - this is an elderly senior development targeted to individuals and households age 62+. Madison Metro does have supplement school bus service for the far west side which runs just two blocks away, on Blackwolf Drive.

28. Describe the historical uses of the site. Identify if a Phase I Environmental Site Assessment has been completed and briefly summarize any issues identified. Identify any environmental remediation activities planned, completed, or underway, and/or any existing conditions of environmental significance located on the proposed site.

The property is currently vacant land, with no known environmental conditions. A complete Phase I report (and any required supplement reports) will be completed as part of lender and investor due diligence.

29. Current zoning of the site: Planned Development District

30. Describe any necessary zoning-related approvals (rezoning, conditional use permit, demolition, zoning variance, etc.) that must be obtained for the proposal to move forward.

The property has a recorded Amended GDP on file from 2011 that permits up to 100 units and 4 stories on this parcel. Zoning has been reviewed with City staff; at this time, our understanding is that permissive zoning is in place for purposes of a WHEDA application. We anticipate submitting detailed plans for SIP approval after receiving a WHEDA award.

31. Describe the proposed project's consistency with adopted planning documents, including the City of Madison Comprehensive Plan (both adopted and draft of the Comprehensive Plan update), the Neighborhood Plan(s), the Generalized Future Land Use Map, and any other relevant plans. An interactive version of the Generalized Future Land Use Map can be found at

<https://cityofmadison.maps.arcgis.com/apps/webappviewer/index.html?id=71c4ec1397554f2ab702f2c6c377bb3a>.

This proposal was designed to align with the current GDP mentioned above, approved in 2011. That plan allowed for up to 100 units in 4 stories, in a similar "z" shape building design.

The future land use map notes "Low-Medium Residential" for this parcel, while the Junction Neighborhood Development Plan indicates "Medium Density Residential."

33. What is the anticipated date of your presentation to the City's Development Assistance Team (DAT)? If you have already presented to DAT, please provide the date of your presentation and summarize the comments to your proposal from staff.

We anticipate presenting to DAT on July 18<sup>th</sup>.

34. List the date of your pre-application meeting with City of Madison Planning Division staff and briefly summarize the comments provided by Planning staff during that meeting.

Gorman and AgeBetter met with Planning and Community Development staff on Tuesday, June 4<sup>th</sup>. Planning and zoning staff reviewed the site and later confirmed the applicable zoning information. It was also mentioned that the parcel is still known as an outlot and would require a CSM application at some point in the process.

35. Describe the response of the alderperson in which the proposal is located, as well as the adjacent alderperson(s), if applicable. What issues or concerns with the project did s/he identify, if any? How will those be addressed?

Gorman and AgeBetter met with Alder Paul Skidmore on Thursday, May 30<sup>th</sup>. He expressed support for the project and reiterated the continued need for senior housing in Madison. He also provided background on the neighborhood and development of the adjacent Junction Ridge Park, and suggested we provide connections from the development to the park.

36. Describe the neighborhood input process, including notification to and input from the nearby Neighborhood Association(s), already underway and planned. What issues or concerns with the project has been identified, if any? How will those be addressed?

Alder Skidmore suggested that we contact Marty Keller and Lynn Wiskowski of the Junction Ridge Neighborhood Association to coordinate a public meeting this summer. We notified Marty and Lynn of our proposal in advance of this application; we're planning on a late July meeting to be held at Attic Angels, but a meeting date has not yet been finalized.

37. Describe your affirmative marketing strategy and any other strategies to engage your intended population. Specifically outline how you will embrace the City of Madison's Affirmative Marketing Plan Best Practices (Attachment B-2 of the RFP).

The targeted population for the supportive housing units will be extremely low-income seniors, including veterans and persons with a disability. Referrals and services will be coordinated with a number of partners as outlined in the question below. In addition, the development will emphasize outreach to ensure the housing is available to a diverse set of seniors. The recent City of Madison Analysis of Impediments to Fair Housing Choice indicated that Black and Asian households are two to three times more likely to be low-income and severely cost-burdened as renters, as compared to white households. With that discrepancy in mind, the development needs to strategically target seniors across all races and ethnicities.

Dana Warren is an AgeBetter SAIL member, long-time Madison resident, and former City of Madison Real Estate Agent. For this development, Dana is focused on establishing a network for outreach to underserved senior populations, particularly African Americans. This includes working with the Urban League, 100 Black Men of Madison, and local churches to identify low-income seniors that may be interested and eligible for housing at Elderberry Place.

38. How will you affirmatively market to populations that will be identified as least likely to apply. Please reference successful past practices, relationships with agencies and/or marketing materials used.

See above for efforts by AgeBetter to specifically target African American seniors. In addition, Gorman as property manager has experience and interaction with multiple nonprofits and agencies in the Madison area that serve both families and seniors. This includes the Community Action Coalition, Joining Forces for Families, VA Homeless Program, YWCA, Porchlight Veterans program, Housing Initiatives, and the Goodman Center. Asian and American Indian populations are often identified as least likely to apply, therefore outreach will also include organizations such as Freedom, Inc.; ConNEXTions; Asian Outreach Program; and the Native American Center for Health Professions.

## SITE AMENITIES

39. Describe the exterior and common area amenities that will be available to tenants and guests, including parking (and cost, if any).

Interior common area amenities include a community room and lounge, fitness room, and offices for management and SAIL. The property will also feature an exterior walking path/fitness loop, community gardens, and an outdoor patio adjacent to the community room for social events and gathering.

40. Describe the interior apartment amenities, including plans for internet service (and cost, if any) and a non-smoking environment.

In-unit internet will be at no cost to residents, per current WHEDA scoring. The building and outdoor areas will be designated non-smoking.

This development will serve seniors age 62 and over, and therefore it is anticipated that many of these households will have a disability and require accessible units with additional universal design features. AgeBetter has prioritized accessible design and the development team is committed to going above and beyond the minimum code and WHEDA standards to ensure residents can remain in their units as they age and require additional accommodations. Unit floor plans and common areas are being designed and programmed in tandem with AgeBetter, including input from Jane Earl, a SAIL member who is an advocate for incorporating universal design. Apartments will have in-unit washer/dryers, and residents will have access to underground parking.

## PROPOSAL TIMELINE

41. Please list the estimated/target completion dates associated with the following activities/benchmarks to illustrate the timeline of how your proposal will be implemented.

Activity/Benchmark	Estimated Month/Year of Completion
Draft Site Plan Ready to Submit to Dev. Assistance Team (DAT) [Target/Actual Month/Date]	07/12/19
1 <sup>st</sup> Development Assistance Team/ Meeting (Due by 7/18/19) [Target/Actual Month/Date]	07/18/19
1 <sup>st</sup> Neighborhood Meeting (Due by 8/9/19) [Target Month/Date]	07/31/19
Submission of Land Use Application (Zoning Map Amendments Due by 9/25/19)	N/A for 2019 SIP in 2020
Submission of Land Use Application (Permissively Zoned Due by 10/9/19)	N/A
Plan Commission Consideration (If Rezoning, Due by 11/25/19 for 12/3/19 Common Council)	SIP in 2020
Urban Design Commission Consideration, if applicable [Target Month/Date]	SIP in 2020
Application to WHEDA	12/06/19
Complete Equity & Debt Financing	12/1/20
Acquisition/Real Estate Closing	12/15/20
Rehab or New Construction Bid Publishing	10/15/20
New Construction/Rehab Start	3/1/21
Begin Lease-Up/Marketing	3/1/22
New Construction/Rehab Completion	5/30/22
Certificates(s) of Occupancy Obtained	5/30/22
Complete Lease-Up	9/30/22
Request Final AHF Draw	9/30/22

## DEVELOPMENT TEAM

42. Identify all key roles in your project development team, including architect, general contractor, legal counsel, property management agent, supportive services provider(s), and any other key consultants, if known.

Contact Person	Company	Role in Development	E-mail	Phone
Ted Matkom	Gorman & Company	Developer	tmakom@gormanusa.com	414-617-9997
Ron Swiggum	Gorman General Contractors	General Contractor	rswiggum@gormanusa.com	608-835-5534

Sarah Ponko	Gorman & Company	Architect	sponko@goramnusa.com	608-835-3900
Dan Clark	Gorman & Company	Property Manager	dclark@gormanusa.com	608-835-7757
Nicole Solheim	Gorman & Company	Director of Development	nsolheim@gormanusa.com	608-445-0995
Jin Park-Higbee	Gorman & Company	Development Coordinator	jparkhigbee@gormanusa.com	608-835-7299
Duane Buscher	Gorman & Company	Financial Analyst	dbuscher@gormanusa.com	608-835-5252
Ann Albert	AgeBetter	Support Services	ann@agebettertoday.org	608-230-4445
Joe Shumow	Reinhart Boerner Van Deuren	Legal Counsel	jshumow@reinhartlaw.com	608-229-2245



44. For the following development team roles, please identify the number and/or percentage of women and persons of color employed by that company.

