



# Exploratory Request for Expressions of Interest **RESPONSES**

Will County Courthouse, Joliet

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*Photo credit: Lee Bey*

# RFEI Responses Summary

Landmarks Illinois & Courthouse Preservation Partnership issued an exploratory Request for Expressions of Interest (RFEI) for the Will County Courthouse in Joliet, Illinois, on January 18, 2023. RFEI responses were due March 10, 2023.

The purpose of the RFEI was to collect potential reuse ideas for the architecturally significant but threatened former courthouse building and share these ideas with Will County officials as a means to encourage the county to issue an official Request for Proposals (RFP) for redevelopment.

Landmarks Illinois received responses from six firms, which include developers, architects and engineers that specialize in historic preservation and adaptive reuse. The responding firms have collectively completed award winning projects locally, regionally and nationally. Responding firms are:

- Alexander Company
- Gorman and Company
- JLK Architects
- Klein & Hoffman
- Metropolitan Properties of Chicago
- Studio GWA

Each firm indicated the courthouse is reusable and expressed interest in responding to an official Request for Proposals, should the county initiate such a process in the future. Five of the firms responded to Landmarks Illinois' RFEI with a Letter of Interest (LOI). Four LOI responses are accompanied by firm credentials and extensive project summaries, many of which underscore the possibilities for reuse of the 1969 former Will County Courthouse. One firm, Gorman and Company, chose to provide three responses that include reuse renderings and floor plans. The creative and thought-provoking renderings follow this summary.



# RFEI Responses Summary (Cont.)

Suggested reuse opportunities envisioned by the responding firms include:

- Residential
  - Affordable
  - Mixed Income
  - Market Rate
- Office Building
- Hotel
- Educational
- Arts and Entertainment
- Cultural

As is evidenced by the responses, the courthouse poses unique opportunities for redevelopment. While each suggested reuse has merit, three in particular provide services and amenities currently in demand in downtown Joliet: consolidated government services, housing and a hotel.

Given the level of interest expressed by these experienced firms to respond to a formal request by Will County to seek reuse options, it is imperative that the county follow that path to ensure that all information and possibilities are under consideration. The pursuit of demolition without giving consideration to a full menu of options is a choice, as the building does not pose a threat to public safety requiring immediate mitigation. The financial and environmental costs, coupled with the loss of opportunity to redevelop an iconic structure and bring economic development to the area, will be extensive as a result of undertaking demolition.

Before fully committing to that irrevocable process, Landmarks Illinois encourages Will County officials to review the full responses to this exploratory RFEI to understand what is possible. Further, we encourage the county to issue a Request for Proposals or a Request for Information to ensure all information is available to make an informed decision regarding the fate of the unique historic resource.



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February 27, 2023

Quinn Adamowski  
Landmarks Illinois  
30 North Michigan Avenue, Suite 2020  
Chicago, IL 60602-3402

Re: Redevelopment of old Will County Courthouse

Dear Mr. Adamowski,

We recently received the request for expressions of interest in the redevelopment of the old Will County Courthouse and we would certainly be interested in looking further at the possibilities. The Alexander Company had been working with the adaptive reuse of historic structures for more than 40 years, including a former federal courthouse. These projects are inherently difficult but if there is a community desire to see the building redeveloped, we feel strongly that it can be achieved.

While a program for the redevelopment is premature, our initial thought would be to approach the project as a workforce housing project (targeted at 60% area median income). There is currently a national shortage of workforce housing and repurposing this building to help address that issue would be a unique and productive use for the structure. Additionally, this type of program would bring both low-income housing credits and historic tax credits into the capital stack for the redevelopment costs. The Alexander Company has a long track record of bringing together a variety of financing sources to make the impossible projects a reality.

Aside from helping to address the affordable housing crisis, repurposing this building would also help to preserve some of that architectural history that makes a place unique. Nobody is building brutalist buildings like this anymore and it serves as a unique point of interest in the architecture of a city. It seems that every multifamily building being constructed today looks much the same – this is an opportunity to stand out. Furthermore, the redevelopment of the building is really the most “green” alternative – what is more “green” than recycling an entire building!

We do understand that there are some legal questions that would have to be addressed to pursue redevelopment of the property by a private developer. While these certainly present a challenge, the Alexander Company has had experience with these kinds of issues. We have a number of projects that could not be transferred fee simple for redevelopment and we have experience working within a lease structure that allowed the project to proceed. Just for one example, the redevelopment of the old federal courthouse in Kansas City required us to negotiate a lease with the Government Services Administration within their guidelines but also acceptable to lenders and investors!

I have attached a short project summary with some projects that I think are relevant. You can also check out our website for additional examples of some of our work. If you have any comments/questions/concerns, please don't hesitate to contact me. I can be reached at 608-268-8126 or via email at [ckc@alexandercompany.com](mailto:ckc@alexandercompany.com).

Sincerely,

A handwritten signature in black ink, appearing to read "Colin Cassady", written in a cursive, flowing style.

Colin Cassady  
Development Project Manager

# Alexander *Company*

historic preservation   infill development   adaptive reuse





**For nearly 40 years**

The Alexander Company  
has earned national  
recognition specializing  
in historic preservation,  
urban infill development,  
adaptive reuse, and  
urban revitalization.

**280+** **BUILDINGS**  
developed

**7,928** **UNITS**  
developed  
3,000+ LIHTC

**1,423** **UNITS**  
under mgmt

WORK FEATURED IN

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**SCOPE OF SERVICES**

Development  
Design + Construction  
Property Management + Compliance  
Commercial Brokerage

**CNN**

The  
New York  
Times

**AP**

The  
Washington  
Post

The  
Economist

**Forbes**

**URBANLAND**

**preservation**



## **NATIONWIDE DEMAND**

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Our expertise and unique business model make us appealing to a variety of stakeholders and government officials.

Our wide scope of services, ranging from adaptive reuse to urban infill master-planned campuses gives us the flexibility to work on a range of existing building uses to vacant infill lots.

**MISSOURI**

**TEXAS**

**TENNESSEE**

**MICHIGAN**

**IOWA**

**INDIANA**

**NORTH CAROLINA**

**ANYWHERE**

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**WISCONSIN**

**MARYLAND**

**VIRGINIA**

**ILLINOIS**

**OHIO**

**MINNESOTA**

**RHODE ISLAND**





## ABOUT US

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As a second-generation real estate services firm, The Alexander Company is nationally recognized for urban development and historic preservation achievements.

The Company oversees the financing, design, construction, marketing, and property management of developments in-house, providing a diverse team of experts for owners, investors, and public-private partnerships.

## OUR EXPERTISE & APPROACH

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The determination to take on challenges few other real estate developers are willing to accept and an unwavering commitment to restore and create buildings of architectural significance are the keys to The Alexander Company's success.

Where there was once a junkyard, contaminated brownfield, or blighted neighborhood, The Alexander Company creates or restores buildings that generate new tax bases and reenergize communities. The company's endeavors in the worlds of urban infill and historic preservation increase civic pride and enhance identity.



# Select Work Samples

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MILWAUKEE, WI

## Soldiers Home

The Soldiers Home is one of Milwaukee's most important historic assets. As part of an Enhanced Use Lease (EUL) agreement with the U.S. Department of Veterans Affairs, The Alexander Company and Housing Authority of the City of Milwaukee preserved and rehabilitated six of the campus' vacant buildings into 101 supportive housing units for veterans and their families who are homeless or at risk of becoming homeless.



**Status**

completed 2021

**Cost**

\$45M

**Use**

101 housing units for  
veterans and  
families who are  
homeless or at risk







MILWAUKEE, WI

## Fortress

Originally built in 1892, Fortress has seen several additions in the years leading up to 1912. The result is a distinct, red brick building with unique architectural flourishes and a tower feature that's reminiscent of a medieval fortress.

Prior to The Alexander Company's intervention, the venerable landmark was a wink away from the wrecking ball. Today, the space has been transformed into a thriving mixed-use development of 132 apartments and 25,000 sq. ft. of commercial space.



