



RESPONSE TO
BAHAMA VILLAGE "3.2"
AFFORDABLE WORKFORCE
HOUSING: RFP #008-21

October 20, 2021



October 20th, 2021

City Clerk
City of Key West
1300 White Street
Key West, Florida 33040

RE: Request for Proposals RFP No. 008-21 Bahama Village "3.2" Affordable Workforce Housing Project

Dear Village Clerk,

Gorman & Company is proud to submit to the City of Key West (the "City") the attached response to the RFP No. 008-21 Bahama Village "3.2" Affordable Workforce Housing Project. Gorman & Company has over 36 years of experience in developing some of the nation's highest quality workforce housing and neighborhood revitalization projects, including three projects in Monroe County.

Gorman has developed a reputation in Monroe County and across our core markets for being a strong partner with non-profit organizations, housing authorities, and local government agencies. We have a reputation for being an innovative problem solver that focuses on getting things done in a timely fashion. The prospect of collaborating with the City is incredibly exciting to Gorman & Company. I spent many years living and working in Monroe County as a planner, development consultant and developer. It also fits with our commitment to the transformation and revitalization of local communities, as well as our commitment to the State of Florida.

You will find Gorman & Company to be extremely flexible, cooperative and creative in structuring a unique partnership that will serve to benefit the objectives of both the City and Gorman. We have access to significant short-term predevelopment capital, construction and permanent financing, as well as a stellar track record with all of our equity partners. We have structured many complex transactions involving a multitude of layers of public and private financing, and have access to some of the nation's most experienced attorneys, CPAs, and consultants to supplement our collective capacities to take any feasible project across the finish line.

Gorman & Company is a vertically integrated company. Our development team includes in-house architects and an affiliated construction company, Gorman General Contractors, both licensed in the State of Florida as well as our property management arm.

With all team members at the table during the pre-development and construction process, we can work expeditiously to get this project completed in a timely manner. Our record of having



P: (608) 835-3900
F: (608) 835-3922
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developed over 100 affordable projects in eight states (114 units in Monroe County), with a variety of local partners, speaks to Gorman's ability to complete projects on time.

In the end it's about the people and making an impact and difference in their lives. We believe that Gorman & Company is best qualified to make this happen and is excited about the opportunity.

Thank you for your time and consideration of our proposal. Please feel free to call me at (404) 403-2925 or email me at jreed@gormanusa.com. We are excited to continue our partnership with the City that will advance affordable housing in the community and provide a model of affordable housing development that will be the inspiration of all residents in the Monroe County.

This proposal is firm, irrevocable and will remain valid for not less than 120 days from the date of submittal.

Sincerely,

A handwritten signature in black ink that reads "Joel C. Reed". The signature is written in a cursive style with a large, prominent "J" and "R".

Joel Reed, Southeast Market President
Gorman & Company

Table of Contents

- 1. Cover Letter**
- 2. Table of Contents**
- 3. Executive Summary**
- 4. Qualification Statement/Team Experience Overview**
- 5. Proposed Unit Mix and Preliminary TDC Budget**
- 6. Conceptual Site Plan**
- 7. Proposed Timeline and Bahama Village Marketing Plan**
- 8. Project References**
- 9. Required Forms & Affidavits**
- 10. Addendum Acknowledgement**



Executive Summary/Proposal Narrative

Community Engagement “Diversity/Equity/Inclusion”

Gorman will bring their expertise as community developers to this project. We see this as an opportunity to work in partnership with the City of Key West and community, especially Bahama Village, in developing the best plan for the community. Joel Reed, Southeast Market President brings 20 years of experience as a community developer to the team. Having worked with many communities throughout the Keys and in and around Atlanta Georgia in developing community master plans and comprehensive plans engaging a variety of stakeholders.

Finance

The financing approach would be to use LIHTC utilizing Income Averaging where units are set aside between 20% and 80% AMI, as long as the average is 60% AMI or below. In addition we would include units in the 80-140%AMI. LIHTC is also a competitive resource and Florida Housing puts out Requests for Applications about twice a year for funding. Florida Housing typically has special set asides for Monroe County, but funding through Florida Housing is no guarantee. However, Gorman has been awarded three LIHTC allocations in Monroe County. Florida Housing also has a hybrid approach for workforce housing that allows projects to restrict roughly half of the units below 80% AMI and allows the remainder to go up to 120% AMI. This is done via the Workforce Housing RFA. This RFA is scheduled to be released in mid- March with applications due in early April 2022.

Zoning and Site Development Standards

The site has been designed to comply with zoning and site development standards of Key West including density requirements as well as height and parking. We have proposed 109 residential units but depending on the final configuration of the units there could some additional units added.

Design

Our design concept is based on being sensitive to the historic fabric of the city and the neighborhood in general. We have applied new urbanism principals to the design and layout of the site as we looked at it within the surrounding neighborhood and larger community of Key West. This resulted in creating walkable, pedestrian scaled development. Parking was accomplished through “on street” and a small surface lot rather than having a “sea of parking” on the site. Furthermore creation of blocks, on street parking and sidewalks enhance the pedestrian realm.

Connectivity to the surrounding Bahama Village and the surrounding community was important. Our plans is to extend Petronia Street through the site. We would maintain Allen Ave. as well in order to maintain smaller blocks typical of Key West development patterns. We also have shown a Fort Street to connect to Angela street. This connection could be a pedestrian promenade, alleyway or more formal street. We would like to discuss this option further with the City and community but believe a connection through here is critical.

Streetscapes/Public Art/Landscape

We will enhance the public realm through the streets, sidewalks and planting around the site. A more detailed streetscape and landscape plan will be developed, once selected, in connection with the City.

Architectural Approach

Due to the elevation of the site, there will need to be some fill brought onto the site as well as elevating the units. However, our intent is to elevate to the lowest height possible in order to create buildings that are more in keeping with the urban fabric of the surrounding neighborhoods. We envision a variety of unit mixes from attached townhomes to two and half to three story walkup apartments. Units along Front Street will be 2 story and step up to three story near the “back’ of the site. We also envision a different design style adjacent to the tower site and are contemplating an elevated structure, with a more institutional feel to blend with the diesel plant to the east. We are also very excited about exploring possibilities with the diesel plant as well. We have significant experience with adaptive reuse of historic structures utilizing historic tax credits. We are aware and experienced in working in the Keys and with Historic District design guidelines and look forward to working with the community and City on a design that is complementary and appropriate to the neighborhood.



Executive Summary/Proposal Narrative

Development/Construction

Gorman would develop the site in partnership with Key West. The lead personnel from Gorman are very accessible with Joel (based in Atlanta). Joel's many years of experience living in and working in Monroe County as a planner and consultant will assist greatly in the development process. This experience paired with our design and construction team which have each designed and constructed 114 units in the Florida Keys is why Gorman believes we are one of the most experienced multifamily developers in Monroe County. From that experience, Gorman General Contractors has existing relationships with local subcontractors and suppliers. Gorman is a community developer at heart, so, if selected, we will do everything we can to make this the best development possible for Key West and the greater community, including sourcing local sub contractors when possible.

With construction and architecture both in-house, we are able to move quickly on producing drawings for construction bidding and permitting. An estimated timeline to build the project, based on our previous experience in Monroe County is around 18 months but could fluctuate based on things like COVID19 and the severity of the hurricane season.

Management

For the projects Gorman owns and operates in Florida, Gorman has a strategic partnership with Royal American Management (RAM) to manage its properties. RAM is based in Panama City and has extensive experience and history managing housing in Florida. They are well versed in all facets of property management and compliance. With that being said, Gorman is also very hands on with its asset management oversight because Gorman manages its own properties in Wisconsin, Illinois, Colorado, and Arizona, so Gorman knows how properties should be operated and keeps a very close eye.