<b>Company</b>	<b>Role in Development</b>	<b># or % Employees who are Women</b>	<b># or % Employees who are Persons of Color</b>
Gorman & Company	Developer	48%	33%
Gorman General Contractors	General Contractor	48%	33%
Gorman & Company	Property Manager	48%	33%
Gorman & Company	Architect	48%	33%
AgeBetter	Service Provider	100%	0%

#### **DEVELOPMENT TEAM EXPERIENCE AND CAPACITY**

Please describe the development team's experience in obtaining and successfully implementing LIHTC developments in accordance with the Additional Application Materials Section 2.4, Item 2 of the RFP.

#### **REFERENCES**

45. Please list at least three references who can speak to your work on similar developments completed by your team.

<b>Name</b>	<b>Relationship</b>	<b>Email Address</b>	<b>Phone</b>
Maria Prioletta	City of Milwaukee Housing and Neighborhood Development Manager	maria.priolettamilwaukee.gov	414-286-5903
Tim Freitag	City Administrator, City of Jefferson	tfreitag@jeffersonwis.com	608-674-7700
Mayor Paul Esser	Mayor, City of Sun Prairie	pesser@cityofsunprairie.com	608-825-1164

**HOUSING INFORMATION & UNIT MIX**

46. Provide the following information for your proposed project. List the property address along with the number of units you are proposing by size, income category, etc. If this is a scattered site proposal, list each address separately with the number of units you are proposing by income category, size, and rent for that particular address and/or phase. Attach additional pages if needed.

<b>ADDRESS #1:</b>		<b>8552 Elderberry Road, Madison, WI 53717</b>									
		# of Bedrooms					Projected Monthly Unit Rents, Including Utilities				
% of County Median Income (CMI)	Total # of units	# of Studios	# of 1 BRs	# of 2 BRs	# of 3 BRs	# of 4+ BRs	\$ Rent for Studios	\$ Rent for 1 BRs	\$ Rent for 2 BRs	\$ Rent for 3 BRs	\$ Rent for 4+ BRs
≤30%	18	0	14	4	0	0		565	677		
40%	0	0	0	0	0	0					
50%	34	0	25	9	0	0		900	1077		
60%	21	0	11	10	0	0		1110	1262		
<b>LIHTC Sub-total</b>	<b>73</b>	<b>0</b>	<b>50</b>	<b>23</b>	<b>0</b>	<b>0</b>					
<b>Market*</b>	14	0	9	5	0	0		1230	1462		
<b>Total Units</b>	<b>87</b>	<b>0</b>	<b>59</b>	<b>23</b>	<b>0</b>	<b>0</b>	Notes: Rents listed above include estimated utility allowance of \$95 (1BR) and \$112 (2BR)				

\*40% = 31-40% CMI; 50% = 41-50% CMI; 60% = 51-60% CMI; Market = >61% CMI.

<b>ADDRESS #2:</b>											
		# of Bedrooms					Projected Monthly Unit Rents, Including Utilities				
% of County Median Income (CMI)	Total # of units	# of Studios	# of 1 BRs	# of 2 BRs	# of 3 BRs	# of 4+ BRs	\$ Rent for Studios	\$ Rent for 1 BRs	\$ Rent for 2 BRs	\$ Rent for 3 BRs	\$ Rent for 4+ BRs
≤30%	0	0	0	0	0	0					
40%	0	0	0	0	0	0					
50%	0	0	0	0	0	0					
60%	0	0	0	0	0	0					
<b>LIHTC Sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
<b>Market*</b>	0	0	0	0	0	0					
<b>Total Units</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Notes:				

\*40% = 31-40% CMI; 50% = 41-50% CMI; 60% = 51-60% CMI; Market = >61% CMI.

**NOTE: For proposals contemplating project-based vouchers (PBVs),** please list vouchered units under the same CMI designation that you will be representing to WHEDA (e.g. if you will be portraying on your LIHTC application to WHEDA that 8 PBV units will be 50% CMI units, please include those on the "50%" row in the below table(s)). The City of Madison will enforce this income designation in your AHF Loan Agreement, if your proposal is awarded funds. Include a comment in the Notes, e.g., Eight (8) 50% CMI units will have PBVs.

47. Utilities/amenities included in rent: ☒ Water/Sewer ☐ Electric ☐ Gas ☒ Free Internet In-Unit  
☒ Washer/Dryer ☐ Other: \_\_\_\_\_

48. Describe the number and percent of accessible units proposed for each of level of accessibility. For rehab, describe the accessibility modifications that will be incorporated into the existing housing.

Elderberry Place will be 100% visitable per WHEDA requirements for new construction, with an accessible route to all dwelling units. Additional Universal Design features per WHEDA scoring will include the following for at least 20% of units: accessible turning radiuses, open cabinets/cupboards for roll-in access, accessible electrical receptables/switches, accesible work surface, and roll-in showers. In addition, a minimum of 5% of units will be designed per UFAS Section 504 standards.

This development will serve seniors age 62 and over, and therefore it is anticipated that many of these households will have a disabiliity and require accesible units with additional universal design features. AgeBetter has prioritized accessible design and the development team is committed to going above and beyond the minimum code and WHEDA standards to ensure residents can remain in their units as they age and require additional accommodations. Unit floor plans and common areas are being designed and programmed in tandem with AgeBetter, including input from Jane Earl, a SAIL member who is an advocate for incorporating universal design. Interior unit design is in process with Jane and the AgeBetter team advising on universal design features and amenities.

49. Please describe the sustainable, energy efficient, and/or green building design techniques and standards that will be incorporated into the proposed project (including, but not limited to, renewable ready, EV-ready, PV solar panels, tree planting, green roofs, reuse/repurposing of graywater, solar hot water, ground- or air sourced heat pumps, heat recovery ventilators, etc.). Identify any energy industry standards that will be achieved. Please describe how the housing project will contribute to the City's goal of 100% renewable energy and zero-net carbon emissions (originally adopted March 21, 2017). For more information, see [100% Renewable Madison Report](#).

Elderberry Place will achieve a Wisconsin Green Built Home score of at least 150 points, as well as the following green/sustainable features:

- Solar Panels
- Natural landscaping (prairie/no mow grasses, indigenous plant selection)
- Large shade trees, especially along western property edge
- On-site water detention/filtration
- Organic community gardens/community permaculture (berry patches, etc.)
- "Active" stairs to encourage resident daily use

50. Estimate the resulting monthly, annual or life of project cost savings for the project and for tenants as a result of the implemented methods above.

We do not have an estimate for utility savings caused by the various green features, but the building is designed with long-term operational stability in mind. An accurate cost savings estimate would need to be completed by a consultant with detailed construction drawings.

51. Focus on Energy's (FOE) Design Assistance Program provides no-cost design consultation and assistance, including renewable energy analysis, e.g., solar readiness, and searches for incentives and/or rebates to fund the cost difference of the proposed building energy improvements. FOE compensates developers for the staff time dedicated to this process. Contact Barb Ohlsen, AIA, at (608) 709-1396 to discuss program details.

**Would you be willing to apply for a renewable energy analysis and incorporate its recommendations where financially feasible?**

☒ Yes ☐ No

52. For proposals that include rehabilitation, have you completed a capital needs assessment for this property? If so, summarize the scope and cost; Attach a copy of the capital needs assessment.

N/A - new construction

53. Real Estate Project Data Summary

Enter the site address (or addresses if scattered sites) of the proposed housing and answer the questions listed below for each site.

	# of Units Prior to Purchase	# of Units Post- Project	# Units Occupied at Time of Purchase	# Biz or Residential Tenants to be Displaced	# of Units Accessible Current?	Number of Units Post- Project Accessible?	Appraised Value Current (Or Estimated)	Appraised Value After Project Completion (Or Estimated)	Purchase Price
Address:	8552 Elderberry Road								
	0		0	0	0	100% Visitable; Univ Design & UFAS	N/A	Approx. \$5.2 million	\$500,000
Address:	Enter Address 2								
Address:	Enter Address 3								

54. Will any business or residential tenants will be displaced temporarily or permanently? If so, please describe the relocation requirements, relocation plan and relocation assistance that you will implement or have started to implement.

No business or residential tenants will be displaced temporarily or permanently, as the site is currently vacant.

**PLEASE ATTACH THE FOLLOWING ADDITIONAL INFORMATION AND CHECK THE BOX WHEN ATTACHED:**

- ☒ 1. A completed Application Budget Workbook, showing the City's proposed financial contribution and all other proposed financing.
- ☒ 2. Description of the Development Team's Experience and Capacity per Section 2.4, Item 2 of the RFP.
- ☒ 3.a. Letter(s) from Supportive Service Provider(s) detailing what services are necessary to be adequate for the number of supportive housing units and target population as well as what level of services they intend to provide.
- ☒ 3.b. A detailed map of the site and a second map showing the site in the context of the City.
- ☒ 3.c. A preliminary site plan and drawings, if available.
- ☒ 3.d. A Capital Needs Assessment report of the subject property, if the proposal is for a rehabilitation project and if the report is available at the time of application.

NOTE: If a preliminary site plan is not available at the time of application, submittal will be required for DAT by mid-July. If the Capital Needs Assessment is not available at the time of application for a rehab project, submittal will be required by August 30, 2019.