**Status**

completed 2019

**Size**

193,000 SF

**Cost**

\$51M

**Use**

132 apartments,  
25,000 SF  
commercial



**Alexander  
Company**







GREENSBORO, NC

# Printworks Mill

The historic Printworks Mill is a collection of industrial buildings constructed in multiple stages beginning in 1913. Standing between two other industrial complexes, all originally part of the Cone family textile mill empire, Printworks Mill was a key contributor to the diversification and evolution of the textile industry in Greensboro. In general, textile mills in Greensboro are significant as reflections of the growth of the city and its essential industrial economy.

Today, the roughly 470,000 square-foot building offers mixed-income residential apartments, boutique retail space, and climate-controlled self storage.



**Status**

completed 2021

**Size**

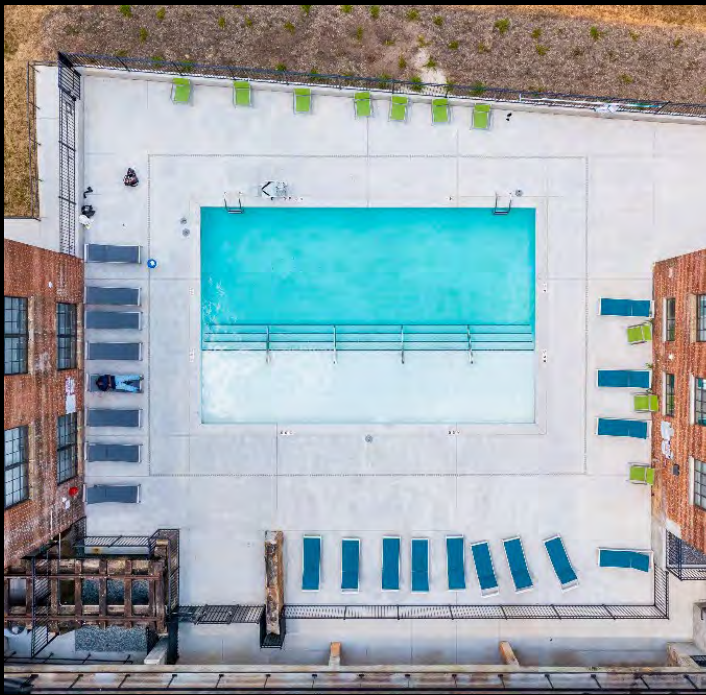
470,000 SF

**Cost**

\$54M

**Use**

217 multi-family  
apartments, 9,000  
sq. ft. commercial  
space, 80,000 sq. ft.  
self storage



Alexander  
Company





LORTON, VA

## Liberty

Located outside the District of Columbia in Fairfax County, Virginia, the historic Lorton Prison, originally commissioned by Theodore Roosevelt in the early 20<sup>th</sup> century, has undergone extensive redevelopment.

In a public-private partnership, The Alexander Company and Fairfax County transformed the unique prison complex into Liberty – a vibrant hub of community residences, office, retail, and green space.



**Status**

in process

**Cost**

\$190M

**Use**

157 townhomes, 165  
multi-family  
apartments, 6  
condominiums, 24  
single-family homes,  
174,000 sq. ft.  
commercial space















PROVIDENCE, RI

## Paragon Mill

The historic Paragon Mill is a collection of 11 buildings along the Woonasquatucket River, considered to be a critical piece of the Olneyville neighborhood's economic future. Paragon Mill represents an important connection to Providence's industrial heritage, the way people lived and worked, and the use of the Woonasquatucket River as an economic engine.

The rehabilitation efforts will restore Paragon Mill to its former glory and return a historic icon to the city it was built to serve.



**Status**

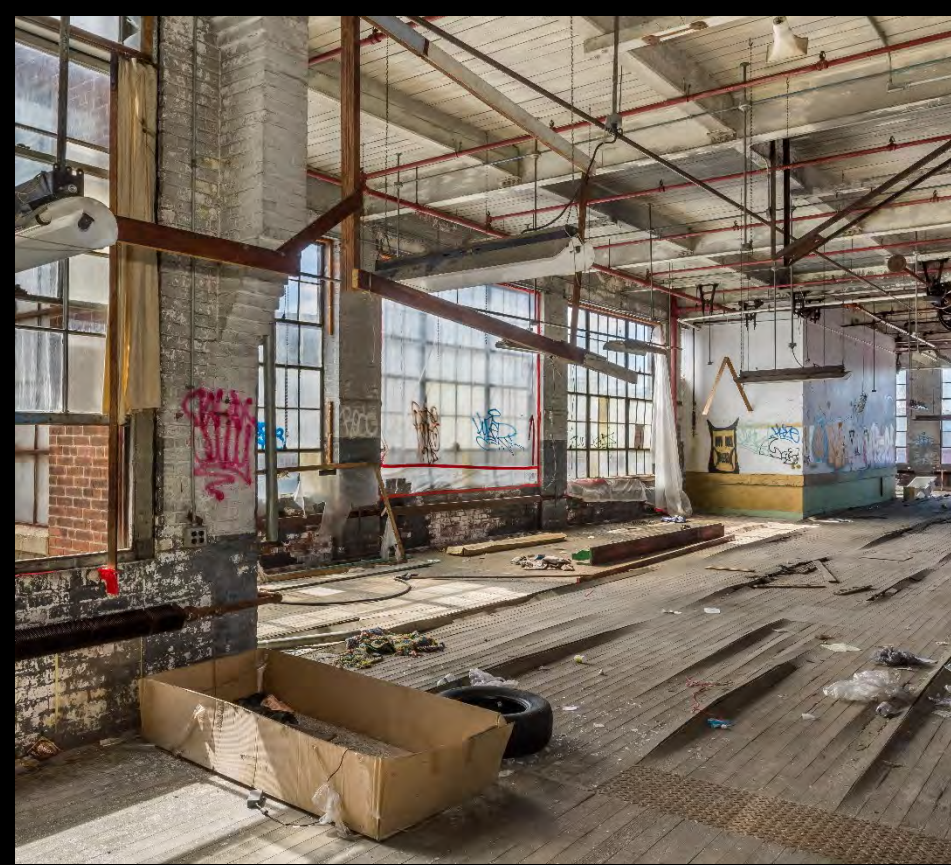
under construction

**Cost**

\$30M

**Use**

101 mixed-income  
multi-family  
apartments, 3,000  
sq. ft. of commercial  
space







**MADISON, WI**

## **Novation Campus**

Located just off a major highway interchange, Novation Campus is a multi-phase, master-planned development incorporating over 62 acres of land with a planned 1,000,000 sq. ft. of commercial space, mixed-use retail, and hospitality.

The inherent difficulty in developing the site was that it entailed urban infill on a former brownfield. Through creative financing and perseverance, The Alexander Company was able to begin development in this prime location that otherwise would have been left unused.



**Status**

in process

**Size**

62 acres

**Cost**

\$120M

**Use**

multi-family, retail,  
office, industrial, and  
hospitality







MADISON, WI

## Capitol West

Just three blocks from the State Capitol, the project encompasses 4.6 acres – an entire city block. Capitol West was developed based on the findings of an urban housing case study conducted by The Alexander Company and five nationally-renowned architecture firms.

The planning and architecture of Capitol West was guided by the integration of natural light, air, and ventilation into the block and homes, creating living that focuses on the individual level while melding the project with its surroundings. Features such as terraces, roof gardens, and small backyards invite the outdoors in.



**Status**

completed in 2017

**Size**

4.6 acres

**Cost**

\$110M

**Use**

multi-family, retail,  
office, parking, and  
hospitality







KANSAS CITY, MO

## Courthouse Lofts

The former Federal Courthouse was deemed surplus and left vacant when new facilities were built nearby. Constructed in the late 1930s and having hosted Harry Truman's offices as well as cases tried by Thurgood Marshall, the building is steeped in history.