Green Building Standards

At Gorman & Company, we take a holistic approach to sustainable design. Green building is not just about high efficiency MEP systems, but understanding the impact all aspects of the design, construction and operation of the building have on the environment. This begins with site selection, continues through the specification of building materials and systems and is ultimately passed on to building operation via documentation and training of personnel.

Over the past several years, Gorman & Company has made a commitment to sustainable design. This starts with site selection. We have focused on rehabilitation projects and the redevelopment of brownfield and urban infill sites. Many of these projects are designed to Enterprise Green Communities, LEED standards, or ICC 700 National Green Building Standard. We built the first LEED platinum multi-family housing project in the state of Arizona and are currently building a net-zero property in Colorado.

This commitment continues into the design of the building. Products are selected that are durable and use environmentally friendly materials. Selection of regionally produced materials is done whenever possible. Our projects use high efficiency HVAC systems, water conserving plumbing products and energy star rated lighting and appliances.

During construction, detailed communication between the design and construction team ensures the sustainable design is implemented. Product submittals are carefully reviewed for compliance and substitution requests and reviewed by the entire team prior to approval. Recyclable waste is segregated to minimize material going to the landfill. Erosion control measures are closely monitored.

Once the building is complete, operations staff is trained on building products and systems. Electronic documentation of these items is passed on to maintenance staff. These key personnel are also brought in early

Executive Summary/Proposal Narrative



in the design process to review existing projects. Products and systems that are not performing as specified are identified so that each successive project performs better than the last.



Qualification Statement/Team Experience Overview

Since 1984, Gorman & Company has specialized in downtown revitalization, historic preservation, mixed-use, live-work, workforce housing, neighborhood transformations, and preservation of affordable housing options. The Gorman team has a proven track record of cultivating successful partnerships with a wide range of groups including municipalities, corporations, housing authorities, nonprofit organizations, private investors, businesses, and community stakeholders. Gorman brings an ability to assemble a wide array of resources necessary to tackle challenging development projects all while maintaining the community vision.

1. Experience in revitalization of neighborhoods and strategies that achieve the prevention of displacement of existing residents.

Gorman & Company has extensive experience with neighborhood revitalizations throughout the country, including the state of Florida. With over 100 developments completed, Gorman has provided countless communities with high quality affordable housing. The examples below show previous work that has transformed, and continues to impact, communities.

Coffelt-Lamoreaux Apartment Homes | Phoenix, AZ



Gorman & Company in partnership with the Housing Authority of Maricopa County (HAMC) redeveloped and revitalized the historic Coffelt-Lamoreaux Apartment Homes. This 301-unit, 38-acre public housing development was originally built for returning Korean War veterans and migrant farmworkers and now houses low-income individuals, families, seniors, and households with disabilities in the Phoenix area. Coffelt underwent a 'gut-rehabilitation'. The redeveloped Coffelt has new streets and sidewalks, new off-street parking bays, underground utilities, new plumbing and electrical, brand-new kitchens, baths and appliances, and modernized floorplans.

At the time of rehabilitation, 135 of the existing 296 units were occupied by tenants. Gorman, in partnerships with Acquisition Sciences II, LLLP (ASL), created and successfully implemented a relocation plan for current tenants. Tenants stayed in their current units while the first phase was under construction, upon completion the tenants were relocated to the renovated units. They were reimbursed for moving fees and incurred no increase to current rents.

Lindsay Commons | Milwaukee, WI



Gorman & Company dramatically rebuilt and repositioned a dilapidated Section 8 property working with HUD, city government, the state Housing Authority and three neighborhood organizations. Taking a design that was described as "bomb shelter architecture" and "the worst of barracks-style housing," 16 buildings and 115 units were transformed into modern, open, livable apartments.

In order to properly execute the renovations without significant intrusion on the daily lives of residents, Gorman & Company temporarily relocated residents. Gorman & Company, as new owner, paid all costs associated with the relocation of tenants including moving and packing costs, temporary apartment rent, and utilities in excess of utility allowances



Qualification Statement/Team Experience Overview

including applicable reconnection charges for phone and cable. The relocation plan included contracting a licensed and insured moving company to move tenant belongings to the temporary residence and coordinating relocation activities between the moving company and the tenants. Residents bore no additional costs associated with relocation or redevelopment.

The majority of the families remained within the property throughout redevelopment and had to move only once to facilitate efficient and cost-effective construction. Families that were part of the first set of buildings to be redeveloped were the only residents temporarily moved off site. Those families who were relocated off site were moved to a comparable apartment proximate to the location of Lindsay Commons. Gorman & Company arranged and paid for necessary transportation for school age children who may require daily access to the property for school. Notices and relocation plans and schedules were distributed to residents well in advance of the start of construction.

Northside Housing Initiative | Milwaukee, WI



Before



After

The Northside Neighborhood Initiative (NHI) is project involving the City of Milwaukee and Gorman & Company. The City provided tax foreclosed houses to the initiative for \$1. These homes, some of which were historic dating back to 1910-1925, were then remodeled and rehabilitated in partnership with the Northcott Neighborhood House (NNH). NNH is a local nonprofit that works with local low-income or out-of-income community members. NNH targets felonies recently released and helps them get back on their feet. These individuals go through a series of classroom training through the Milwaukee Area Technical College, as well as hands on training while renovating these homes. At the end of the program, the individuals have the opportunity to

pursue an apprenticeship in their field of choice.

Not only did the Northside Housing Initiative help community members recently released from prison, but it also provided a stable home for local low-income families. Many of the families in the neighborhood were unable to afford the housing they had known for generations. Now families are able to enjoy newly renovated housing at an affordable rent in an area their grandparents called home.



Qualification Statement/Team Experience Overview

2. Development, Construction, and Management of Affordable Housing

Gorman & Company, LLC is a vertically integrated company with Gorman General Contractors, LLC, Gorman Architectural, LLC, and Gorman Property Management USA, LLC all in house. This structure allows for an efficient development process from concept to completion. With operations spanning over five markets, including Florida, Gorman has a diverse experience dealing with many local jurisdictions.

Wet-Net Villas Workforce Housing | Islamorada, FL



Wet-Net Villas is a 36-unit development located in Islamorada in the Florida Keys. The project is designed to serve as high-quality, affordable rental housing for the Village's workforce. The project is located on Village-owned land and is situated in 18 duplexes with carports for each unit. Amenities include a community room, library, and computer lab. Incomes are restricted at 30% and 60% AMI.

Paradise Point Senior Housing | Key Largo, FL



Paradise Point is a 42-unit affordable senior housing development. The development provides much-needed quality affordable housing for seniors living in the Florida Keys. Amenities include a community room, fitness center walking path, and service provider office. Incomes are restricted to 25% and 60% AMI.

Hilltop Landings | Dade City, FL



Working in partnership, the Pasco County Housing Authority and Gorman & Company moved the Section 8 contract on Dade Oaks to a new property known as Hilltop Landings. The existing Dade Oaks was built in 1982, located slab-on-grade, and flooded constantly. The new site, Hilltop Landings, is a significant improvement simply in that it does not flood. The 12-acre parcel consists of 35 duplex buildings, a community room with warming kitchen, community gardens, and a recreational area complete with a playground. Incomes are restricted at 50% and 60% AMI.

In addition to the projects above, Gorman & Company, LLC has completed 30 affordable housing developments with 2,944 total units. Gorman & Company, LLC was founded on January 1, 2018, prior to the new entity, Gorman & Company, Inc. had completed a substantial number of affordable housing developments. Gorman & Company, Inc. completed 103 developments comprising 7,408 units. Gorman Property Management USA, LLC, currently has 57 developments under management with a total of 4,308 units. Gorman General Contractors, LLC since it was founded in 1991 has completed 112 developments with 9,156 unit and a total of over \$1.6 billion total development costs.