APPLICANT &amp; PROJECT NAME:

Gorman &amp; Company/AgeBetter, Inc. - Elderberry Place

## 1. CAPITAL BUDGET

Enter ALL proposed project funding sources.

## FUNDING SOURCES

Source	Amount	Non-Amortizing (Y/N)	Rate (%)	Term (Years)	Amort. Period (Years)	Annual Debt Service
Permanent Loan-Lender Name:						
First Mortgage - TBD	\$ 5,203,000	N	5.50%	15	35	\$335,291
Subordinate Loan-Lender Name:						
Dane County AHDF	\$ 400,000	Y	0.00%	16	35	
Subordinate Loan-Lender Name:						
Tax Exempt Loan-Bond Issuer:						
AHP Loan	\$ 900,000	Y	1.00%	15	35	
City-AHF Deferred Loan	\$ 800,000	Y	0.0%	30	0	
City-AHF Interest/Cash Flow Loan	\$ 800,000	Y	2.75%	16	30	
City-TIF Loan						
Other-Specify Lender/Grantor:						
Other-Specify Lender/Grantor:						
Other-Specify Lender/Grantor:						
Tax Credit Equity	\$ 10,125,537					
Historic Tax Credit Equity						
Deferred Developer Fees	\$ 876,077					
Owner Investment						
Other-Specify:						
<b>Total Sources</b>	<b>\$ 19,104,614</b>					

Construction Financing			
Source of Funds	Amount	Rate	Term (Months)
Construction Loan-Lender Name:			
TBD	\$ 14,685,798	4.65%	24
Bridge Loan-Lender Name:			
City AHF, AHP, Dane County AHDF	\$ 2,900,000		24
Tax Credit Equity:			
LIHTC Investor TBD	\$ 1,518,816		
<b>Total</b>	<b>\$ 19,104,614</b>		

Estimated pricing on sale of Federal Tax Credits:

\$ 0.92

Estimated pricing on sale of State Tax Credits:  
(if applicable)

Remarks Concerning Project Funding Sources:

APPLICANT:

Gorman & Company/AgeBetter, Inc. - Elderberry Place

## 2. PROJECT EXPENSES

Enter the proposed project expenses

### Acquisition Costs

#### Amount

Land	\$500,000
Existing Buildings/Improvements	\$0
Other (List)	
	\$0

### Construction:

Construction/Rehab Costs	\$10,952,100
Construction Profit	\$509,891
Construction Overhead	\$249,946
General Requirements	\$707,395
Construction Supervision	\$0
FF&E/Personal Property	\$0
Demolition	\$0
Site Work	\$500,000
Landscaping	\$200,000
Construction Contingency	\$662,858
Other (List)	
Payment & Performance Bond	\$137,822

<--- If applicable, please list the costs attributable to "above and beyond" green building/Net Zero construction components included in the Construction Costs line item:

Total Cost:

\$0

### Architectural & Engineering

Architect - Design	\$410,574
Architect - Supervision	\$18,000
Engineering	\$175,000
Other (List)	
	\$0

### Interim/Construction Costs

Builder's Risk/Property Insurance	\$50,000
Construction Loan Interest	\$700,000
Construction Loan Origination Fee	\$127,260
Real Estate Taxes	\$80,000
Park Impact Fees	\$46,504
Other Impact Fees	\$0
Other (List)	
Construction loan legal, Inspections, plan rev	\$59,000

### Financing Fees

Cost of Bond Issuance	\$0
Permanent Loan Origination Fee	\$67,030
Other Permanent Loan Fees	\$15,000

### Soft Costs

Appraisal	\$5,500
Market Study	\$7,500
Environmental Reports	\$20,000
Survey	\$15,000

Permits	\$150,000
Lease-Up Period Marketing	\$15,000
Tax Credit Fees	\$125,464
Accounting/Cost Certification	\$38,500
Title Insurance and Recording	\$30,000
Relocation	\$0
FF&E	\$75,000
Capital Needs Assessment (if rehab)	\$0
Legal	\$115,000
Other (List)	
Soft Cost Contingency	\$25,000
<b>Fees:</b>	
Bridge Loan Fees	\$0
Organizational Fees	\$0
Syndication Fees	\$50,000
Development Fee	\$1,800,000
Developer Overhead	\$0
Other Consultant Fees	\$0
Other (List)	
	\$0
<b>Reserves Funded from Capital:</b>	
Lease-Up Reserve	\$50,000
Operating Reserve	\$414,270
Replacement Reserve	\$0
Capital Needs Reserve	\$0
Debt Service Reserve	\$0
Escrows	\$0
<b>Other: (List)</b>	
	\$0
<b>TOTAL COSTS:</b>	<b>\$19,104,614</b>

APPLICANT: **Gorman & Company/AgeBetter, Inc. - Elderberry Place**

3. PROJECT PROFORMA

Enter total Revenue and Expense information for the proposed project for a 30 year period.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16
Gross Income	945,060	963,961	983,240	1,002,905	1,022,963	1,043,423	1,064,291	1,085,577	1,107,288	1,129,434	1,152,023	1,175,063	1,198,565	1,222,536	1,246,987	1,271,926
Less Vacancy/Bad Debt	66,154	67,477	68,827	70,203	71,607	73,040	74,500	75,990	77,510	79,060	80,642	82,254	83,900	85,578	87,289	89,035
Income from Non-Residential Use*		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	878,906	896,484	914,414	932,702	951,356	970,383	989,791	1,009,586	1,029,778	1,050,374	1,071,381	1,092,809	1,114,665	1,136,958	1,159,698	1,182,891

Expenses:

Office Expenses and Phone	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	34,606	35,644	36,713	37,815	38,949
Real Estate Taxes	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392	138,423	142,576	146,853	151,259	155,797
Advertising, Accounting, Legal Fees	15,500	15,965	16,444	16,937	17,445	17,969	18,508	19,063	19,635	20,224	20,831	21,456	22,099	22,762	23,445	24,148
Payroll, Payroll Taxes and Benefits	90,000	92,700	95,481	98,345	101,296	104,335	107,465	110,689	114,009	117,430	120,952	124,581	128,318	132,168	136,133	140,217
Property Insurance	29,000	29,870	30,766	31,689	32,640	33,619	34,628	35,666	36,736	37,838	38,974	40,143	41,347	42,587	43,865	45,181
Mtc, Repairs and Mtc Contracts	76,000	78,280	80,628	83,047	85,539	88,105	90,748	93,470	96,275	99,163	102,138	105,202	108,358	111,609	114,957	118,406
Utilities (gas/electric/fuel/water/sewer)	75,000	77,250	79,568	81,955	84,413	86,946	89,554	92,241	95,008	97,858	100,794	103,818	106,932	110,140	113,444	116,848
Property Mgmt	52,735	54,317	55,947	57,625	59,354	61,134	62,968	64,857	66,803	68,807	70,871	72,998	75,188	77,443	79,766	82,159
Operating Reserve Pmt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Reserve Pmt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Support Services	26,100	26,883	27,689	28,520	29,376	30,257	31,165	32,100	33,063	34,055	35,076	36,129	37,212	38,329	39,479	40,663
Other (List)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WHEDA LIHTC Asset Management Fee

	3,915	4,032	4,153	4,278	4,406	4,539	4,675	4,815	4,959	5,108	5,261	5,419	5,582	5,749	5,922	6,099
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenses	493,250	508,048	523,289	538,988	555,157	571,812	588,966	606,635	624,834	643,579	662,887	682,773	703,257	724,354	746,085	768,467
Net Operating Income	385,656	388,436	391,125	393,714	396,199	398,571	400,824	402,951	404,944	406,794	408,495	410,036	411,409	412,604	413,613	414,424

Debt Service:

First Mortgage	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291
Second Mortgage		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)																

LIHTC Investor Asset Management Fee

	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525	6,721	6,923	7,131	7,345	7,565	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Debt Service	340,291	340,441	340,596	340,755	340,919	341,088	341,262	341,441	341,626	341,816	342,012	342,214	342,422	342,636	342,856	335,291
Total Annual Cash Expenses	833,541	848,489	863,885	879,743	896,076	912,900	930,228	948,076	966,460	985,395	1,004,899	1,024,987	1,045,679	1,066,990	1,088,941	1,103,758
Total Net Operating Income	45,365	47,995	50,529	52,959	55,280	57,483	59,562	61,510	63,318	64,978	66,483	67,822	69,987	70,757	70,757	79,133
Debt Service Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Developer Fee	45,365	47,995	50,529	52,959	55,280	57,483	59,562	61,510	63,318	64,978	66,483	67,822	69,987	70,757	70,757	79,133
Cash Flow	0	0	0	0	0	0	0	0	0	0	0	0	0	0	26,918	79,133
AHF City Interest Loan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	26,918	79,133

\*Including commercial tenants, laundry facilities, vending machines, parking spaces, storage spaces or application fees.