The Courthouse is ideally situated along the business district's primary thoroughfare between the River Market and the city's entertainment district, making its rehabilitation a key contributor to Kansas City's downtown renaissance.



**Status**

completed 2011

**Cost**

\$40M

**Use**

176 affordable multi-family units, 12,000 sq. ft. retail







KANSAS CITY, MO

# Professional Building

The Alexander Company undertook an aggressive project to redevelop one of the most blighted structures in downtown Kansas City.

The redevelopment of the Professional Building brought high-quality affordable housing to the downtown area and drastically improved the appearance and utility of one of the downtown's major thoroughfares.



**Status**

completed 2006

**Cost**

\$21M

**Use**

132 affordable multi-family units, 11,000 sq. ft. retail







DAVENPORT, IA

## Crescent Lofts

The Crescent Lofts master development in downtown Davenport is an illustration of The Alexander Company's commitment to the preservation of historic buildings and urban renewal.

Located in what was once an area filled with dilapidated vacant warehouses along the Mississippi River, the master development has involved the rehabilitation of five buildings, providing a new core of housing to a previously sterile area.



**Status**

completed 2014

**Cost**

\$42M

**Use**

178 mixed-income  
multi-family units







CLEVELAND, OH

# National Terminal

Originally a massive cold storage facility, at the time of renovation National Terminal was condemned, in bankruptcy, and contaminated. The utilization of several layers of complex financing as well as innovative design and construction methods were the only way in which the building could be renovated.

When completed, the National Terminal became an integral part of Cleveland's downtown resurgence, bringing distinctive high-quality, affordable housing to downtown.



**Status**

completed 1996

**Cost**

\$27.5M

**Use**

248 mixed-income  
multi-family units







MEMPHIS, TN

# Central Station

Built in 1914, Memphis' Central Station has always played an important role in the vitality of the city. The station served not only as the main passenger rail hub for the region, but also as the offices and headquarters of several railway companies.

The revitalization effort took into consideration the rich history and feeling of pride surrounding Central Station – the Main Hall was painstakingly restored down to the last detail, including the original arrival and departure board.



**Status**

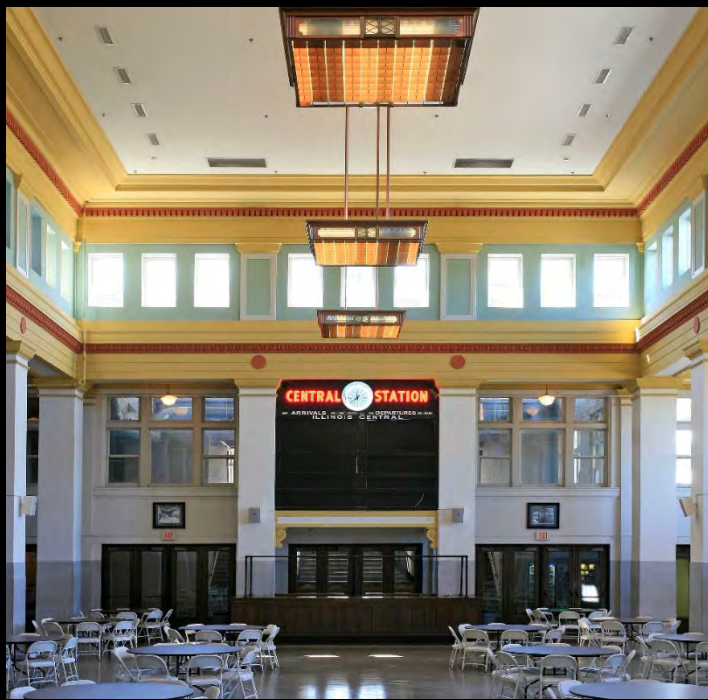
completed 1999

**Cost**

\$18.7M

**Use**

63 mixed-income  
multi-family units,  
35,000 sq. ft. retail  
and office







SILVER SPRING, MD

# National Park Seminary

The main structure of what is now known as the National Park Seminary was built as a resort for Washington residents in 1887. In 1894 the building was converted into a girls' finishing school, and it remained that until the Army took the site over in 1942 for use as a rehabilitative facility for returning amputees.

The Army left most of the site vacant in 1978 and dilapidation and vandalism began to take their toll; rampant water damage led to the near collapse of several buildings. After a national search, The Alexander Company was chosen by Montgomery County to redevelop the site.



**Status**

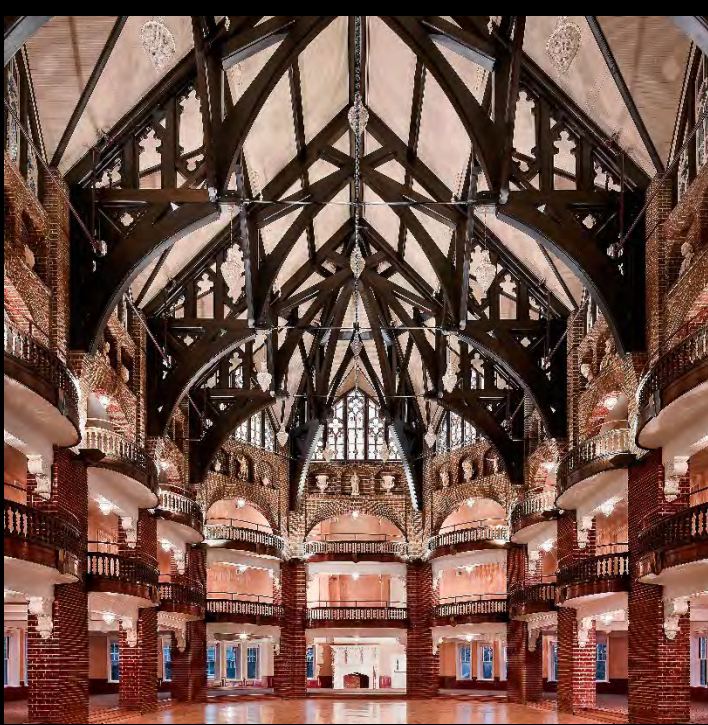
completed 2005

**Cost**

\$110M

**Use**

condominiums,  
multi-family  
apartments, single-  
family homes











# Thank you

**CONTACT: COLIN CASSADY**

Development Project Manager

608.268.8126

[ckc@alexandercompany.com](mailto:ckc@alexandercompany.com)

**Alexander**  
*Company*



# Will County Courthouse Vision-Office Building

Request for Expressions of Interest Response



Rendering by: Nathaniel Hollister, AIA

# GORMAN & COMPANY

*Integrity. Innovation. Community.*

It should be noted that Joliet is not a Rivers Edge Community, thus State Historic Tax Credits are subject to a \$3M project cap. Legislation is currently before the state proposing expansion of the competitive program.





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F: (608) 835-3922



info@GormanUSA.com

www.GormanUSA.com



200 N Main Street  
Oregon, WI 53575

March 9, 2023

Quinn Adamowski  
Landmarks Illinois  
30 North Michigan Avenue, Suite 2020  
Chicago, IL, 60602-3402

RE: Request for Expressions of Interest Response

Mr. Adamowski:

Please accept our attached RFEI response.

We are submitting three response concepts/visions for the historic Will County Court House 1) an Office Building, 2) Mixed-Use/Mixed Income Apartments, and 3) a Hotel.

We've chosen to submit three options because we believe there are conditions where any of these three options can benefit the County and downtown Joliet. Each option has the potential to be a catalyst to downtown growth and create a population density that can lead to local economic growth.

Enclosed you will find our description of the vision, the possible financial execution, and a Gorman & Company resume. Gorman & Company is one year from celebrating our 40<sup>th</sup> anniversary. We are a fully integrated community development firm including architecture, development, general contracting, property management, and asset management. Our integration serves to drive innovation and efficiency. Our business model is to bring capital from outside Will County to hire local trades and community members in the construction and operations of our projects so that our investments provide returns to Will County and its residents.