Qualification Statement/Team Experience Overview

3. Experience in site preparation and infrastructure development on similarly situated sites.

Gorman & Company has completed many developments with site preparation and infrastructure needs similar to the Bahama Village site. Through meetings with the surrounding community and local government entities, Gorman has designed developments that promote connectivity to community amenities, fitness through multi-modal paths, and safety through road construction.

Blue Water Workforce Housing | Tavernier, FL



Blue Water Workforce Housing is a 36-unit development located on a 2.7-acre site. Affordable workforce housing was a critical need for the area and Blue Water helped address a part of that need. Gorman partnered with Duany Plater-Zyberk to design the site. One key challenge was maintaining density while also keeping a “single family home” community look and feel with the restrictions on height. The team designed a layout that fit fluently within the surrounding community. In addition to the site challenges, Gorman wanted to create a service program that would enhance the lives of the residents. The team created a program that featured various resident activities, financial counseling, an assistance referral program, and life safety training.

The Lofts at McKinley | Phoenix, AZ



The Lofts at McKinley is a 60-unit, mixed-use, affordable housing development located near the city’s downtown core. Gorman worked on providing a development that made access to the city’s business district as easy as possible for the residents. Expanding sidewalk’s and opening the surrounding area, residents are able to walk to nearby amenities including restaurants and other shopping locations with ease. Not only was connectivity to the surrounding area a priority for the team, but efforts were also made to ensure the development blended in with the historical architecture in the area. Gorman incorporated natural landscape features and architectural design elements that fit the

surrounding area. This effort proved a success when the City of Phoenix Historical Preservation Commission gave the development a Certificate of Appropriateness.

Modello Homes | Homestead, FL



Modello Homes is a new-construction development that was formerly home to a vacant 120-unit publish housing development. Modello was developed consistent with the Leisure City Urban Center District design code and master plan. Part of this code was to ensure access to surrounding neighborhood amenities. The development was designed to extend and reopen the surrounding street grid. This design

allows residents to easily access the local grocery store, school, and medical facility.



Qualification Statement/Team Experience Overview

- 4. Successfully applying and closing on low-income housing tax credit, SAIL, HOME, CDBG-DR or other state and federal housing finance programs administered by the Florida Housing Finance Corporation.

Gorman & Company has a successful track record of obtaining various financing programs from the Florida Housing Finance Corporation. Gorman has completed six developments in the state of Florida. The type and amount of funding for each project is shown below.

Blue Water Workforce Housing | Tavernier, FL

Florida Housing Finance Corporation Sources	
Section 42 – 9% LIHTC	\$6,254,375
SAIL Loan	\$1,800,000

Wet-Net Villas Workforce Housing | Islamorada, FL

Florida Housing Finance Corporation Sources	
Section 42 – 9% LIHTC	\$8,820,000

Hilltop Landings Apartments | Dade City, FL

Florida Housing Finance Corporation Sources	
Section 42 – 9% LIHTC	\$5,241,690
Pasco County HOME/SHIP	\$1,750,000
Florida Housing HOME	\$3,300,000

Southern Villas | St. Augustine, FL

Florida Housing Finance Corporation Sources	
Section 42 – 9% LIHTC	\$3,649,725

Paradise Point Senior Housing | Key Largo, FL

Florida Housing Finance Corporation Sources	
Section 42 – 9% LIHTC	\$10,288,971

Modello Homes | Homestead, FL

Florida Housing Finance Corporation Sources	
Section 42 – 4% LIHTC	\$11,357,192

- 5. Real estate development and financing strategies that maximize utilization of scarce housing funding resources.

Gorman & Company is a fully integrated development firm with fully licensed internal design and construction functions. This integration of capacities allows us the unique flexibility of not solely relying upon earned developer fees as the sole line item for project contingencies in the event of unanticipated cost overruns. The greatest benefit to this internal integration of function is that we are constantly balancing sources and uses of project funding throughout the design and bidding process. The result is an extremely high-quality project that rarely defers significant portions of developer fees, if any. The early identification of cost issues is truly the key to success in the implementation of any project as most of these costs are driven by the architectural design, and there are often creative design solutions to these issues. A close collaboration between the development team, the project architect and the construction management team are critical.

We are extremely efficient in not only identifying cost constraints early in the process, but also identifying creative sources of leverage to fill any gaps in financing. In recent years, Gorman & Company has been at the forefront of advocacy for a fixed 4% at a federal level. Gorman continues to be an advocate for affordable housing and creative financing tools both on a state and national level.

Gorman General Contractors and Gorman Architecture are currently working on updating the design of a large, 190-unit tower called Pinecrest in Cincinnati, Ohio with the Cincinnati Housing Authority. Construction began June 29, 2020. We redesigned kitchen cabinetry, countertops, bathroom fixtures and turned units into ADA compliant units with roll under cabinetry and walk-in showers. We replaced kitchen appliances with energy star rated models and replaced ceiling fans and light fixtures with LED and energy star models. All units received new entry doors



Qualification Statement/Team Experience Overview

and electronic locks. In addition, Gorman Property Management is providing management and relocation services to the project.

At Pinecrest, we were able to update the common areas with new LED lighting, new luxury vinyl plank flooring, and updated fall finishes. Pinecrest is expected to complete construction September of 2021. Please see Section A.5. Letter of Recommendation – CMHA in connection with our satisfaction of work by the Housing Authority on this project.

One of Gorman & Company's greatest strengths is navigating unexpected challenges during the development, design, and construction phases of projects. Gorman & Company can immediately step in to help find creative solutions to resolve issues that appear. On our Valor on Eighth project in Tempe, Arizona, we were working in an area that required additional archeology digs as part of the foundation dig. The required archeology added \$300,000 to the budget. Gorman was able to adjust the budget and accommodate to this issue by working with our equity investor to increase equity pricing for the project. We also received HOME money and AHP funds that helped to offset the increased costs.

A current issue that we are working through involved our Phoenix CNI projects. We are facing some of the major effects of lumber increases during the pandemic. We were able to solve a large gap of \$500,000 due exclusively to lumber price increases by leveraging lumber purchases across various phases of the project and being aggressive in cost allocations with our accountants. No matter the issue, our team will find creative solutions to complex problems.

It will be critical to leverage any potential financing sources and other available resources and tools to maximize potential outcomes and maintain financial feasibility. It is likely that the development will be reliant on equity from the sale of Low-Income Housing Tax Credits (LIHTC) as a major component of the financial capital stack. In addition to LIHTC equity, conventional debt will be leveraged on all transactions that have ability to support long-term private debt. Other potential sources of financing that will be pursued include, but are not limited to:

- 4% LIHTC equity
- 9% LIHTC equity
- New Market Tax Credits
- Federal Historic Tax Credit equity
- Tax-exempt bond financing
- Conventional debt financing
- Federal Housing Administration (FHA) loan programs (221(d)4, 223(f) etc.)
- Freddie Mac and Fannie Mae loan programs
- Seller financing
- Existing Public Housing Authority (PHA) public housing reserves
- PHA Replacement Housing Factor Funds
- PHA Capital Funds
- PHA Modernization Funds
- FHLB Affordable Housing (AHP) Funds
- Community Development Block Grants (CDBG)
- HOME Investment Partnerships Program (HOME) Funds
- National Housing Trust Fund (NHFT)
- Housing Trust Fund (HTF)
- Deferred developer fee