DCR Hard Debt	1.15	1.16	1.17	1.17	1.18	1.19	1.20	1.20	1.21	1.21	1.22	1.22	1.23	1.23	1.23	1.24
DCR Total Debt	1.13	1.14	1.15	1.16	1.16	1.17	1.17	1.18	1.19	1.19	1.19	1.20	1.20	1.20	1.12	1.00

Assumptions

Vacancy Rate	7.0%
Annual Increase Income	2.0%
Annual Increase Expenses	3.0%
Other	

\*Please list all fees (per unit per month) and non-residential income:

APPLICANT:

Gorman & Company/AgeBetter, Inc. - Elderberry Place

3. PROJECT PROFORMA (cont.)

Enter total Revenue and Expense information for the proposed project for a 30 year period.

	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Gross Income	1,297,365	1,323,312	1,349,778	1,376,774	1,404,309	1,432,396	1,461,044	1,490,264	1,520,070	1,550,471	1,581,481	1,613,110	1,645,372	1,678,280
Less Vacancy/Bad Debt	90,816	92,632	94,484	96,374	98,302	100,268	102,273	104,319	106,405	108,533	110,704	112,918	115,176	117,480
Income from Non-Residential Use*	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,206,549	1,230,680	1,255,294	1,280,400	1,306,008	1,332,128	1,358,770	1,385,946	1,413,665	1,441,938	1,470,777	1,500,192	1,530,196	1,560,800

Expenses:

Office Expenses and Phone	40,118	41,321	42,561	43,838	45,153	46,507	47,903	49,340	50,820	52,344	53,915	55,532	57,198	58,914
Real Estate Taxes	160,471	165,285	170,243	175,351	180,611	186,029	191,610	197,359	203,279	209,378	215,659	222,129	228,793	235,657
Advertising, Accounting, Legal Fees	24,873	25,619	26,388	27,179	27,995	28,835	29,700	30,591	31,508	32,454	33,427	34,430	35,463	36,527
Payroll, Payroll Taxes and Benefits	144,424	148,756	153,219	157,816	162,550	167,427	172,449	177,623	182,951	188,440	194,093	199,916	205,913	212,091
Property Insurance	46,536	47,933	49,371	50,852	52,377	53,949	55,567	57,234	58,951	60,720	62,541	64,417	66,350	68,340
Mtc, Repairs and Mtc Contracts	121,958	125,616	129,385	133,266	137,264	141,382	145,624	149,993	154,492	159,127	163,901	168,818	173,883	179,099
Utilities (gas/electric/fuel/water/sewer)	120,353	123,964	127,682	131,513	135,458	139,522	143,708	148,019	152,460	157,033	161,744	166,597	171,595	176,742
Property Mgmt	84,624	87,163	89,778	92,471	95,245	98,103	101,046	104,077	107,199	110,415	113,728	117,140	120,654	124,273
Operating Reserve Pmt	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Reserve Pmt	41,863	43,139	44,434	45,767	47,140	48,554	50,010	51,511	53,066	54,648	56,287	57,976	59,715	61,506
Support Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)														

Total Expenses

Net Operating Income

Debt Service:

First Mortgage	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291	335,291
Second Mortgage	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (List)														

Total Debt Service

Total Annual Cash Expenses

Total Net Operating Income

Debt Service Reserve

Deferred Developer Fee

Cash Flow

AHF City Interest Loan

\*Including laundry facilities, vending machines, parking spaces, storage spaces or application fees.

DCR Hard Debt	1.24	1.24	1.24	1.24	1.24	1.24	1.23	1.23	1.23	1.22	1.21	1.21	1.20	1.19
DCR Total Debt	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.06

Assumptions

Vacancy Rate

Annual Increase Income

Annual Increase Expenses

Other

7.0%
2.0%
3.0%



## CITY OF MADISON RFP #8834-2019: AFFORDABLE HOUSING FUND

### DEVELOPMENT TEAM'S EXPERIENCE AND CAPACITY

GORMAN & COMPANY, LLC has been in business since 1984 and brings a fully integrated company that includes development, construction, architectural, and property/asset management experience. This dynamic structure allows Gorman to develop projects in-house by bringing all sides of a transaction to the table at once, along with an extremely strong balance sheet and a spirit of flexibility and cooperation. In our 35 years in business, Gorman has been awarded tax credits from the Wisconsin Housing and Economic Development Authority (WHEDA) for over 30 affordable housing projects within the state. We have accumulated a portfolio that has resulted in a strong financial position, which allows us to guarantee all of our construction and performance obligations with municipalities and private partners.

GORMAN GENERAL CONTRACTORS, LLC serves as General Contractor on Gorman & Company 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 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's construction team consists of project managers, on-site field superintendents, and a Director of Construction - all of whom 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 ARCHITECTURE AND DESIGN was formed in 1998. It has designed 30+ innovative affordable multifamily developments in six states. Gorman's architects specialize in historic adaptive reuse; mixed use, mixed income; and the new construction and preservation of affordable housing. Projects designed by Gorman & Company have won many awards and have attained the highest standards of sustainable/green design and accessible design.

GORMAN & COMPANY'S PROPERTY MANAGEMENT division was created 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 manages 52 apartment communities, 49 of which are affordable housing properties, totaling over 3,800 units. Controlling our management company within the Gorman & Company umbrella allows us to customize our tenant selection criteria to our specific target population while conforming to investor and Section 42 compliance regulations.

## DEVELOPING MULTIFAMILY HOUSING FOR LOW-INCOME HOUSEHOLDS

Gorman & Company was formed in 1984 to develop high quality multi-family housing communities. We have developed some of the earliest Section 42 affordable housing communities at the onset of the LIHTC program, and these early developments remain highly-regarded and have stood the tests of time. 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 state.

Gorman & Company's integrated functions, including development, architectural design, construction, and property management, 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 through final execution, and we often engage our public and non-profit partners, as well as the surrounding community, in a design and planning process. Of the over 90 projects that Gorman & Company has completed over the past 30+ years, the company has never had a foreclosure, has never defaulted, has never had the general partner replaced by the investor.

## OBTAINING AND UTILIZING FEDERAL, STATE, CITY AND OTHER FINANCING SOURCES

Gorman & Company has an extremely successful record in receiving 9% competitive LIHTC awards. In our 35 years in business, Gorman has been awarded tax credits from the Wisconsin Housing and Economic Development Authority (WHEDA) for over 30 affordable housing projects within the state. In addition to LIHTC, we have extensive experience financing projects with a multitude of sources, including: Tax Incremental Finance (TIF), HOME/CDBG Grants, WI Economic Development Corp (WEDC) grants, State LIHTC, and Federal Home Loan Bank Affordable Housing Program (AHP) funding, and City of Madison and Dane County Affordable Housing Funds. In the last 4 years alone (2016-2019), Gorman has received nine WHEDA 9% tax credit awards.

## PARTICIPATING IN PUBLIC/PRIVATE JOINT VENTURES

For the past 35 years Gorman & Company has been a leader in partnering with communities and housing authorities across the country. Gorman has partnered with local Public Housing Authorities in six states (Arizona, Arkansas, Colorado, Florida, Illinois and Wisconsin) to redevelop housing authority properties and portfolios. We also work closely with municipalities, nonprofits, and neighborhoods to bring their visions and plans to reality. This development will be a true collaboration between Gorman and AgeBetter to achieve the goal of providing high quality affordable housing for seniors.

## FINANCIAL CAPACITY

Gorman & Company and its team are nationally known for navigating innovative and complex financial structures. Gorman is an expert in securing funding sources including WHEDA 4% and 9% LIHTC, local and State HOME funds, CDBG funding, and grants from the Federal Home Loan Bank. In the last 4 years alone (2016-2019), Gorman has received nine WHEDA 9% tax credit awards. We have also been extremely successful in securing competitive financing from All of this experience is critical in ensuring that this development secures the gap financing and tax credits needed to move forward.

While Gorman & Company has earned a national reputation as an innovative developer, perhaps our greatest value in a partnership comes from our financial acumen, financial strength, and our unique access to the capital markets. Gorman & Company typically serves as the sole guarantor in all of our development partnerships. While we are open to different models and approaches, we are perfectly willing and able to offer our full guarantee for any project we undertake. Gorman & Company closely monitors its net worth and liquidity to ensure that we meet all financial performance benchmarks of our lenders and investors. Our financials have been reviewed and approved by nearly all of the largest lenders and investors across the United States, including, but not limited to, BMO Harris, US Bank, CitiBank, Associated Bank, and Chase Bank.

#### INTEGRATED SUPPORT HOUSING EXPERIENCE

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

A general property management and asset management method that we employ at all projects includes providing our resident referrals to service agencies that can help with their needs. Examples would be agencies providing assistance with financial assistance for rent and utilities if needed, information about agencies providing wellness programs, credit counseling, legal assistance, etc. We coordinate resident events to build community within our properties so that our residents feel that they know their neighbors, feel comfortable in their surroundings, and take ownership of the care of our property to make it a better place for everyone to live. Our property managers are trained in resident service coordination as a starting point. Gorman & Company also routinely partners with service providers in the community to address specific needs of residents and the community as a whole. Examples of Gorman & Company's previous special needs/supportive housing experience as Property Manager are noted below:

Carbon at Union Corners (Madison, WI) – Lutheran Social Services serves low-income veterans or families with veterans, who are at risk of homelessness and who require and request access to supportive services to maintain housing. Additional empowerment services include Employment Services, Financial Literacy, Adult Education, and Assistance with Benefits. Carbon opened in fall 2017 and referrals for the special needs units came from local organizations including the Veterans Hospital, Communication Action Coalition of SW WI, and YWCA. Carbon at Union Corners features (23) 30% AMI supporting housing units. In 2018, all 23 of the occupants are either veterans or have a disability.