Gorman & Company has specialized in downtown revitalization, historic preservation, mixed-use, live-work, workforce housing, neighborhood transformations, and the construction and preservation of affordable housing. It is our niche to identify persistent issues, that when solved, trigger an economic resurgence and new community vitality. It is from this experience we framed our project concept and proposal.

Thank you for the opportunity!

Ron Clewer  
Illinois Market President



## Office Concept – County Office Expansion

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### DESCRIPTION

The Historic Will County Courthouse and its location, adjacent to the train station and new courthouse offers significant opportunity for redevelopment, while also serving as a catalyst for growth in downtown Joliet.

We understand there remains a local interest to demolish the property and we are hopeful concepts and visions received through the RFEI process will give pause to thoughts of demolition and drive a journey on what is possible, including the use of historic tax credits and a possible public private partnership. Moving forward with demolition takes away valuable capital, funding up to forty-five percent (45%) of the qualified project costs through historic tax credits (state and federal) to help reduce project costs, positioning the property for a reasonable return and financial sustainability – components developers need to overcome the risks involved in creating catalytic projects.

We have come to understand there is a need to expand office space within the existing courthouse. It is possible for Will County, through a public private partnership, to partner with a developer who could then bring the historic tax credits into the project and offset the costs of renovations. This approach would save taxpayers or redirect funds to other County priorities and capital projects allowing the local tax dollar to go farther.

The historic courthouse is centered between the municipal parking lot and the modern courthouse. Its location has the potential to center the historic courthouse on what could be a dedicated green space and public plaza that could extend into the municipal lot if adding another future office building, mirroring the modern courthouse when other office space is needed in the market. The approach serves as an anchor in the downtown. Please see more about this idea in the Architectural section contained herein.



*Mock office campus/plaza concept with a pedestrian plaza as shown – NOTE: streets would remain open.*



## **HISTORIC SIGNIFICANCE**

Historic buildings are witnesses to the aesthetic and cultural history of a city, county, or region, helping to give people a sense of place and connection to the past. In the case of the Will County Courthouse, it has been named the “Ugliest Courthouse in the World.” If the building did not have significance, there would not be the attention that it has, regardless of personal opinions. The Colosseum in Rome, Acropolis in Greece, and Stonehenge in England are continuously deteriorating but are kept intact because of their Historical Significance. They tell a story about what happened in our world during their period of use. The recent fire at Notre Dame Cathedral in Paris, France was tragic for the entire world. Not because it was solely a beautiful example of Architecture, but because it was a landmark of our history. The world felt a piece of our history being taken from us. The Will County Courthouse, designed and constructed in 1969, is a piece of Will County and Joliet history. It was an anchor to that City from 1969 through 2020. That is nearly 1/3 of Joliet’s and Will County’s existence. Whether you drove past it, or involuntarily found yourself visiting it, the building still marks a piece of history for the residents of not only Joliet, but the surrounding communities within Will County.

There are many periods of Architectural styles in the United States. Some of you may have heard of period styles such as Colonial, Victorian, Arts and Crafts, or Modernism. The Will County Courthouse was designed as part of the Brutalist movement which was highly active from the 1950’s through the mid 1970’s. Many other works were built during the same period, such as the Salk Institute in San Diego and Boston City Hall. It is a no-nonsense style using various forms of concrete. The Salk Institute and Boston City Hall are both on the National Register of Historic Places. If the Will County Courthouse would be repurposed, it too could be a part of that elite group and the first Brutalist building on the Historic Register in Illinois.

## **SUSTAINABILITY AND SOCIAL JUSTICE**

Preserving a building is not just advantageous from a Historic Landmark perspective but is also more sustainable from thinking about the raw resources we need to pull from the earth for a new building versus keeping an existing building. If we took just the concrete floor structure, without accounting for any of the interior finish materials, there would be approximately 7,340 cubic yards of concrete that would end up in a landfill. Now, while concrete can get recycled through current construction methods the energy to tear down the structure, haul it away, grind it, and sift it for use, would take still significant resources. Thus, repurposing would be far more sustainable than razing and building new.

We understand that not all may find the history of the courthouse positive. Max Page is professor of architecture at the University of Massachusetts Amherst, and director of its historic preservation initiatives. “Places with painful histories, from which a common inclination would be to run away, need to be spotlighted,” Page said. “The preservation movement has a unique opportunity to confront the most painful parts of our past. We need to confront parts of our history we would rather not see: the place where a race riot happened, for example,” or where people were arrested for protesting racial segregation. “What I am proposing is that the preservation world should be a place where people are paying attention not just the heroic and the beautiful but also the ugly and the difficult.” Social justice is key to ensuring that preservation centers people. It invites the preservation movement to critically analyze its role in ensuring that the basic needs of struggling communities, particularly those with deeply divided histories, are met. It positions the preservationist in a lifelong process of speaking truth to power and advocating for marginalized groups during their most trying moments. And it ultimately seeks to empower



underrepresented individuals and communities to speak up and advocate, seeking the opportunity to fully flourish.

**FINANCIAL STRUCTURE – RON CLEWER, DEVELOPER**

Renovating the courthouse into added office space creates a campus approach that leverages the new courthouse, connects the two properties through a sky bridge and promotes efficiencies by having all county employees in adjacent and connected spaces. This approach begins to form what could be a downtown office plaza, anchored by government offices. Further, the parking lot between the old courthouse and train station could, in the future be leveraged for both parking and additional offices space, as market demands. This third future office building could mimic design of the modern courthouse and be podium construction over a parking deck. This approach adds parking so parking is not lost, rather additional parking could be incorporated into the lineal office plaza concept.

Estimated project costs for the renovation of the historic Will County courthouse into office space is \$67M, of which up to forty five percent (45%) could be recaptured by using the historic tax credits. Financial sources include traditional and mezzanine debt supported by rental income and possible tax increment financing\*. Through the public private partnership, the Will County government could lease the property for a period of time and then assume ownership after the tax credit recapture period in accordance with program rules. The City of Rockford utilized this approach to renovate a historic school building into a community police station.

Gorman & Company has extensive experience in managing the development of complex real estate transactions. Our integrated structure allows for a coordinated approach through all phases of the deal, ensuring a high-quality product delivered in a timely fashion. Through the experience we have gained across our history we have successfully implemented funding from sources as follows:

Federal LIHTC (4% & 9%)	Weatherization Funds
State LIHTC	Housing Authority Reserve Funds
Federal Home Loan Bank AHP funds	Housing Authority Modernization Funds
Housing Finance Agency Gap Funds	Capital Magnet Funds
Federal and State Historic Tax Credits	HUD 221 (d)(4)
HOME Funds	Fannie/Freddie Products
Housing Trust Funds	Abatements/PILOT
CDBG and CDBG Disaster Recovery	TIF
RAD	Seller Financing
Choice Neighborhoods	Deferred Development Fees
PBVs / PBRA	Donated Land/Ground Leases
NSP	New Markets Tax Credits
Foundation Grants/Loans	EB-5 Investments

\*Depends on rental or lease purchase agreement.

**ARCHITECTURE PROPOSAL – DAN O’MARA, ARCHITECT**

Admittedly the Brutalist style can look cold and harsh. It uses sharp corners and plain sides. In my professional opinion, I feel the building could incorporate softer elements that would tone down the



It should be noted that Joliet is not a Rivers Edge Community, thus State Historic Tax Credits are subject to a \$3M project cap. Legislation is currently before the state proposing expansion of the competitive program.



harshness and bring a bright spirit to the building. Also, contrasting with the new Courthouse building, it is very opaque with a lot of mass. The new Courthouse uses a balance of opaque stone to be the anchor mass, while introducing much transparency with the walls of glass. If we introduce the same glass transparency to the original Courthouse, we can start to balance out the opaque mass with the light and airy transparency of the blue glass. At the same time, this will balance out the two buildings to create an aesthetic of Architecture cohesion. The large glass structure of the new Courthouse will be balanced with the concrete mass of the original Courthouse.