Qualification Statement/Team Experience Overview

Gorman & Company Key Team Members

BRIAN SWANTON | PRESIDENT & CEO



Brian Swanton transitioned into the role of President & Chief Executive Officer for Gorman & Company in 2018, after serving as the Arizona Market President since 2008. During his tenure as Arizona Market President, Mr. Swanton led a multi-disciplinary team that designed and constructed over 1,000 units of new housing across the State with an emphasis on permanent supportive housing for families, seniors, veterans and chronically homeless populations in both urban and rural locations. Mr. Swanton also redeveloped some of the first public housing units in the country using HUD's Rental Assistance Demonstration (RAD) program. As President & CEO, Mr. Swanton oversees all of Gorman's business units, including design, construction, development, property & asset management, and administration. 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. Brian is also certified as a Housing Development Finance Professional by the National Development Council. Brian is the past Chairman of the Board of Directors for the Arizona Housing Alliance, Arizona's only statewide affordable housing advocacy organization, guiding that organization through a merger with the Arizona Coalition to End Homelessness in 2017. Brian continues to serve on the Board of the newly merged organization, the Arizona Housing Coalition. Brian is also an active member of Greater Phoenix Leadership, the Arizona Multihousing Association, the Housing Advisory Group (HAG), the Affordable Housing Developers Council (AHDC), and the Affordable Housing Tax Credit Coalition where he advocates on the federal, state and local levels to advance affordable housing resources across the U.S.

JOEL REED | SOUTHEAST MARKET PRESIDENT



Joel Reed is based in Atlanta, GA and serves as Southeast Market President for Gorman & Company with a primary focus on Florida and Georgia projects. Joel has 20 years of experience in urban design, planning, and development. Joel's experience ranges from senior affordable housing to luxury condominium buildings in Miami and the Florida Keys. He brings considerable knowledge and understanding of the development process given his history as a municipal planner, designer, development consultant and developer in the private sector. Joel holds a Masters of Arts in Urban Planning and Policy and a Bachelors of Arts in Anthropology, both from the University of Illinois, as well as a Bachelors of Science in Environmental Science from Wheaton College. Joel is registered under the American Institute of Certified Planners.

NOAH GERENCIR | DEVELOPMENT COORDINATOR

Noah began working at Gorman & Company as an intern in January 2020. He quickly became an integral part of the development department. He now serves as the Development Coordinator for Gorman's Southeast Market, focusing on projects in Georgia and Florida. Noah holds a Bachelor of Business Administration with two majors in Real Estate and Urban Land Economics as well as Finance, Investment, and Banking from the University of Wisconsin-Madison.



Qualification Statement/Team Experience Overview

RON SWIGGUM | VICE PRESIDENT OF CONSTRUCTION



Ron has over 25 years of experience in construction project management. As part of a vertically integrated development company, he has a breadth of skills beyond general contracting including coordination of design professionals, space planning, life cycle costing, development and training of personnel, strategic business planning, risk management, staff leadership, profit and loss oversight, and customer relations. Ron directed construction for one of the largest “Green Communities” Public Housing Authority developments east of the Mississippi River, and oversaw the construction for an innovative workforce housing development in Monroe County, Florida. He also served as Construction Project Manager for award winning Gorman & Company affordable housing development in Glendale, Arizona as well as a LEED Platinum project. Ron has most recently completed oversight for an \$80M Hotel and Convention Center in the City of Rockford, Illinois.

TOM JONES | DIRECTOR OF PRECONSTRUCTION

Tom has over 20 years of overall experience in design, project management, budgetary and competitive estimating, space planning, on-site construction and customer relations. Tom’s project experience includes single family homes and developments, multi-family, senior living and office tenant improvements. As Chief Estimator at Gorman & Company, Tom provides facility assessments, budgets (both conceptual and hard) and value engineering on projects for all five of Gorman & Company’s markets. Attention to detail and precision estimates help Tom to ensure the success of projects. Tom attended MATC and holds a Residential Design degree along with having a Wisconsin Dwelling Contractors License and a State of Wisconsin Certified UDC Construction Building Inspector License.

JOE DELEO | PROJECT MANAGER

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

PATRICK PATRELLO | DIRECTOR OF ARCHITECTURE



Patrick has 20 years of experience in commercial and residential architectural design. He is a registered Architect in Illinois, Wisconsin, Florida, Michigan, Colorado, Arizona, Arkansas, Indiana, Ohio, New Mexico, and is NCARB certified. His experience includes a wide range of construction types and occupancy classifications including adaptive reuse and new construction. While with Gorman, Patrick has served as the Project Architect, Architect of Record, and Director of Architecture for over 900 units of housing and/or hotel guest rooms spread over several developments in six states.

Prior to joining Gorman & Company, Patrick worked for the University of Wisconsin and the City of Detroit. Previously, he was with an award-winning Chicago architecture firm recognized as a leader in the design of mid to high-rise residential and mixed-use



Qualification Statement/Team Experience Overview

developments. Patrick received his Bachelors and Masters of Architecture degrees from the University of Michigan. Patrick is a member of the American Institute of Architects and the Congress of New Urbanism. He is passionate about urban redevelopment and the psychological effect of quality housing. Outside of Architecture, he enjoys coaching his two sons Little League Baseball teams, traveling, and spending time in Door County, WI.

JONATHAN ASIIMWE | SOUTHEAST LEAD ARCHITECT

Jonathan Asiimwe is a registered architect currently living in Georgia and has nearly twenty years of international experience in many disciplines of architecture. He received his degree in architecture from Makerere University in Kampala, Uganda. Jonathan is a Member of the AIA (American Institute of Architects) and registered with NCARB (National Council of Architectural Registration Boards). Following attaining his degree he began work by helping to establish an Architectural department at MBW Consultants Uganda. In 2004 he moved to Georgia and began to build his impressive residential portfolio. This experience led Jonathan to become an expert in multi-family residential and mixed-use buildings. Jonathan joined the Gorman Team in 2020.

LAURA NARDUZZI | DIRECTOR 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 Operations.



She directly oversees the operations of Gorman & Company's management division as well as supervises several corporate functions including facilities, marketing, training and compliance. She works closely with the third-party management companies ensuring 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.

Gorman & Company Expertise in Integrating Section 3 and Contracts with M/WBE Firms

Gorman & Company has a strong preference to Section 3, minority owned, women owned and emerging businesses. Gorman & Company strives to engage subcontractors and residents that are located in close proximity to the municipalities in which the project is located. This has a wide variety of benefits to the project schedule, quality and budget.

The policy of Gorman & Company, with respect to all services it renders to HUD-assisted developments, is to make every effort to meet or exceed the goals established by Section 3 of the Housing and Urban Development act of 1968, as amended, 12 U.S.C. 1701u ("Section 3"). Gorman & Company's track record exceeds the minimum standards in nearly all of our developments.

Strategic plans used to comply include on the job training, subcontracting provisions, advertising, specific informational meetings, coordination with State & local hiring agencies and Youthbuild to name a few.

In addition to being leaders in Section 3, Gorman & Company has a strong history in employing Emerging Business Enterprise, Minority Business Enterprise and Women owned Business Enterprise firms. Gorman worked in partnership with the Wisconsin Housing and Economic Development Authority to develop the pilot program for



Qualification Statement/Team Experience Overview

the State EBE/WBE/MBE program. Since that time, we have consistently set the standard for percentages of EBE/MBE/WBE firms used on projects.