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

health services. RAMP, Janet Wattles, and the Rockford Health Department all provide on-site services for qualifying residents.

The Grove at Keith Creek (Rockford, IL) - The development includes a variety of tenant services including health, mentorship for young adults, and nutrition classes. There are on-site referral services for physically and mentally disabled residents. Referral services are provided by the United Way of Rockford.

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

Lofts at McKinley (Phoenix, AZ) – The Lofts at McKinley is a 60-unit LEED Platinum senior housing development near downtown Phoenix and the Valley Metro light rail system that offers a variety of services to its senior and disabled residents. Gorman has partnered with Arizona Bridge to Independent Living (ABIL), now known as Ability360, to provide job placement, welfare to work, and financial literacy services to McKinley residents with any type of permanent disability.

Escobedo at Verde Vista I & II – Gorman partnered with Save the Family Foundation to provide the following services at Escobedo: Workforce Development; “Job Club” workshops; skills assessments; vocational/job training opportunities; access to the Career Development Center; financial literacy training; Housing Survival Skills; Before and afterschool drop-in program; childcare; tuition assistance; and a Community Youth Advocate. Once a segregated, boarded-up public housing development that was originally built in 1943, this 132 unit development contains 30 units for chronically homeless families and 28 units for the Seriously Mentally Ill.

Gracie’s Village – Gorman has partnered with Grace Community Church of the Valley on the mixed-use Gracie’s development with includes a workforce development program through a thrift store operated by the Church on the first floor of the development. A comprehensive service plan has been assembled to expand upon the amazing services already offered at the current thrift store site. These services will include an on-site before and after school program, parenting classes, computer training, job training and placement services, and financial education to name a few. In addition to direct services provided by the church, Grace Community (Gorman’s partner on Gracie’s) has tapped into a vast network of social venture partners to deliver a vast array of supplemental services. 100% of the units are accessible to the physically disabled.

Terraza del Sol (Denver, CO) - The first floor of this development is occupied by Mi Casa. Founded in 1976, Mi Casa is among the oldest and largest Latino-serving nonprofit organizations in the state. With the mission to advance the economic success of Latino families, Mi Casa is a comprehensive resource center for low-income families, offering a variety of services to empower families to achieve their goals of economic independence. Mi Casa’s overarching goal is to increase the education, employability, knowledge and life skills of those served, empowering them to trade poverty for lasting economic stability and to flourish for generations. Mi Casa believes that when members of a family have realistic opportunities to pursue professional, educational and entrepreneurial advancement - within a culturally responsive and supportive environment - the cycle of poverty will be broken.

## ARCHITECTURAL/SERVICE AWARDS OR GREEN BUILDING CERTIFICATIONS

Projects designed by Gorman & Company have won many awards and have attained the highest standards of sustainable/green design and accessible design. Gorman & Company's portfolio includes numerous developments certified by Wisconsin Green Built Home, Enterprise Green Communities, National Green Building Standard, and LEED. Examples include Fifth Street School Apartments (Milwaukee), Carbon at Union Corners (Madison), Washington Park Townhomes (Milwaukee), and Washington School Apartments, The Grove at Keith Creek (Rockford, IL), Paradise Point Senior Housing (Florida), and The Lofts at McKinley (Arizona).

In the past few years, Gorman's developments have been nominated or awarded in *Affordable Housing Finance's* annual Top Developers and Reader's Choice Awards, including Washington Park Townhomes (Milwaukee, WI), Villard Square (Milwaukee, WI), The Grove at Keith Creek (Rockford, IL), and Madison Heights (Avondale, AZ).

### DEVELOPMENT TEAM: GORMAN & COMPANY

#### EDWARD (TED) MATKOM – WISCONSIN MARKET PRESIDENT

Ted Matkom has held the role of Wisconsin Market President over the past ten years with Gorman & Company and has also served as General Counsel. Ted has a wealth of experience in developing both residential and commercial real estate developments. Ted 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 seven years. He has also been appointed for the past five 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.

During his time with Gorman Ted has directly developed over 1,300 apartments totaling more than \$200M. In addition, Ted Matkom has secured more competitive low income housing tax credits in the State of Wisconsin than any other developer over the past seven years. As the Wisconsin Market President Ted leads a full team that includes development, design, construction, property management and asset management. He is responsible to a project from inception through the full compliance period. Ted's experience has led to him becoming an expert in engaging the community as a stakeholder in developments.

#### BRIAN SWANTON – PRESIDENT/CEO

Brian Swanton serves as President and Chief Executive Officer for Gorman & Company, having previously served as Gorman & Company's Arizona Market President. During his tenure as Arizona



Market President, Mr. Swanton led a multi-disciplinary team that developed, designed and constructed RAD redevelopments for both the Maricopa County Housing Authority and the City of Phoenix. Prior to joining Gorman, Mr. Swanton held various leadership positions in the non-profit sector, 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 of existing affordable housing. 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 has taught graduate and undergraduate courses in housing finance and neighborhood revitalization.

#### NICOLE SOLHEIM – DIRECTOR OF DEVELOPMENT

Nicole Solheim serves as Director of Development 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.

#### JIN PARK-HIGBEE – DEVELOPMENT COORDINATOR

Jin Park-Higbee serves as Development Coordinator for Gorman & Company in the Illinois and Wisconsin Markets. Previous to her employment with Gorman & Company, Ms. Park-Higbee worked for a regional economic development organization in Madison, Wisconsin. Ms. Park-Higbee has a BA in International Relations from Boston University, and a Master's Degree in Urban Planning.

#### RON SWIGGUM – DIRECTOR OF CONSTRUCTION

Ron has over 20 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).

## DEVELOPMENT TEAM: AGEBETTER, INC.

AgeBetter, Inc. is a 501(c)(3) organization whose members are two well-established nonprofit retirement communities in Dane County, Wisconsin: *Attic Angel Association* and *Oakwood Village*. In 2005, AgeBetter launched the Sharing Active Independent Lives (SAIL) program. SAIL is a non-profit membership organization located in Madison, Wisconsin. As part of the nationwide Village Movement, SAIL celebrates independence and stewardship in older adults, creating a community of learning, activity, socialization, and support for one another. In addition to SAIL, AgeBetter's major initiatives include affordable housing for seniors, community-based garden program, training and education for people working with older adults.

### ANN ALBERT – EXECUTIVE DIRECTOR, AGEBETTER

Since 2005, Ann Albert has served as Executive Director of AgeBetter, Inc. Ms. Albert is responsible for direction and leadership toward achieving AgeBetter's mission and its strategic goals and objectives, as well as overall leadership of the organization's administration, staff development and engagement, program implementation, financial management and fundraising coordination, and the establishment of collaborative relationships with external organizations. Ms. Albert's previous experience includes consulting work related to program planning for Madison Area Continuing Care Consortium (a/k/a AgeBetter), as well as Assisted Living Administrator at Oakwood Lutheran Homes Association. Ann Albert has a BS and MS in Rehabilitation Psychology from University of Wisconsin-Madison.

### REBECCA ROGERS – MEMBERSHIP SERVICES ASSISTANT, SHARING ACTIVE INDEPENDENT LIVES (SAIL)

Rebecca Rogers provides administrative and technical support to the SAIL team, including data management and assistance in providing basic home technology. Previous to her employment with SAIL, Ms. Rogers was a Recreation Specialist at Charities Adult Day Center as well as Program Services Director at Coventry Village in Madison, WI. Rebecca holds a B.A. in Business from Upper Iowa University.

### PEGGY YORK – VOLUNTEER COORDINATOR, SAIL

Peggy York joined SAIL in 2011 and has held various positions over the past 8 years. In her current role, Ms. York recruits, orients, and connects volunteers to assist SAIL members and staff, coordinates social events as well as assists with other SAIL programs and activities. Previous to SAIL, Ms. York was employed by the State of Wisconsin and University Hospital and Clinics. Peggy York graduated from Edgewood High School and MATC's Practical Nursing Program.

### NICOLE SHAEFER – PROGRAM DIRECTOR, SAIL

Nicole Shaefer provides leadership to the daily operations of SAIL, including member services, events and programs, and volunteer program and staff. Prior to her role at SAIL, Ms. Shaefer worked in program and volunteer coordination and management in Chicago and Wilmette, IL. Nicole Shaefer has a B.A. in Psychology from Saint Louis University and a Masters in Organizational Leadership.

## PROPERTY MANAGEMENT

Gorman & Company's Property Management division was created 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. In Wisconsin alone, Gorman manages over 30 LIHTC properties encompassing over 2,400 units. Controlling our management company within the Gorman & Company 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. It is particularly valuable to have our property management team involved in development of a property from the very beginning. They offer insight on design and programming which helps to ensure the development operates efficiently for the long-term.