The original Courthouse building is a perfect fit for more office space to be utilized by Will County. A new transparent blue glass addition can be the new entry to the building. Playing off the glass entry box of the new Courthouse, this will direct staff and/or public into the glass box where the access control could take place. Also, by only proposing the glass box in the northwest corner, that allows the concrete buttresses to still be visually present, which are significant elements of its Historic character. The First through Fourth floors could be open office areas with low cubicles along the exterior, to take advantage of the light coming through the windows. The managerial offices could be inboard toward the elevator core with window walls to bring in the natural light. The inner core could also be a mix of various sized meeting or conference rooms depending on the need. Small break out areas could be sprinkled throughout the office areas for smaller conversations.

We propose a skyway bridge that would connect to the second floor and span over North Ottawa Street to the new Courthouse building. This could be made of the transparent blue glass to carry that element through and tie the buildings together. At the throat of the skyway could be a coffee/café that could serve staff for both buildings. On the Rooftop Penthouse could be another café for staff or possibly the public that would have outdoor patio space to enjoy a warm summer evening. This could be clad with the same blue transparent panels to again soften the hard edges and allow the mass of the building to be the backdrop to the vibrant glass. The Lower-Level space could continue to be use for deliveries or more back of house functions.

By balancing the concrete mass with the transparent glass balance is achieved, not only with the original Courthouse, but with the two Courthouses together. With this proposal, we respectfully request the preservation of the original Courthouse, while creating much needed County staff space with proximity to other staff, stationed in the new Courthouse.

It should be noted that all design concepts are subject to approval by the State of Illinois Historic Preservation Office and the National Park Service.

## RENDERINGS AND FLOORPLANS

Please see the following pages.