A verifiable list of examples is as follows:

Recently Completed Section 3 & Special Compliance Projects:

Wisconsin

- Villard Square, Milwaukee – WHEDA EBE/MBE/WBE Program, Davis-Bacon – Section 42
- Rolling Prairie, Sun Prairie – WHEDA EBE/MBE/WBE Program, Davis-Bacon – Section 42
- Kannenberg Plaza, Wausau – 65% local contractors – Section 8
- Riverview Towers, Wausau – Davis Bacon, 65% local contractors – Public Housing (ACC units) & Section 42
- Sherman Park Commons, Milwaukee – WHEDA Training Program/Northcott Neighborhood House Workforce Development – Section 42
- Northside Neighborhood Initiative, Milwaukee – WHEDA EBE/MBE/WBE Program/Northcott Neighborhood House Neighborhood Workforce Development Training Program – Section 42
- Northside Homeowners Initiative – WHEDA EBE/MBE/WBE Program/Northcott Neighborhood House Neighborhood Workforce Development Training Program – Section 42

Illinois

- Moline Enterprise Lofts – IHDA Section 3 Program, Davis-Bacon – Section 42
- Jane Addams Park Apartments – Rockford Housing Authority Section 3, Davis-Bacon – Public Housing (ACC units), Section 8, Section 42

Louisiana

- Legacy Heights – HUD Section 3 Program, Davis-Bacon – Section 8

Arizona

- Glendale Enterprise Live-Work Lofts – TCAP & HOME, Section 504, Section 3, Part 58
- Lofts at McKinley – HOME, Section 3, Davis-Bacon, Archeology & Historic, Section 504, Part 58
- Cochise Garden Apartments – NSP, Davis-Bacon, Section 3, URA, Part 58
- Norwood Village Apartments – NSP, Section 3, Davis-Bacon, URA, Section 504, Part 58
- Escobedo at Verde Vista I & II – PBRA & HOME, Davis-Bacon, Section 3, Section 504, Part 58
- Bowman Senior Residences – PBRA, Davis-Bacon, Section 3, Section 504, Floodplain, Part 58, Historic
- Monroe Gardens – PBV, Section 3, Davis-Bacon, Part 58
- Heritage at Surprise – PBV, Section 3, Davis-Bacon, Part 58
- Soluna I – Section 18 Blend, PBV, Section 3, Part 58

Along with the long list of past projects that have been attributed to Section 3, Gorman & Company is continually developing new vendor relationships while cultivating valued partnerships fostered from the Section 3 program. Within these relationships, Gorman & Company, and their partners, have developed programs that give people comfortable and affordable places to live, bring life to the community and create jobs to help these neighborhoods become sustainable.



Qualification Statement/Team Experience Overview

Gorman's Milwaukee area projects are a shining example of the relationship with the Wisconsin Housing and Economic Development Authority. Gorman & Company worked with WHEDA in 2002 to create the pilot program for EBE and MBE workforce participation. That effort developed and constructed the Majestic Apartments on Wisconsin Avenue in downtown Milwaukee. The Majestic project set the standard for the times and still used as the model today.

Since the Majestic project, Gorman has continued its commitment towards disadvantaged business enterprise participation. An example is Dr. Wesley Scott Apartments located in Milwaukee, Wisconsin. During this project Gorman & Company developed a relationship with the Milwaukee Urban League and the MUL President Antonio Riley which attained a 53% EBE/MBE participation rate raising the bar once again.

Some of our recent examples of accomplishments with Section 3, EBE, MBE, and WBE are as follows:

- Coffelt-Lamoreaux: New Hires – 430; Section 3 New Hires – 15
- Cumberland Tower: New Hires – 37; Section 3 New Hires - 7; Minority Businesses – 4%
- Parris Tower: New Hires – 33; Section 3 New Hires – 17; Minority Businesses – 14%
- Powell Tower: New Hires –29; Section 3 New Hires – 5; Minority Businesses – 4%
- Milwaukee Scattered Site 2: Minority Businesses - 54.35%
- Northside Homeowners Initiative 2: Minority Businesses - 31.43%
- Northside Homeowners Initiative 1: Minority Businesses – 29%
- Washington Park: Minority Businesses – 47.69%
- Washington Park Townhomes: Minority Business – 71.78%



Unit Mix and Financing

Sources and Uses

SOURCES		USES	
First Mortgage	\$12,456,000	Acquisition (land + building)	\$2,180,000
SAIL	\$3,500,000	Hard Construction Costs	\$25,069,989
Deferred Developer Fee	\$2,119,167	Developer Fee	\$4,480,000
LIHTC Equity	\$17,585,241	Soft Costs	\$2,970,087
		Reserves	\$960,333
TOTAL	\$35,660,408	TOTAL	\$35,660,409

Unit Mix and Rents

Bedrooms	Set-Aside	# of Units	Square Foot	Utility Allowance	Rent
1	30%	6	790	\$85	\$487
1	60%	26	790	\$85	\$1,059
1	80%	7	790	\$85	\$1,441
2	30%	5	915	\$116	\$677
2	60%	21	915	\$116	\$1,258
2	80%	8	915	\$116	\$1,716
3	30%	1	1,155	\$125	\$668
3	60%	3	1,155	\$125	\$1,462
3	80%	2	1,155	\$125	\$1,991
LIHTC		79			

Workforce

1	120%	10	790		\$2,200
2	120%	16	915		\$2,600
3	120%	4	1,155		\$3,000
Workforce		30			

TOTAL

109

KEY WEST BAHAMA VILLAGE
SITE PLAN



UNIT MIX

A + B	THREE STORY BUILDINGS	95,000SF
	ONE BEDROOM UNITS	56
	TWO BEDROOM UNITS	44
C	TWO STORY BUILDINGS	9,800SF
	THREE BEDROOM TOWNHOMES	8
D	TWO STORY BUILDING RAISED OVER SURFACE PARKING	11,000SF
	ONE BEDROOM UNITS	6
	TWO BEDROOM UNITS	6
TOTAL DWELLINGS PROPOSED		120
TOTAL PARKING SPACES PROPOSED		130

NOTE: This Site Plan shows up to a potential of 120 units however we modeled the finances around 109 to be conservative. Final layout and unit mix to be developed in partnership with the Community and the City.



Timeline and Marketing Plan

Marketing Plan

Gorman & Company will utilize a marketing plan for Bahama Village apartments in an effort to achieve a rapid lease-up of all units within a short amount of time. It is the goal to provide attractive, functional, and quality housing to Bahama Village residents and employees.

Drive/Walk/Bike-by Traffic:

Local traffic provides the lowest cost source for prospective residents. Special attention is paid to curb appeal of the community as well as professional staffing and office hours. Directional banners, flutter flags, A-frame signs, and balloons are displayed daily and rotated to provide fresh, ever-changing attention to community. Monument and Leasing Office signs are kept clean, painted, and reflective of our attention to detail. Grounds are kept clean and free of debris, and community policies are strictly enforced to keep the property attractive.

Public Engagement Process:

During the pre-development, design, and construction phases of the project, we will create an interest list for all that attend our public engagement meetings that show an interest in potentially living in the community. We will make priority contact with those individuals once the leasing process begins.

Flyer Distribution:

Gorman & Company's marketing plan relies heavily on a regular flyer distribution program and outreach visits in the community to reach prospective residents. Invitations to Open House's will include information regarding the rental rates, floor plans, and feature that will be personally distributed throughout the community to housing agencies, government offices, minority outreach offices, community action groups, local businesses and employers in the Bahama Village area. Our outreach will include distribution of flyers, at minimum, to the following:

- Community Foundation of the Florida Keys
- United Way
- Career Source of South Florida
- Frederick Douglass Gym and other Fitness Centers
- Local Businesses
- Local Grocery Stores
- Religious Community Organizations
- VA Services
- Area Chamber of Commerce
- Senior Centers

Target Marketing:

Advertising is analyzed to gauge effectiveness and changes accordingly during the initial lease-up phase. Depending on current traffic needs, ads may be placed in the local newspaper, apartment guide, or the local shoppers guide to encourage all to take advantage of revitalized housing. Traffic is carefully monitored, and flyers and ads are adjusted to maximize property exposure.