### LAURA NARDUZZI - VICE PRESIDENT OF OPERATIONS

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.

Laura 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

### DAN CLARK - DIRECTOR OF PROPERTY MANAGEMENT

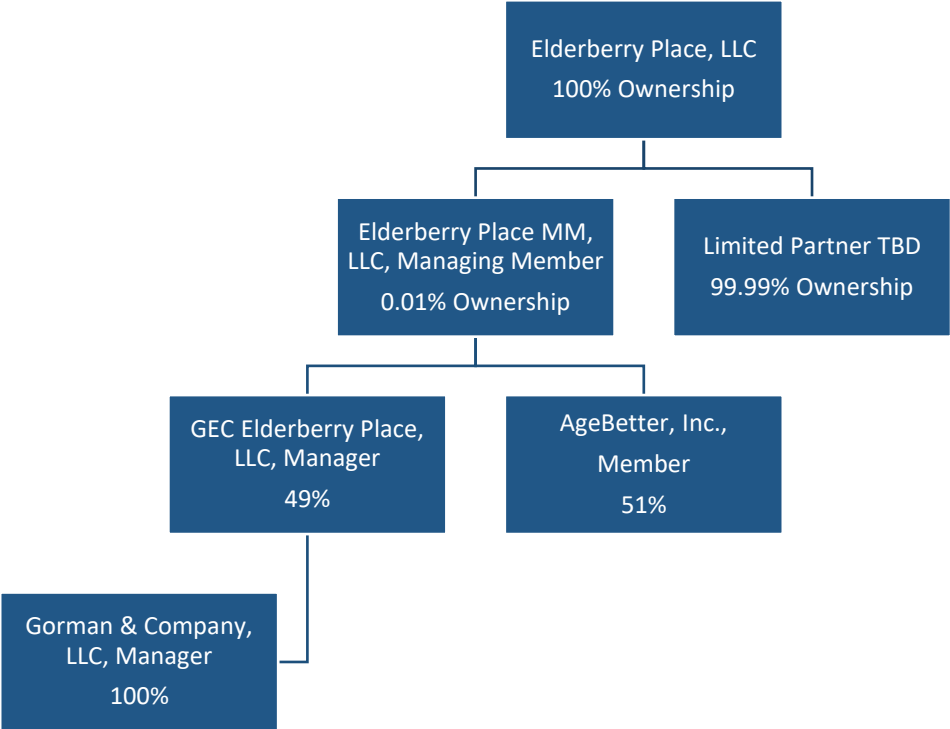
Dan Clark is responsible for Gorman & Company's management division. His primary focuses is on meeting operational objectives to drive positive business results of multifamily and commercial real estate within the company's portfolio. In his role, working with external and internal partners, his responsibilities include multi-state oversight of in-house and third party management companies, financial/ capital planning, and market strategies. Mr. Clark joined Gorman & Company in 2017, previously serving as Senior Regional Portfolio Manager at The ConAm Group of Companies where he was responsible for Southern California's regional operations and investment performance of affordable and market-rate housing developments. He brings over 25 years of real estate asset management, property management and facilities management experience on high density, mixed use and urban infill projects.

## MANAGEMENT EXPERIENCE

### WISCONSIN PROPERTIES OWNED & MANAGED BY GORMAN & COMPANY

Development Name	Location	Completion	Years Managed	Total Units	Affordable Units	Occupancy 2018	Vacancy 2018
Washington Park Townhomes	Milwaukee	2018	<1	40	40	Leased up in 2 mo - Dec 2018	
Fifth Street School	Milwaukee	2018	<1	48	44	Leased up in < 3 mo - Dec 2018	
Washington School Apartments	Sheboygan	2017	1	42	35	100%	0%
Roosevelt School	La Crosse	2017	1	33	33	100%	0%
Carbon at Union Corners	Madison	2017	1	90	76	98%	2%
Century City HOI	Milwaukee	2017	1			93%	7%
Sherman Park HOI	Milwaukee	2015	3	40	40	100%	0%
Northside HOI Ph II	Milwaukee	2013	5	30	30	100%	0%
Northside Neighborhood	Milwaukee	2012	6	40	40	93%	7%
Sherman Park Commons	Milwaukee	2012	6	68	68	96%	4%
Northside HOI PH I	Milwaukee	2011	7	40	40	100%	0%
Kannenberg Plaza	Wausau, WI	2011	7	106	106	97%	3%
Villard Square Grandfamily	Milwaukee	2011	7	47	47	96%	4%
Rolling Prairie Apartments	Sun Prairie	2010	8	84	84	100%	0%
Blue Ribbon Lofts	Milwaukee	2008	10	95	69	100%	0%
Fairbanks Flats	Beloit	2008	10	16	13	94%	6%
Windsor Court	Milwaukee	2008	10	239	239	94%	6%
Harbor at State & Main	Racine	2007	11	84	66	94%	6%
Metcalfe Park HOI	Milwaukee	2007	11	30	30	97%	3%
Gund Brewery Loft	La Crosse	2007	11	86	68	97%	3%
Dr. Wesley L. Scott Senior	Milwaukee	2006	12	80	74	95%	5%
Avalon Madison Village	Madison	2006	12	104	72	100%	0%
Park East Enterprise	Milwaukee	2006	12	85	68	98%	2%
Historic Lofts on Kilbourn	Milwaukee	2005	13	99	79	93%	7%
Majestic Lofts	Milwaukee	2004	14	135	120	96%	4%
Kenosha Commons	Kenosha	2004	14	48	48	100%	0%
Knitting Factory Lofts	Milwaukee	2003	15	100	100	94%	6%
Cudahy Commons	Cudahy	2003	15	142	142	98%	2%
Kunzelmann-Esser Lofts	Milwaukee	2002	16	67	67	99%	1%
Golden Domes	Milwaukee	2002	16	106	106	99%	1%
Buckhorn Station	Cudahy	2000	18	64	64	97%	3%
Garton Toy Factory	Sheboygan	2000	18	72	52	100%	0%
Quisling Terrace	Madison	2000	18	60	46	98%	2%

PROJECT ORGANIZATIONAL CHART



# SAIL's 2018 Programs

SAIL is an incredibly active organization! Both independently and in partnership with other local organizations, SAIL connected members with 180 events in 2018, including activities focused on education, health, in-home support, socializing, technology, and volunteer opportunities! Below are just a few of the great events SAIL members were able to participate in during 2018.

## Education:

- Attic Angel Lecture Series
- "Embracing Change—All Of It!"
- Brain Health Workshop
- "Life's A Daring Adventure"
- SAIL Vendor Fair

## In-Home Support:

- Mattress flipping
- "Two Men Without A Truck"
- Free Shredding
- Winterization Car Check
- Minor maintenance support
- Pre-screened vendor list

## Social Activities:

- Book Club
- Men's Roundtable
- Lunch Bunch
- "On Our Own"
- Holiday Tea
- Holiday Fantasy In Lights Tour

## Health and Wellness:

- Attic Angel Health and Safety Fair
- Intro to Mindfulness and Meditation
- "Food As Medicine"
- "Only Leaves Should Fall"
- "No More Spring Breaks" with UW Pharmacy School
- Partnership with Edgewood Nursing Students

## Technology:

- Monthly tech tutoring
- Intro to managing digital photos
- "Is a smartphone right for you?"
- Low vision support group

## Volunteer Activities:

- Birthday calls to fellow members
- Giving rides to fellow members
- Sunday Drives
- Handyman (and woman!) support
- Patient advocacy for fellow members





Friday, June 21, 2019

Ann Albert  
AgeBetter, Inc.  
6209 Mineral Point Rd. #210  
Madison, WI 53703

RE: Proposed Affordable Senior Housing Development  
8522 Elderberry Rd, Madison

Dear Ann,

As the Executive Director for NewBridge Madison, I am excited to hear about your proposed affordable housing development for older adults on the west side of Madison.

NewBridge Madison, Inc. is a nonprofit organization that started in 2019 after the four Madison Senior Coalitions merged in 2019. While a new organization, it has a long history of over 40 years of service. To ensure longer, safer and healthier independent lives, NewBridge provides a variety of services for older adults at no or low cost, which include: Case Management, Nutrition program, Home Chore volunteer program, Guardian and Representative Payee volunteer program, Cultural Diversity program, and social and educational activities.

We are interested in partnering with AgeBetter to provide our services to resident older adults in the proposed development. Specifically, this would include

- Case Management services for residents 60 years and older who are income eligible.
- Transportation from the housing development to the closest nutrition site for a donation price.
- Home Chore volunteers for residents who are Case Management clients and who are income eligible.
- Site for social and education activities.

We also look forward to increasing connections of older adults we work with through NewBridge with AgeBetter housing and SAIL-Sharing Active Independent Lives programs and services, thus expanding the resources that help older adults live safely and independently in our community.