**View from corner of Jefferson & Ottawa**  
Outdoor terraces activate primary elevation





**View from Ottawa**  
Plaza raised to Ground Floor elevation





**View from Plaza**  
Active ground floor with terraces above

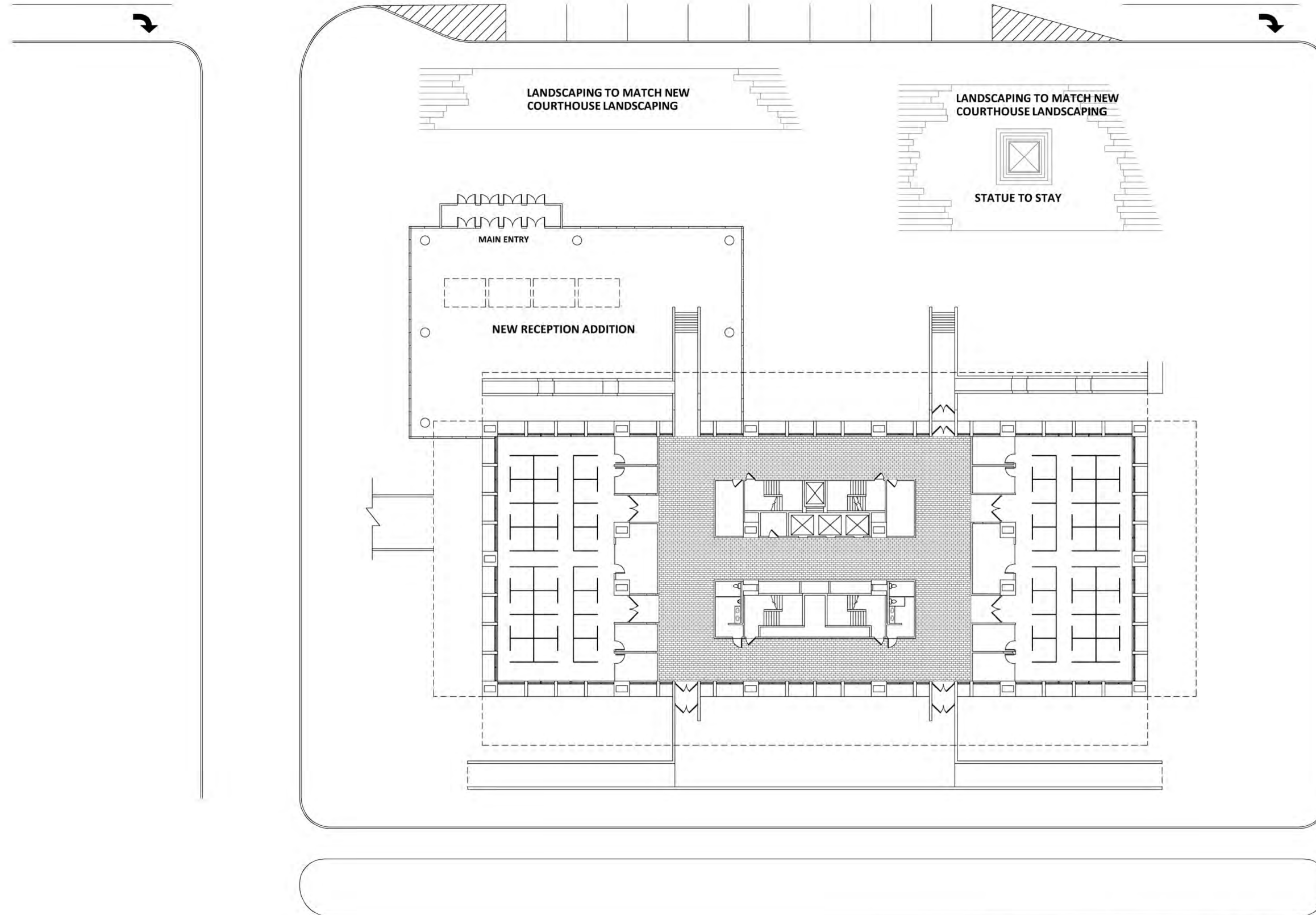




**Interior View**

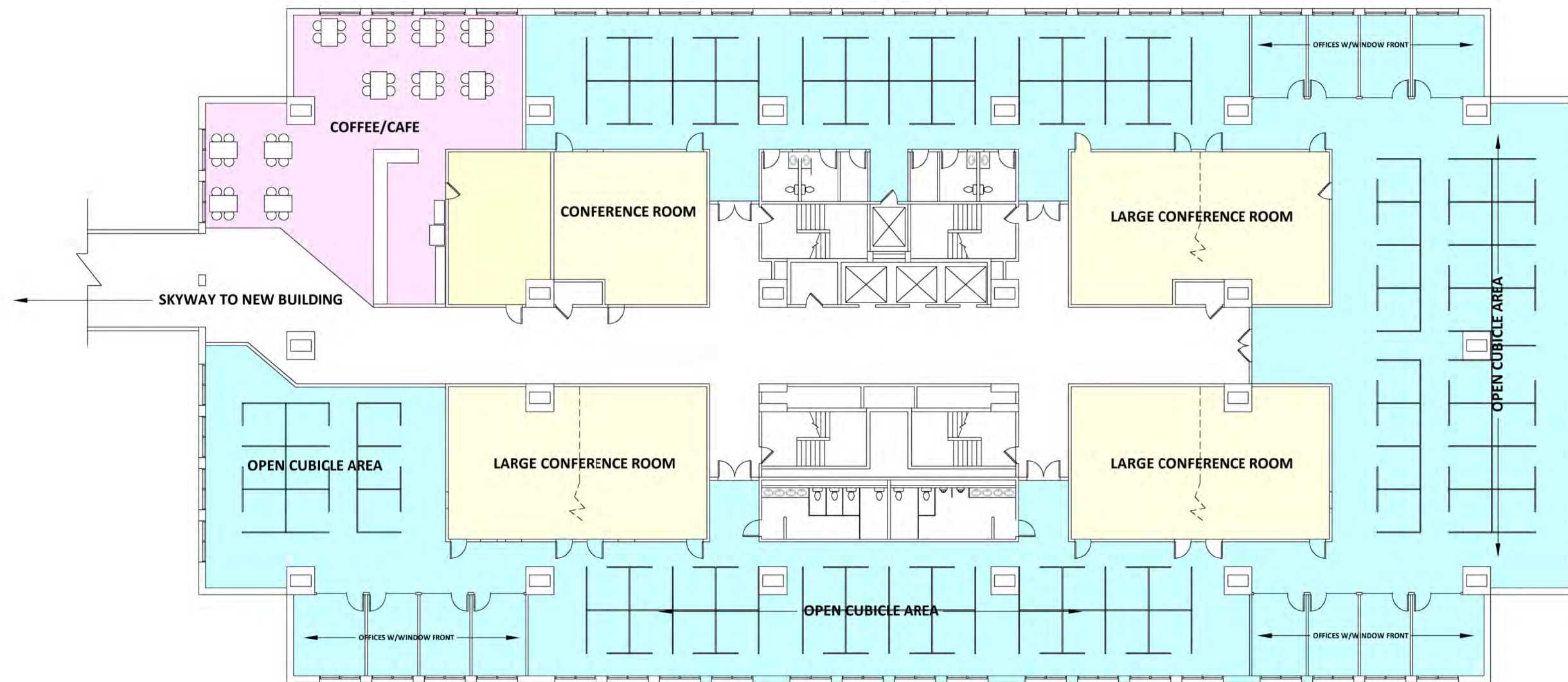
Expanded lobby creates unique spaces





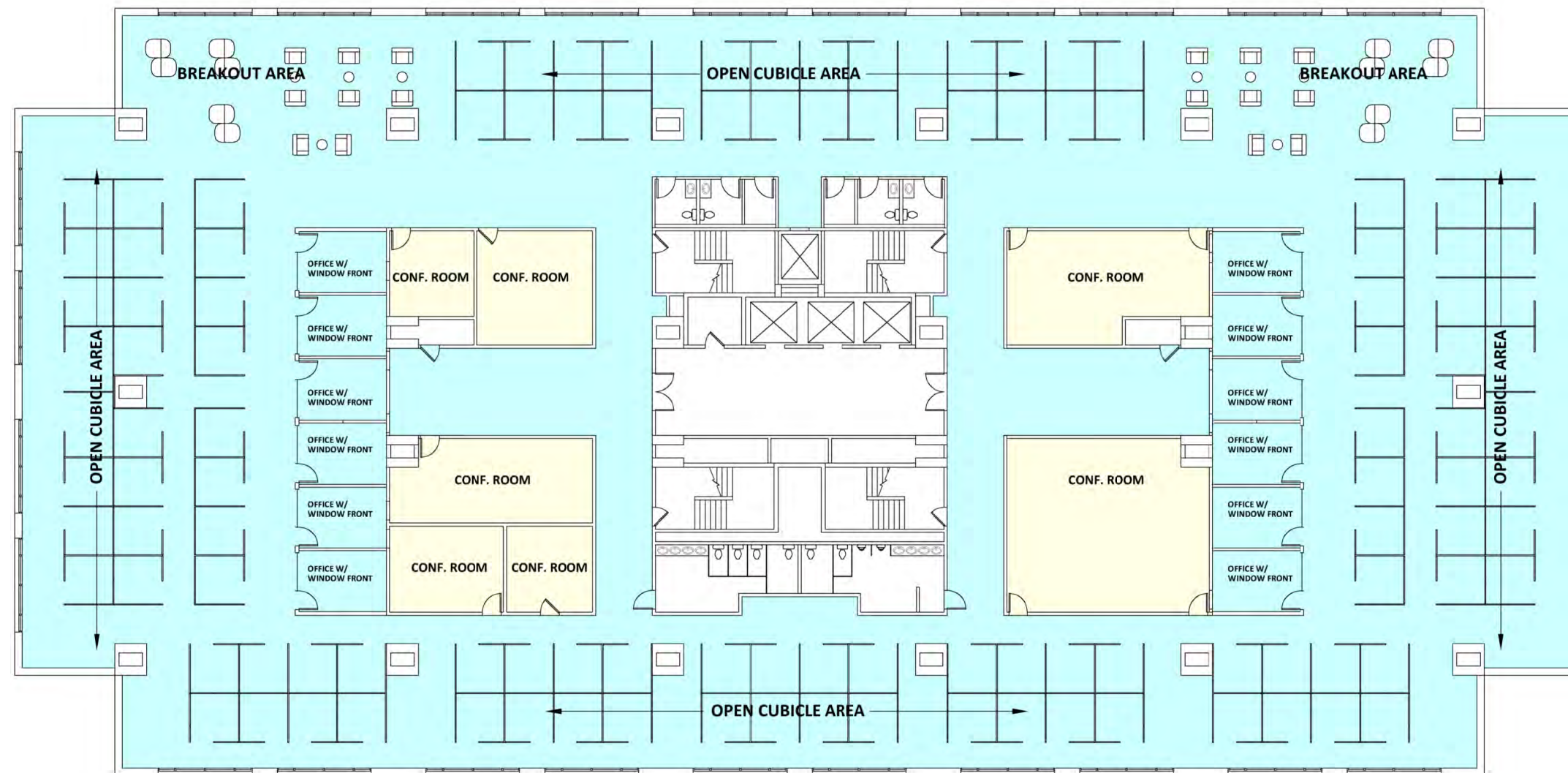
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WILL COUNTY COURTHOUSE PROPOSAL  
COUNTY OFFICE OPTION  
SITE PLAN