Media Marketing:

Access is made available to prospective residents searching the web on the Gorman website and kept current with photographs of the community, floor plans, and a list of features and benefits of the



Timeline and Marketing Plan

community. Postings will be done daily on Craigslist, local community Facebook groups, and other social media channels.

Resident Referrals:

Referrals from current residents have proven to be an important part in the marketing of our properties. Satisfied residents are an excellent source for referrals, as they urge their friends and relatives to become their neighbors. To assure the continued success of this marketing tool, resident satisfaction is essential. Thirty days after move-in, surveys are mailed to new residents requesting information on the performance of the leasing and maintenance staff.

Residents send responses to the corporate office for use by the district managers, who either compliment the staff or encourage them to better their performance. Additionally, resident satisfaction surveys are mailed to all residents annually. These surveys assist us in ensuring that our residents are receiving exceptional customer service.

Community Participation:

Participation in the community organizations and events listed below also lead to resident referrals:

- Local Chamber of Commerce
- Neighborhood Associations
- Local Charity Events



Timeline and Marketing Plan

Proposed Timeline

Draft Bahama Village Schedule	Schedule			Notes
	Task List	Start	Finish	
KW Final Selection Commission Approval	10/20/2021	11/16/2021	27	
City Referendum	1/18/2021	1/18/2021	0	
Development Agreement with Key West	11/16/2021	2/14/2022	90	
Land Lease with Key West	2/14/2022	2/14/2022	0	
ALTA Survey	2/14/2022	3/31/2022	45	
Architectural Conceptual Design	2/14/2022	3/31/2022	45	
Geotechnical Report	2/14/2022	3/31/2022	45	
Market Study	2/14/2022	3/31/2022	45	
Biologist Report	2/14/2022	3/31/2022	45	
Fish & Wildlife Report	2/14/2022	3/31/2022	45	
Pre-Application to Key West	3/31/2022	4/14/2022	14	
Hire Civil Engineer	4/14/2022	4/14/2022	0	
Hire Landscape Architect & Photometric Designer	4/14/2022	4/14/2022	0	
Preliminary Landscape Plan	4/14/2022	5/14/2022	30	
Preliminary Civil Plan	4/14/2022	5/29/2022	45	
Architectural Schematic Design	4/14/2022	5/19/2022	35	
Florida Housing Finance RFA Issue*	3/15/2022	3/15/2022	0	
Florida Housing Finance Application Due*	4/15/2022	4/15/2022	0	
Florida Housing Board Approval *	7/18/2022	7/18/2022	0	
Execute Proposals Mechanical/Electrial/Plumbing/Structural	7/18/2022	7/25/2022	7	
Design Development	7/25/2022	9/12/2022	49	
Construction Documents	9/12/2022	10/31/2022	49	
Building Permit Submittal	10/31/2022	1/29/2023	90	
Building Permit 1st Round Plan Updates and Resubmittal	1/29/2023	2/5/2023	7	
Select Lender	1/5/2023	1/5/2023	0	
Select Investor	1/5/2023	1/5/2023	0	
Plans out to bid	2/5/2023	4/6/2023	60	
Bids Due	4/6/2023	4/6/2023	45	
Anticipated Permit Ready	2/5/2023	3/5/2023	28	
Plans issued for closing/construction	3/5/2023	3/12/2023	7	
Closing	3/12/2023	4/11/2023	30	
Construction Commence	4/11/2023	10/9/2024	547	18 months
Lease-up	10/9/2024	1/7/2025	90	3-month lease up

*Anticipated



Project References

Most Recent Projects Completed

1. DENNIS HANSON, VP of HOUSING SERVICES, LUTHERAN SOCIAL SERVICES
414-246-2300, DENNIS.HANSON@LSSWIS.ORG
Projects: Printery Row (Pulaski, WI) & Valor on Washington (Madison, WI)
Project Completion Dates: 6/23/2021 & 9/30/2021
2. JENNIFER HENDRICK, EXECUTIVE DIRECTOR, LARADON FOUNDATION
720-974-6815, JENNIFER.HENDRICK@LARADON.ORG
Projects: The Stella (Denver, CO)
Project Completion Dates: 8/01/2021
3. OTIS WINSTEAD, EXECUTIVE DIRECTOR, GREAT LAKES DRYHOOTCH
608-467-8277, OTIS@DRYHOOTCH.ORG
Projects: Valor on Washington (Madison, WI)
Project Completion Dates: 9/30/2021

Projects Completed in the Florida Keys

1. ROMAN GASTESI, COUNTY ADMINISTRATOR
305-292-4441, GASTESI-ROMAN@MONROECOUNTY-FL.GOV
Projects: Paradise Point (Key Largo, FL)
Project Completion Dates: 1/19/2017
2. DEB GILLIS, FORMER COUNCILMEMBER
305-664-5484, DEBGILLIS@ATT.NET
Projects: Wet-Net Villas Workforce Housing (Islamorada, FL)
Project Completion Dates: 4/01/2014
3. SYLVIA MURPHY, FORMER COMMISSIONER
305-453-8787
Projects: Blue Water Workforce Housing (Tavernier, FL) & Paradise Point (Key Largo, FL)
Project Completion Dates: 7/29/2011 & 1/19/2017

PROPOSER'S QUALIFICATION STATEMENT

The undersigned certifies under oath that the information provided herein is true and sufficiently complete so as not to be misleading.

PROJECT NAME: Bahama Village Redevelopment

SUBMITTED TO: The City of Key West
1300 White Street
Key West, FL 33040

SUBMITTED BY:
Company Name: Gorman & Company, LLC Corporation X

Company Website: gormanusa.com Partnership

Principle's Name: Michael Redman Individual

Principle's Title: CFO/Secretary Joint Vent

Address 1: 200 N Main Street, Oregon, WI 53575 Other

Address 2: _____

Contact Email: jreed@gormanusa.com

LICENSING:

State of Florida License No. _____ Expires _____

SunBiz doc No. MI 8000001111

PROPOSER REFERENCES: List references, including contact name of whom we may call.

Reference List			
Reference	Contact Name	Phone	Email
Housing Authority of Maricopa County	Ghria Munoz	602-744-4542	g.munoz@maricopahousing.org
Save the Family Foundation of AZ	Jacki Taylor	480-898-0228	jtaylor@save-the-family.org
Cincinnati Metropolitan Housing Authority	Gary Boeres	513-265-6077	gary.boeres@cintimha.com
Maricopa County Administrator	Ramon Gastesi Jr.	305-242-4441	gastesi-ramon@maricopa-county-fl.gov
Former Councilmember	Deb Gillis	305-664-5404	deb.gillis@att.net
Former Commissioner	Sylvia Murphy	305-453-8787	

I certify under oath that all the information herein is true.