Sincerely,

★ MAIN OFFICE  
**South Madison**  
128 E. Olin Ave #110  
Madison, WI 53713

**North Madison**  
1625 Northport Dr #125  
Madison, WI 53704

**East Madison/Monona**  
4142 Monona Dr  
Madison, WI 53716

**West Madison**  
5724 Raymond Rd.  
Madison, WI 53711





*...where volunteers make a difference*

June 21, 2019

Ann Albert, Executive Director  
AgeBetter, Inc.  
6209 Mineral Point Rd, #210  
Madison, WI 53703

RE: Proposed Affordable Senior Housing Development  
8522 Elderberry Rd, Madison

Dear Ann:

As Executive Director of RSVP of Dane County, I am excited to hear about your proposed affordable housing development for seniors on the west side of Madison. Through our daily work with the senior community, we understand the strong and growing need for affordable senior housing in the Madison area.

RSVP (Retired and Senior Volunteer Program) is a nonprofit organization that recruits adults age 55 and older for meaningful volunteer assignments in the community. RSVP's Driver Services/Vets Helping Vets program which provides transportation and delivers meals, helps seniors remain independent and able to age in place.

We are interested in partnering with AgeBetter to provide our services to resident seniors in the proposed development. Specifically, this would include volunteer opportunities in the community, rides to medical appointments, and continued collaboration in the Triad Crime Prevention and Safety Program which includes educational sessions plus car winterization that would benefit residents at the new Elderberry housing. We are excited about the opportunity to expand our partnership with AgeBetter and support the proposed Elderberry Senior Housing Development.

Sincerely,

Margie Zutter  
Executive Director



6/27/2019

Ann Albert  
AgeBetter, Inc.  
6209 Mineral Point Rd, #210  
Madison, WI 53703

RE: Proposed Affordable Senior Housing Development  
8522 Elderberry Rd, Madison

Dear Ann,

As President of Life Assist USA, I am excited to hear about your proposed affordable housing development for seniors on the west side of Madison. Through our work with the senior community, we understand the strong and growing need for affordable senior housing in the Madison area.

Life Assist USA is a local and family owned company providing personal emergency response services to over 10,000 people, mostly older adults, living in local communities and throughout the country. We have worked collaboratively with the SAIL—Sharing Active Independent Lives program for five years offering services at significantly reduced fees to its members.

We are interested in working with AgeBetter to provide our services to resident seniors in the proposed development at a discounted rate making the service affordable to those with low incomes. Specifically, this would include discounts on installation and our most popular land line and cellular based systems.

Please keep us advised as your project moves forward and let us know anything we can help with to make this project a success.

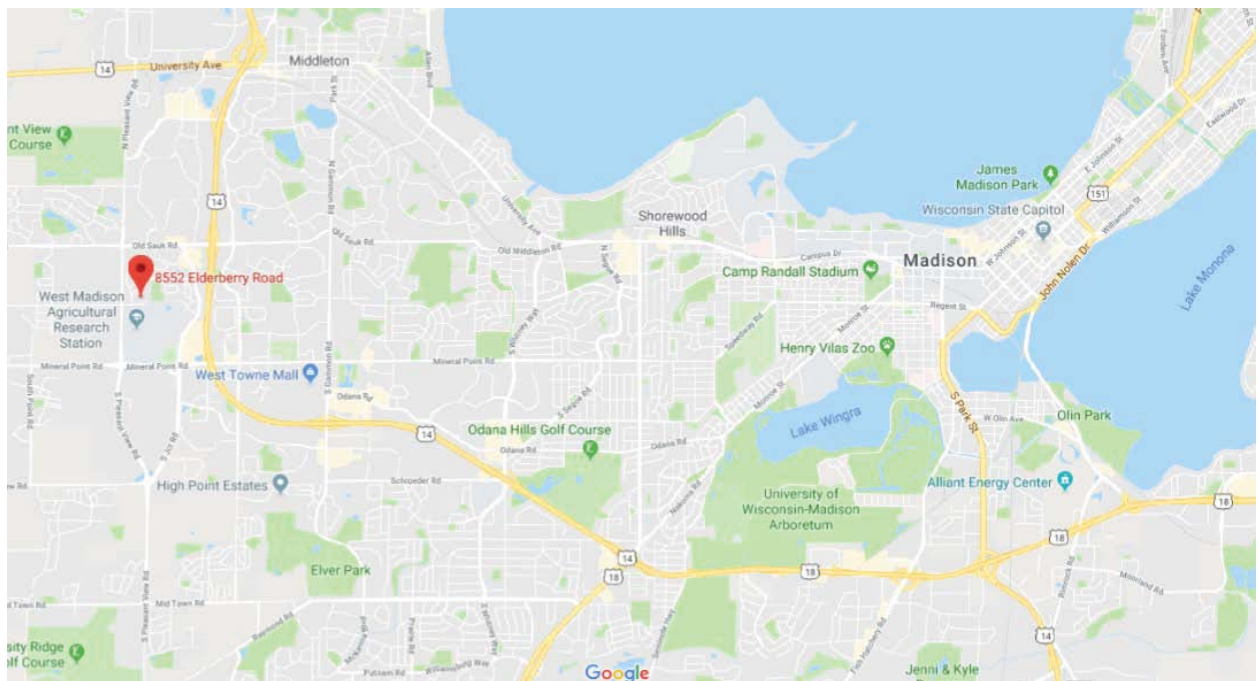
Sincerely,

A handwritten signature in black ink, appearing to read "Michael Y. Larson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mike Larson

# Site Map

8552 Elderberry Road Madison, WI





SCALE: 1" = 40'-0"  
06/27/2019

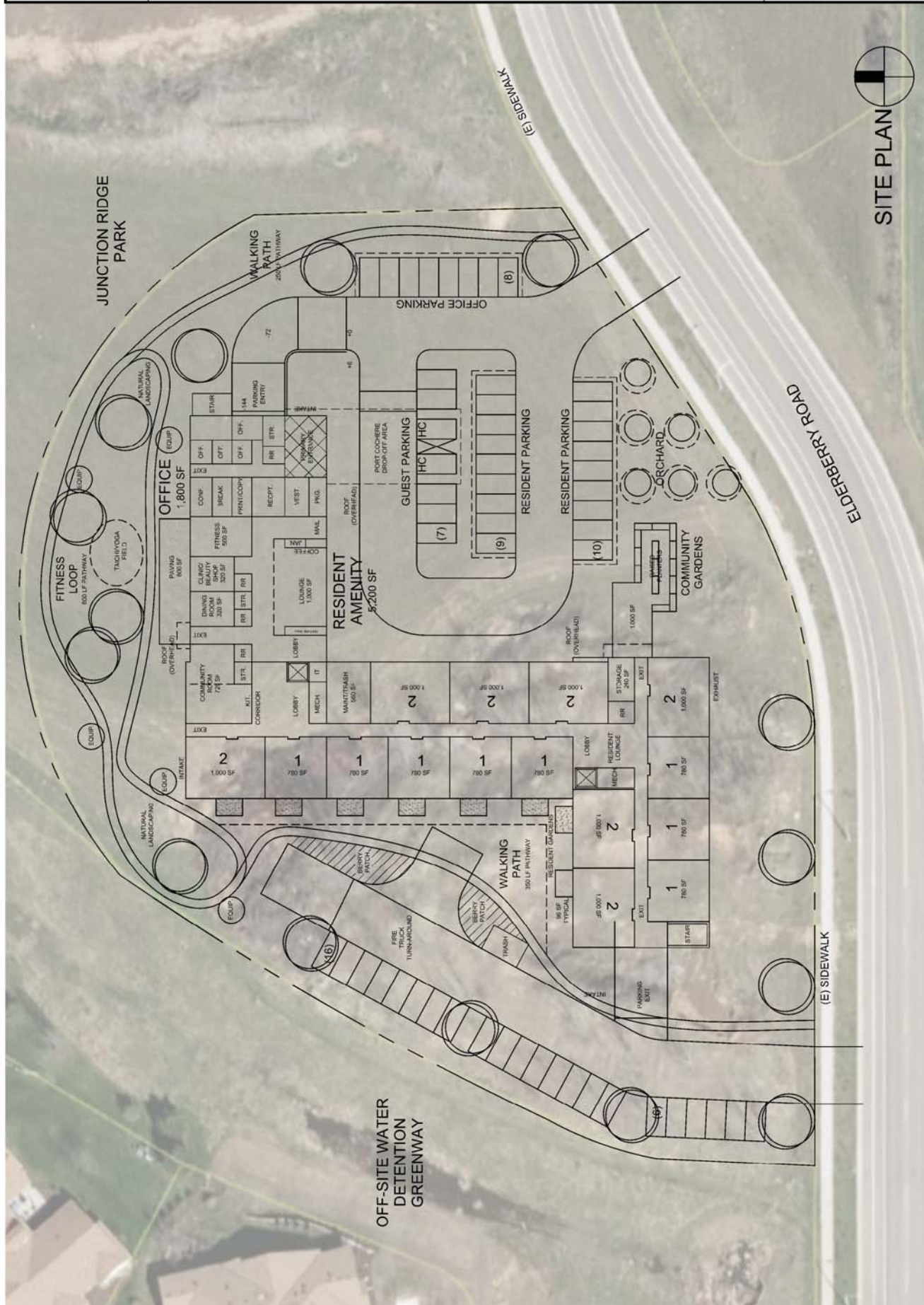
# ELDERBERRY PLACE

ELDERBERRY ROAD  
MADISON, WISCONSIN

**GORMAN**  
COMMERCIAL  
REAL ESTATE DEVELOPMENT  
200 N. MAIN STREET ST.  
OREGON, WISCONSIN



## SITE PLAN



## ATTACHMENT D

### DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION

Proposers are hereby notified that all information submitted in response to this RFP may be made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

- Requests for confidentiality must be submitted prior to the proposal submission date to the City of Madison Purchasing Office.
- Requests for confidentiality must use this designated form. Failure to include this form in the bid/proposal response may mean that all information provided as part of the bid/proposal response will be open to examination and copying. The City considers other markings of confidential in the bid/proposal document to be insufficient.
- Any information to be considered confidential or proprietary must be separated and packaged from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.