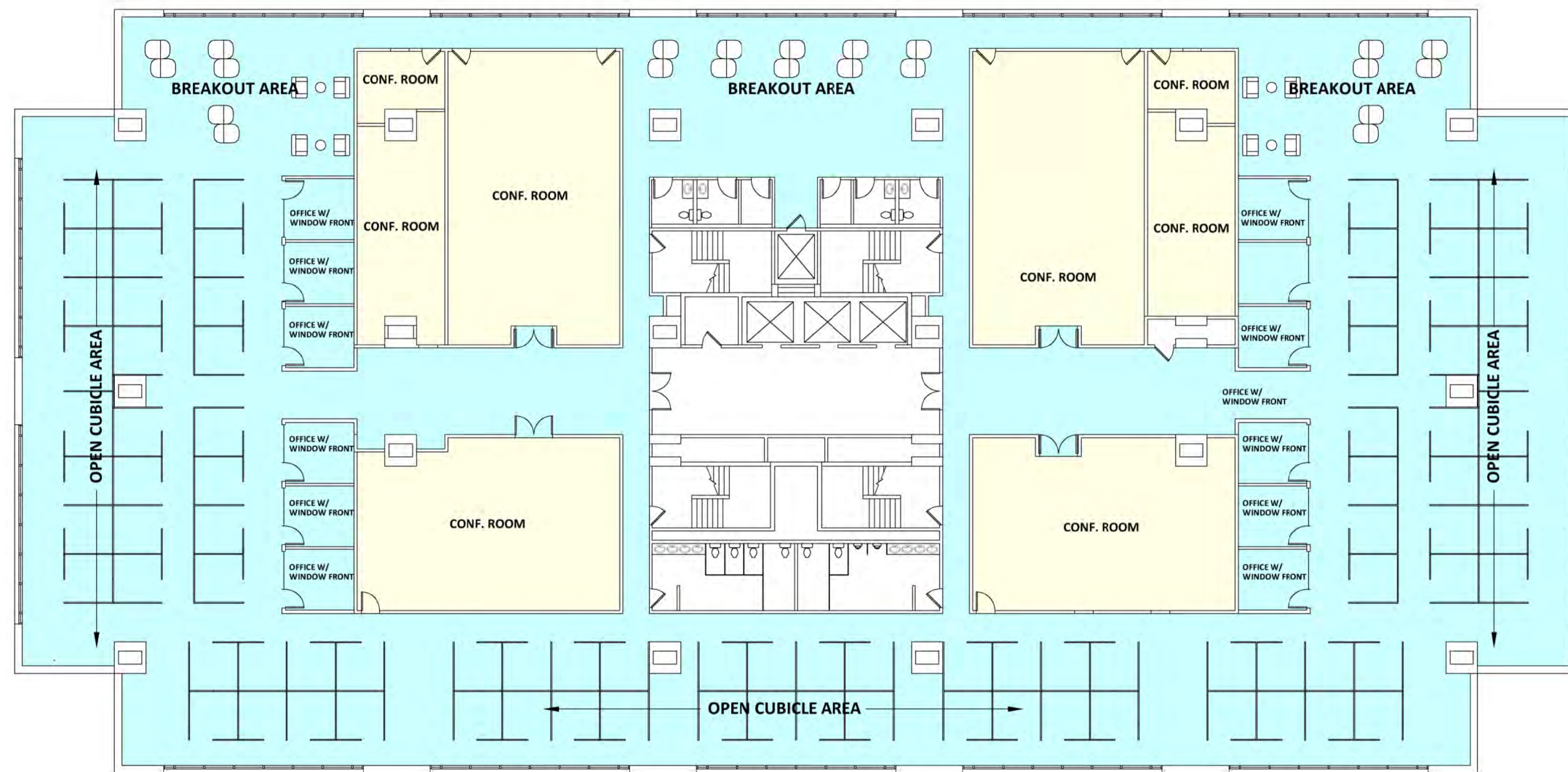
**WILL COUNTY COURTHOUSE PROPOSAL  
COUNTY OFFICE OPTION  
SECOND FLOOR**





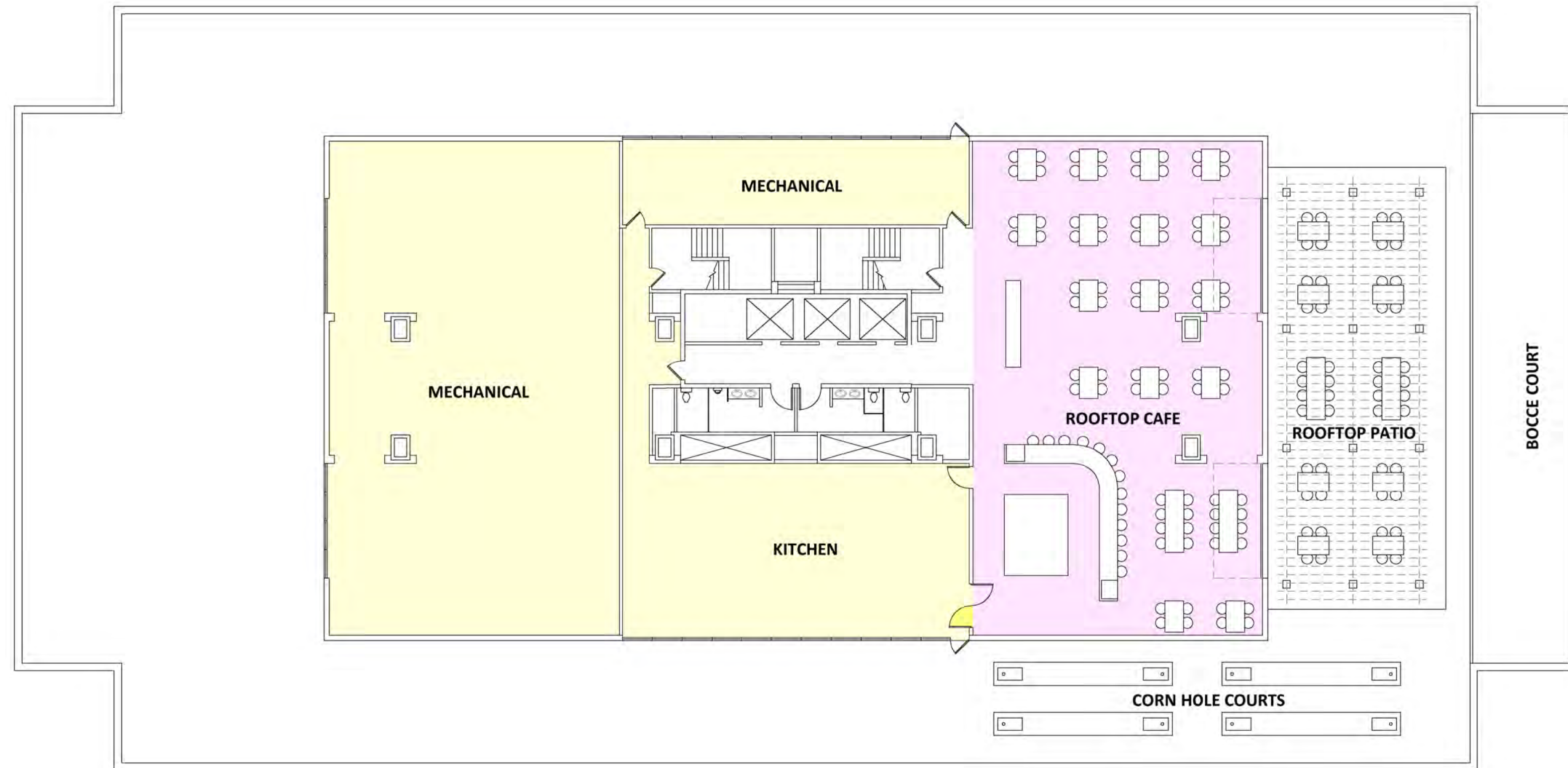
**WILL COUNTY COURTHOUSE PROPOSAL  
COUNTY OFFICE OPTION  
THIRD FLOOR**





**WILL COUNTY COURTHOUSE PROPOSAL  
COUNTY OFFICE OPTION  
FOURTH FLOOR**





**WILL COUNTY COURTHOUSE PROPOSAL  
COUNTY OFFICE OPTION  
PENTHOUSE/ROOFTOP LEVEL**





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[www.GormanUSA.com](http://www.GormanUSA.com)

## **Gorman & Company Resume:**

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### **HISTORY**

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

Gorman & Company has been ranked as one of top fifty largest affordable housing developer nationally by Affordable Housing Finance for over a decade. With more than 140+ community revitalization projects in the portfolio, Gorman & Company has experience developing some of the nation's highest quality affordable housing and neighborhood revitalization projects. Our portfolio of projects is nearing \$2B.

### **MISSION STATEMENT**

At Gorman & Company, we work to revitalize communities through innovative housing partnerships. As a trusted partner and respected industry leader since 1984, we specialize in: downtown revitalization, the preservation of affordable housing, workforce housing, and the adaptive reuse of significant historic buildings.

### **PHILOSOPHY**

Gorman & Company works closely with local governments and municipal groups to help cities meet their development, planning, economic and social goals. Gorman's staff brings a broad range of development, design, construction, and real-life experience to the development process and applies those skills to solve problems and help communities bring their plans to reality. Gorman & Company has developed innovative and catalytic properties in partnership with communities in Arizona, Arkansas, Colorado, Florida, Georgia, Illinois, Indiana, Mississippi, New Mexico, Ohio, and Wisconsin.

### **CORE PURPOSE**

Initiate strategies and implement solutions to revitalize communities and build strong neighborhoods.

### **CORE VALUES**

All our activities will be executed in a manner that is consistent with our Core Values:

- We create and protect the best reputation at all costs.
- We treat our people as our most important asset.
- We provide first class service to our customers at all times.
- We provide value and quality to meet or exceed customer expectations.
- We maintain financial discipline to preserve and build long term economic strength.
- We act in an honest, respectful, responsive, and professional manner always.



# EXPERIENCE

Acquisition + Rehabilitation | Historic Adaptive Reuse | Hotel Development |  
Public Housing Redevelopment | Special Needs + Supportive Housing |  
Senior Housing + Grandfamily | New Construction

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. We have been recognized as one of the nation's 'Top 50 Affordable Housing Developers' by Affordable Housing Finance Magazine and regularly received local and national recognition for our developments.