Michael Redmon
Signature

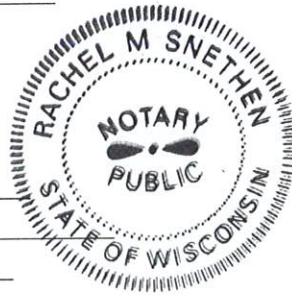
State of ~~Florida~~ Wisconsin
County of Dane

Sworn to (or affirmed) and subscribed before me this 15 day of October, 2021

By Michael Redmon

(Seal)

Personally Known X
Produced Identification _____
Type Produced _____



Rachel M. Snethen
Signature of Notary

Rachel M. Snethen
Printed Name
Expires: 02/01/2024

CITY STAFF SELECTION CRITERIA MATRIX

REQUEST FOR PROPOSALS: BAHAMA VILLAGE 3.2 AFFORDABLE
HOUSING PROJECT

Project Number: RFP # 008-21

Firm Gorman & Company, LLC

Date _____

SELECTION/RANKING CRITERIA	POINTS ALLOWED	POINTS EARNED
Proposer's history and experience in performing similar projects (including subconsultant teams) through examples and references.	0-10	
Conceptual site plan that captures all the elements and considerations described in the scope.	0-10	
Proposed rental rate schedule including the unit mix, number of units, income levels served, and flexibility for lower income families. (Reference Section J.)	0-25	
Permanent affordability measures for owners and renters. Marketing plan for existing resident priority.	0-10	
Depth of expertise in historic preservation	0-10	
Financial packaging & Leverage proposal	0-15	
Connectivity, Landscape/streetscape, public art	0-5	
Public participation methodology and expertise	0-5	
Inclusion of Minority and Women Owned Business Enterprises	0-5	
On-site Amenities Proposed	0-5	
Total Points	0-100	

ANTI-KICKBACK AFFIDAVIT

STATE OF ~~FLORIDA~~) *Wisconsin*
: SS
COUNTY OF ~~MONROE~~ *Dane*)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: *Michael J. [Signature]*

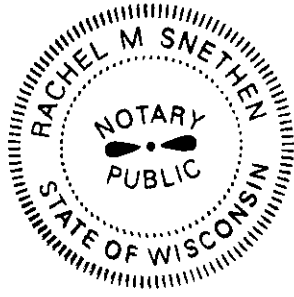
Sworn and subscribed before me this

15 day of October, 2021.

[Signature]

NOTARY PUBLIC, State of ~~Florida~~ *Wisconsin* at Large

My Commission Expires: 02/01/2024



NON-COLLUSION AFFIDAVIT


STATE OF ~~FLORIDA~~) Wisconsin
: SS
COUNTY OF ~~MONROE~~ Dane)

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

By: 

Sworn and subscribed before me this

15 day of October, 2021.


NOTARY PUBLIC, State of ~~Florida~~ at Large
Wisconsin

My Commission Expires: 02/01/2024



**SWORN STATEMENT UNDER SECTION 287.133(3)(a)
FLORIDA STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICE AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Bid or Contract No. 008-21 for Bahama Village "3.2" Affordable Workforce Housing Project

2. This sworn statement is submitted by Gorman & Company, LLC
(Name of entity submitting sworn statement)
whose business address is 200 N Main St., Oregon, WI 53575
and (if applicable) its Federal Employer Identification Number (FEIN) is 82-3739186 (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement.)

3. My name is Michael Redman and my relationship to
(Please print name of individual signing)
the entity named above is CFO/Secretary.

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any Bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Bids or applies to Bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

Michael Redman
(Signature)

STATE OF Wisconsin (Date)

COUNTY OF Dane

Michael Redman
PERSONALLY APPEARED BEFORE ME, the undersigned authority,

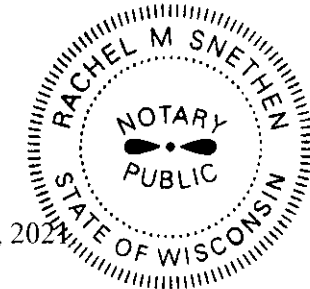
Rachel M. Snethen
(Name of individual signing)

who, after first being sworn by me, affixed his/her signature in the

space provided above on this 15 day of October, 2024

My commission expires: 02/01/2024
NOTARY PUBLIC

Rachel M. Snethen



INDEMNIFICATION

To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the "indemnitees") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONSULTANT, its Sub-consultants or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONSULTANT's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONSULTANT under workers' compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONSULTANT or of any third party to whom CONSULTANT may subcontract a part or all the Work. This indemnification shall continue beyond the date of completion of the work.

CONTRACTOR: Gorman & Company, LLC

SEAL:

200 N Main St., Oregon, WI 53575
Address


Signature

Michael Redman
Print Name

CFO/Secretary
Title

10/15/2021
Date

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Wisconsin)
 : SS
COUNTY OF Dane)

I, the undersigned hereby duly sworn, depose and say that the firm of Gorman & Company, LLC provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: *Michael J. ...*

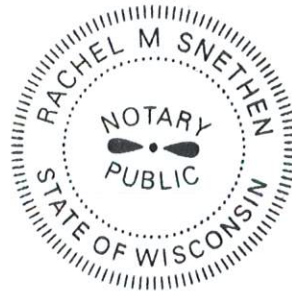
Sworn and subscribed before me this

15 day of October, 2021.

Rachel M. Snethen

NOTARY PUBLIC, State of Wisconsin at Large
Rachel M. Snethen


My Commission Expires: 02/01/2024



CONE OF SILENCE AFFIDAVIT

STATE OF Wisconsin)
: SS
COUNTY OF Dane)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Gorman & Company, LLC have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).




(signature)
10/15/2021

(date)

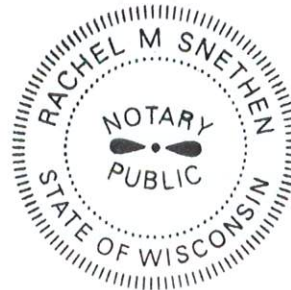
Sworn and subscribed before me this

15 Day of October, 2021.



NOTARY PUBLIC, State of Wisconsin at Large

My Commission Expires: 02/01/2024





City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 1

**Bahama Village "3.2" Affordable
Workforce Housing Project
RFP# 008-21**

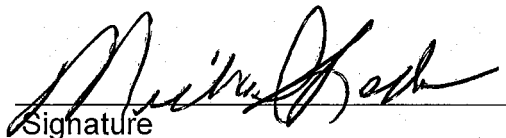
The information contained in this Addendum adds information to be included in the Bid and is hereby made a part of the Contract Documents. The referenced bid package is hereby addended in accordance with the following items:

QUESTIONS/ CLARIFICATIONS:

1. Is there a digital copy of the site plan (Appendix B) or better, a CADD drawing available for use?

See attachment 11558 (Bahama Village)_C.dwg

All other elements of the Contract and Bid documents, including the Bid Date shall remain unchanged. All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 1** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.


Signature


Name of Business



THE CITY OF KEY WEST

Post Office Box 1409 Key West, FL 33041-1409 (305) 809-3700

Addendum 2 RFP# 008-21

Section I. Pre-Proposal Meeting Questions and Answers (Wednesday, September 22, 2021)

Thank you for your participation in the mandatory pre-proposal meeting. Besides the clarifications provided at the meeting, the following inquiries and responses are provided to all proposers:

- Will there be any extension in time provided for proposers to assemble a team and respond to the RFP?
Unfortunately, this will not be possible.
- Please provide names of Selection Committee/Ranking Committee members. *Names of Selection/Ranking Committee members will be separately released through Demandstar.*
- How soon after the January 18 referendum on site control will the provisions of that referendum take effect?
If the referendum passes, the term of the lease would then be inserted into a document the parties agree upon ahead of the referendum. The next scheduled Commission meeting is likely on the 1st of February where the lease will be considered.
- Please provide a copy of the sign-in sheet. *Previously provided through Demandstar.*
- How many parking spaces for the CHI community health center will be provided at the 918 Fort Street Parking lot?
Eight (8) off-street parking spaces for the CHI community health center at 727 Fort Street will be provided at the parking lot at 918 Fort Street.
- Please provide topographic elevations for the site.
Elevations are depicted in the RFP, Appendix B- Site Survey, and on the City of Key West website under Floodplain Management/Flood Maps/Elevation Maps of Ground Heights.
- What is the total allowed height for the project, is it the number of stories or height over crown of road? Would only 2 ½ stories receive Historic Architecture Review Commission approval or would three stories, and potentially three stories over parking, be an option?