Prices always become public information when bids/proposals are opened or when negotiations have been completed and the contract has been awarded. Other information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in s. 134.90(1)(c), Wis. Stats. 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 and agrees to hold the City of Madison harmless for any costs or damages arising out of the City's agreeing to withhold the materials.

The attached material submitted in response to Bid/Proposal # 8834-2019 includes proprietary and confidential information which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats., 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 bid/proposal response be treated as confidential material and not be released:

Section	Page No.	Topic	Specific law that supports confidentiality of information
N/A			

Company Name Gorman & Company, LLC

Enter Name: Brian Swanton

By entering your initials  
in the box,

You are electronically signing your  
name and agreeing to the terms above.

Date: 6/27/19



**Gorman & Company & AgeBetter, Inc.**  
**Elderberry Place**

**Response Submission Due Date: August 8, 2019 NOON**

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**Instructions to Applicants:**

Please respond ***briefly and succinctly*** to the questions below in-line, unless otherwise specified (e.g. additional documentation requested). Maximum 1/3 a page per question. Please use this Word document to record your answers and return this completed document to [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com). Please cc: [jspears@cityofmadison.com](mailto:jspears@cityofmadison.com) and [etabakin@cityofmadison.com](mailto:etabakin@cityofmadison.com). We ask that you refrain from submitting additional documentation not specifically requested at this time or using alternative formats.

**Questions:**

**Land Use**

**1. Please summarize the comments to this proposal received from staff at your Development Assistance Team meeting.**

- Ensure that sidewalks connect to main and side entrances
- There are special assessments pending from water main and street improvements which may be required to be paid if property is sold (note, this is a ground lease)
- Will need to eventually complete a CSM to transition Outlot to a developable lot – confirm with CDD the timing of this
- Review stormwater requirements for 100 yr detention on site
- Water laterals are on Elderberry Rd, Sanitary laterals across greenway
- Parks fees – site may have a credit, and fees will mostly be waived for affordable/elderly units
- GDP in place for 4 stories / up to 100 units – this will suffice for WHEDA zoning letter, SIP to be completed post WHEDA award

**2. The June 23, 2011 Rezoning Approval letter that established the GDP zoning for this site included a comment referencing existing agreements including payment in lieu of taxes (PILOTs) that currently applies to development within this Planned Development. Please describe your familiarity with these agreements and your understanding of possible impacts on this proposed development.**

The City and Attic Angels entered into a PILOT/Municipal Services Agreement in 2015 as part of a Settlement Agreement process. The PILOT was mentioned in the rezoning approval letter because it affected some of the parcels within that approval. However, this parcel at 8552 Elderberry Road was not included in the Exhibit listing the properties covered by the PILOT agreement. In addition, the City assessor's website indicates the parcel receives an annual tax bill, which has been paid for this year. Unless the City tells us otherwise, we do not believe this parcel is subject to the existing PILOT agreement and will therefore pay property taxes in ordinary course.

### **Supportive Housing Units/Supportive Housing Partnerships**

- 1. The application mentions that AgeBetter, Inc. will have a Right of First Refusal to purchase the property. As a non-profit, is AgeBetter interested in maintaining the income- and rent-restriction on the units beyond the 30 year Period of Affordability?**

The mission of AgeBetter as a partner involved in this project is to provide senior affordable housing on the west side. They are open to a discussion of affordability beyond the initial 30 year period. If this is pursued, affordability would likely need to be at a level above the initial WHEDA income set-asides to ensure the property has the ability to refinance and fund capital improvements required to maintain stable, quality housing.

- 2. Will AgeBetter or another one of the service partners referenced in your application be on-site full time to provide services for residents?**

This location will house the AgeBetter permanent corporate office and therefore will have full-time staffers in the office during ordinary business hours (M-F, 9-5).

- 3. What is AgeBetter's definition of "low-income" whereby they will receive free or discounted SAIL benefits?**

Below are the current standards that AgeBetter utilizes:

<b>Income Level:</b>	<b>Reduced Fee:</b>
<b>Low</b> 1 Person 2 Persons	<b>75% Current Rate</b> \$44,950 \$51,400
<b>Very Low</b> 1 Person 2 Persons	<b>25% Current</b> \$28,950 \$33,050
<b>Extremely Low</b> 1 Person 2 Persons	<b>\$4.00/Month</b> \$17,200 \$19,650

### **Feasibility**

- 1. How will Gorman protect future tenants from rapidly rising contract rents allowed by WHEDA? Will you have any internal structures to limit rent increases for lease renewals?**

Annual rent increases may depend on the targeted income; 30% AMI units are often sized close to 100% of max due to the units already operating at a deficit. 50% and 60% units are generally sized at 90-95% of max rents, sometimes lower.

With Dane County's recent income limit increases, we have found that investors and market study analysts require us to underwrite rents that are lower than the max. For example, we are currently underwriting permanent loans for UC Grandfamily and Valor on Washington, and when new 2019 rent limits were released, we did not increase



projected rents to the full amount. Therefore, it is our opinion that the market will control this rather than an artificial restriction.

**2. What will be the anticipated monthly cost to tenants of the underground parking stalls?**

Our current model does not include an additional monthly parking charge. However, we are hedging that construction costs will continue to increase beyond the budgeted amount in our financial model. If so, one of the solutions is to charge for parking and increase the permanent loan amount. If this occurs, we would take the parking cost out of eligible basis and charge an affordable amount that is in line with our other developments and market study comparables.

**3. The application noted that solar panels would be incorporated on the roof of the development, but no cost estimation was provided in the capital budget. Please provide an estimated breakout of this cost.**

Elderberry Place will include a photovoltaic (PV) system, to be located either on the roof of the building or on carports in the surface parking area. The exact capacity and cost of the system cannot be determined until plans are finalized and an engineer and solar consultant can review. However, based on our experience, we estimate the total cost to be approximately \$140,000; this amount is within the construction budget.

**4. Would you please clarify your plans for the repayment of the 16-year cash flow loan, and resubmit the pro forma if necessary?**

In the past 5 years, it has been a 100% trend on all of our LIHTC projects in WI to max deferred developer fee as a source for funding the development. What this means is that in order to secure a tax opinion from legal counsel to close the transaction, the developer needs to show in the proforma that the max deferred developer can be repaid within 15 years. This calculation is made utilizing WHEDA underwriting guidelines so that the payment of the deferred fee over 15 years is a conservative calculation. The reason for the conservative approach is any deferred fee that is not repaid over the 15 years will be taken by the project as “phantom income” because it has to be utilized within the basis calculation. For this reason, we cannot commit to making any payments to the cash flow loan over that time period, as it would limit the ability to show repayment of the deferred fee.

**Other**

**1. What hours will residents have access to the “shuttle” that goes to the grocery store, clinic, and other amenities? Will there be a fee charged to residents to use this?**

The shuttle will be available during the week for regularly scheduled errands and field trips. There is no fee for this service. SAIL also has an existing volunteer program for transportation assistance, where SAIL member volunteers help other members get to appointments, etc. AgeBetter plans on expanding this volunteer program at Elderberry so there are transportation volunteers within the building for residents to utilize.

We should note – at our neighborhood meeting, area residents expressed their desire to extend Madison Metro bus service to this area, to serve both this development and the surrounding neighborhood.

- 2. The response to Question 37 references significantly higher rates of severe cost burden among black and Asian households, but then describes targeting seniors across all races and ethnicities. Please expand on how Gorman & Company will reach out to the populations that are least likely to apply, typically non-white households.**

Dana Warren is an AgeBetter Board member, SAIL member, long-time Madison resident, and former City of Madison Real Estate Agent. It is her mission to reach out to African Americans and minorities to ensure they are included and represented within this development. Dana will work with local agencies such as the Urban League, 100 Black Men of Madison, and local churches to identify low-income seniors that may be interested and eligible for housing at Elderberry Place.

In addition, Gorman as property manager has experience and interaction with multiple nonprofits and agencies in the Madison area that serve both families and seniors. We have discussed this development with the Urban League of Greater Madison to establish a referral network with them. Asian and American Indian populations are often identified as least likely to apply, therefore outreach will also include organizations such as Freedom, Inc.; ConNEXTions; Asian Outreach Program; and the Native American Center for Health Professions.