The City of Key West Building Height Exception allows for up to +4 feet above the height maximum for the HNC-4 zoning district, which is 35 feet from crown of the road. This increased elevation doesn't translate into a taller building; only how much higher that building envelope may be elevated due to flood considerations. Absent a referendum, any maximum building height is limited to +40 feet above the nearest crown-of-road. The elevation of grade differs significantly between the north and south side of the site.

The City of Key West is in need of affordable housing and the 3.2 acres is intended specifically for such development. While the Key West Historic Architectural Guidelines establish a two-and-a-half-story cap as

Key to the Caribbean – average yearly temperature 77 ° Fahrenheit.



THE CITY OF KEY WEST

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maximum height within the historic district, staff advises not exceeding two-stories with higher stories set back from the Fort Street frontage. Two-and-a-half-stories as maximum building frontage would be appropriate for any extensions to existing streets, again, with higher stories set back. The City recognizes that the established maximum height towards the center, west and northwest portions of the lot be achieved with more than two-and-a-half-stories, as these will face the park and will not be surrounded by historic buildings, except for the Diesel Plant on the north east. Flat, pitched roofs or a combination of both are acceptable and can assist in the reduction of scale and mass. Proposed parking under a building will not count as a story but it is advisable that this feature be screened from view from the public right of way.

Section II. Additional Emailed Questions to date (Tuesday, September 28, 2021)


- Mr Bill Schneider emailed the City of Key West on Monday, September 27, 2021, 3:50 p.m.: In speaking to our architect I would like to know what you define your height limit by according to your building department? In the RFP it states 35-feet but we need to know if that is from the plate of the roof, median, or top of roof? This will affect design.

Please reference the City of Key West Code: Sec. ~~122-1149~~ - Height.

(a) The term "building height" as used in the land development regulations shall mean the vertical distance from the crown of the nearest adjacent street to the highest point of the proposed building.

[...]

(c) These height regulations may be waived subject to the variance criteria found in section 90-391 in order to accommodate nonhabitable hardware and utility structures typically associated with the principal structure, including spires, belfries, cupolas, antennas, water tanks, ventilators, chimneys, or other appurtenances usually required to be placed above the roof level and not intended for human occupancy or use.


Signature

Goiman and Company, LLC
Company



City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 3

**Bahama Village "3.2" Affordable
Workforce Housing Project
RFP# 008-21**

The information contained in this Addendum adds information to be included in the Bid and is hereby made a part of the Contract Documents. The referenced bid package is hereby addended in accordance with the following items:

QUESTIONS/ CLARIFICATIONS:

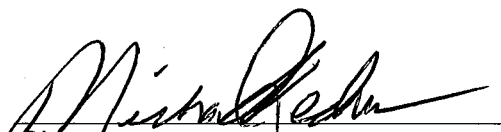
1. At the Zoom meeting it was indicated that the City was going to post a CADD of the "topo" survey to the demandstar site. I do not see that yet?

Response - Addendum 1 and I-A (.dwg format) were uploaded to DemandStar on September 21, 2021.

2. I work for Gorman & Company, an affordable housing developer based out of Wisconsin with operations throughout the country, including Florida. We are currently in the process of responding to the Bahama Village RFP #008-21 and I was hoping you would be able to clarify some documentation. In the Forms and Affidavits, I noticed that some of the notary documents already have information filled out for the State and County of the notary public. As our notary's are based in Wisconsin, this information will not be signed in Monroe County, Florida. Is there a way we can get blank forms, or other actions we can take to make sure this is filled in correctly? I included the Non-Collusion Affidavit for your reference.

Response - In the past, a notary in the proposer's local jurisdiction has sufficed.

All other elements of the Contract and Bid documents, including the Bid Date shall remain unchanged. All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 3** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.


Signature

Gorman and Company, LLC
Name of Business



City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 4

**Bahama Village "3.2" Affordable
Workforce Housing Project
RFP# 008-21**

The information contained in this Addendum adds information to be included in the Bid and is hereby made a part of the Contract Documents. The referenced bid package is hereby addended in accordance with the following items:

QUESTIONS/ CLARIFICATIONS:

1. For the W/MBE inclusion, is the City looking for inclusion from just the development partner, or will hiring practices throughout the construction period count as well? Also, there is talk about a marketing plan for existing resident priority, what exactly is meant by "existing residents" as there are no residential buildings on the site?

Response - The city wants to foster diversity equity and inclusion throughout all of the development process including members on the development team, local hiring practices, local subcontracting practices, property management, leasing and sales practices, etc.

It is critical that the winning respondent's approach be expressly reflective of solving the housing needs of the existing residents of the Bahama Village neighborhood and more specifically the socially disadvantaged communities of color within the neighborhood.

All other elements of the Contract and Bid documents, including the Bid Date shall remain unchanged. All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 4** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.


Signature

Gorman and Company, LLC
Name of Business



City of Key West
1300 White Street
Key West, FL
33040

ADDENDUM NO. 5

**Bahama Village "3.2" Affordable
Workforce Housing Project
RFP# 008-21**

The information contained in this Addendum adds information to be included in the Bid and is hereby made a part of the Contract Documents. The referenced bid package is hereby addended in accordance with the following items:

QUESTIONS/CLARIFICATIONS:

1. Item #2 on the Proposer's Checklist, page 36 of the RFP states "All questions from part V Questionnaire answered." Where is the Part V Questionnaire located within the RFP documents.

Response: Strike out item 2. Scribner's error.

2. RFP mentions "Project references and contact information for the last 3 projects completed." What specific references are you looking for (i.e. local government contacts/references, lender contacts, etc.)?

Response: Please provide the contact name, title, phone and email address for one Local government reference, one Financial sponsor reference and one Property Management reference.

3. In the Public Involvement and Transparency section, page 14 of the RFP, it mentions "A website, along with regular public information releases, are required to ensure full public access to project information throughout the development review, approval, construction, and leasing/sale phases." Does this mean a website needs to be created specifically for this development and set-up/active as of the application due date? Or is it only the strategy that needs to be provided, which includes the creation of a website?

Response: Describe your proposed implementation strategy to meet the objective of providing broad transparency for the public on the project during all phases listed above.

4. Appendix H includes Appendix II to Part 200. Will the development be required to comply with all provisions of Appendix II (i.e. Davis-Bacon) or is this required only if financing obtained by an Applicant requires these provisions?

Response: Yes. Compliance with Appendix H is required. In the event there is a conflicting requirement within the Applicant's lender requirements, upon the city's review and approval, the applicant shall comply instead with the Lender's provision in question.

5. There is a Selection/Ranking Criteria called "Financing packaging & leverage proposal;" however, there is not a section of the RFP that speaks to requirements for this Criteria. It is not included as part of the 10 items requested as part of the Proposal Content. What information is the City looking for as it reviews Financial packaging & leverage proposal.

Response: Please review Proposal Content item #3 and Section I-Eligible Applicant of the RFP for further direction. Narrative must describe how you intend to finance and identify resources you expect to leverage as necessary for your proposed approach to the RFP request.

6. There isn't any discussion within the RFP concerning proposed ground lease terms. Are applicants expected to provide a draft ground lease or will terms of a ground lease be negotiated after selection of a developer?

Response: No. City staff along with its housing consultants and the city's legal department will prepare and provide a ground lease for execution to the winning respondent.

All other elements of the Contract and Bid documents, including the Bid Date shall remain unchanged. All Bidders shall acknowledge receipt and acceptance of this **Addendum No. 5** by submitting the addendum with their proposal. Proposals submitted without acknowledgement or without this Addendum may be considered non-responsive.


Signature

Gorman and Company, LLC
Name of Business