Our team has a proven record of accomplishment of cultivating successful partnerships with a wide range of groups including municipalities, corporations, housing authorities, nonprofit organizations, private investors, businesses, and community stakeholders. We bring with us our ability to assemble a wide array of resources necessary to tackle challenging development projects all while maintaining the community vision.

Of the 140+ projects that we have completed, we have never had a foreclosure, never defaulted, and never had a general partner replaced by the investor. We stand by our commitments. When we receive an RFP award, we enthusiastically deliver on our promises.

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## Hotel Development

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### Embassy Suites | Rockford, IL



As part of a downtown revitalization effort, Gorman & Company, in partnership with the City of Rockford developed the former Amerock building into a 160-room Embassy Suites hotel and 40,000-square-foot conference center. This development created an estimated 676 jobs through construction and opening. The hotel features two restaurants, The Top - a rooftop lounge with two levels of outdoor seating, access to Davis Park, swimming pool, and game room for kids, all in very unique riverfront/park setting. Amerock won the 2020 Landmarks Illinois Richard H. Driehaus Foundation Preservation Award for Advocacy,

honoring the diligence of the Friends of Ziock.





### **Stella Hotel | Kenosha, Wisconsin**

Gorman & Company converted the historic Heritage House, previously the former Elks Club, which opened in 1919. The new boutique hotel includes the adaptive reuse of the existing building, as well as a newly constructed adjacent building. The hotel features 80 hotel suites, a ballroom and meeting space, restaurant and rooftop bar, exercise facility, and business center. The renovation of the historic Kenosha Elks Club preserved an important community landmark contributing to the revitalization of Kenosha's downtown.



### **Brewhouse Inn and Suites | Milwaukee, Wisconsin**



The Brewhouse Inn & Suites, a 90 room Diamond Triple AAA rate boutique hotel Gorman & Company completed and opened in April 2013. Gorman is proud to be an integral part of The Brewery, the historic redevelopment of the Pabst Brewing complex. Retaining the historic nature of the site, while repurposing the original buildings was the ultimate goal. Hotel guests discover remnants of the Pabst Brewery's lustrous past, including restored copper brew kettles and rooms that combine industrial sleek with the aesthetic opulence of Victorian

design.

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## **ACQUISITION + REHABILITATION**

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### **Coffelt-Lamoreaux Apartment Homes | Phoenix, Arizona**



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. Coffelt was the first project in Arizona to ever be awarded a RAD commitment from the federal government and has since been added to the National Register of Historic Places.



### **The Alexander Lofts | Milwaukee, Wisconsin**

The Alexander Lofts represents an innovative public private partnership between the City of Milwaukee and Gorman & Company. The partnership resulted in a new state of the art library in a historic space along with market rate apartments. Setting a new rent level in the neighborhood will bring in higher incomes into this historic retail area, which is within a highly distressed qualified census tract that experiences crime and unemployment above the national average, and incomes below the national average. This deal would not have happened but for the presence of the library as a stabilizing force and asset in this community.



### **The Colburn | Denver, Colorado**

The Colburn Hotel is an existing Single Room Occupancy (SRO) subsidized housing community for extremely low-income households. With an affordability period that expired, Gorman acquired the property to prevent it from converting to market rate. The building has been designated on the National Register of Historic Places, and our design and construction teams are working to preserve the history of the building while making physical improvements to the project. The existing tenants represent some of the most vulnerable households in Denver, with more than 90% of residents having incomes below 30% of the Area Median Income. Deep affordability for all residents will be preserved through a long-term project-based rental subsidy contract.



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## **PUBLIC HOUSING REDEVELOPMENT**

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### **Madison Heights | Avondale, Arizona**

Madison Heights is the first public housing project in Arizona ever to be converted to Project-Based Rental Assistance (PBRA) under HUD's Rental Assistance Demonstration (RAD) program. The Housing Authority of Maricopa County, in partnership with Gorman & Company, leveraged \$30 million in public and private financing to completely redevelop 143 units of public housing. The process for the redevelopment of Madison Heights began with the development of a Health Impact Assessment (HIA), funded in part by LISC Phoenix, the Robert Wood Johnson Foundation, and the Pew Charitable Trust. This process





allowed the development team to partner with the existing residents to craft a new future for Madison Heights, with healthy living as a leading concept.

### **The Grove at Keith Creek | Rockford, Illinois**



The Grove at Keith Creek consists of new construction of 49 units of family housing on a vacant infill lot in a mixed-use neighborhood on Rockford's east side. The project is a mixed-income community comprised of replacement housing for the first phase of the redevelopment of Fairgrounds Valley public housing project converted to Project Based Rental Assistance units under HUD's RAD program. These units include a percentage designated as permanent supportive housing for households with physical or mental disabilities at incomes below 30% AMI. The project also incorporates six unassisted low-income units targeted at 60% AMI income levels.

### **Hilltop Landings | Dade City, Florida**

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.



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## **SPECIAL NEEDS + SUPPORTIVE HOUSING**

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### **Esperanza En Escalante | Tucson, Arizona**

In partnership with Esperanza En Escalante, co-developer and social service provider, Gorman & Company developed 44 units of housing to serve chronically homeless veterans in Tucson and Pima County. This development, known as Esperanza En Escalante, is located on a 17-acre campus which was once a site that stored stockpiles of weapons for the U.S. military during World War I and II. Gorman and the service provider worked with the City of Tucson to secure forty (40) Section 8 Project-Based Vouchers (PBV's) to support the rental assistance needs.





### **Jane Addams Park Apartments | Rockford, Illinois**



Jane Addams Park Apartments is a supportive housing development focused on physically and mentally disabled individuals. It is constructed on a park-like site near downtown Rockford. The development is a partnership with the Rockford Housing Authority and includes a thirty-eight unit, state of the art, supportive housing facility focused on physically and mentally disabled individuals. The remainder of the Jane Addams site includes features such as community garden plots, walking paths, and a playground. The site consists of a variety of buildings. One 16-unit building anchors the corner and

houses the common space as well. The remaining 22 units are made up of 7 two- or four-unit buildings built in such a way to look like single family homes. These building are designed to fit the historic nature of the neighborhood. Amenities include a community room, reading room, technology room, health care room, consulting offices, exercise room, and storage units.

### **The Elisabetta | Denver, Colorado**

The Elisabetta is a new construction, mixed-use development incorporating supportive social services for disabled residents. The building will set aside 25% of the units for disabled residents and will include 12,500 square feet of space on the first floor for the Laradon Hall Society for Exceptional Children and Adults (Laradon), which will be the service provider. The site is owned by and located across the street from Laradon. The development will also include 91 units of much-needed affordable housing for residents earning 30%, 50% and 60% AMI. The Laradon Campus is in the Globeville neighborhood, which is defined by the City of Denver as an Area Vulnerable and Susceptible to Gentrification. Laradon Homes has received an allocation from CHFA for 4% and State LIHTC and a commitment for 22 Section 811 vouchers.





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## SENIOR HOUSING + GRANDFAMILY

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### **Dr. Wesley L. Scott Senior Living Community | Milwaukee, Wisconsin**

Dr. Wesley L. Scott Senior Living Community provides 80 units of high-quality, affordable housing to seniors age 55 and better, and gives former area residents the opportunity to return and participate in the revitalization of their former neighborhood. Dr. Wesley L. Scott Senior Living Community provides unique and first rate independent homes for seniors. Dr. Wesley L. Scott combines the adaptive reuse of an existing, historic building with a newly-constructed four-story addition. This development was done in partnership with the Milwaukee Urban League, who helped focus our efforts on hiring minorities working on the project, and bringing emerging minority businesses into the development.



### **Paradise Point | Key Largo, Florida**



Paradise Point Senior Housing is an affordable housing development located in Key Largo at Mile Marker 106 in the Florida Keys. The development incorporates 42 units of senior housing, including one on-site manager's unit. The site is adjacent to a Winn-Dixie grocery store and pharmacy. Paradise Point will provide much-needed quality affordable housing for seniors in the Florida Keys. The development will include services and accessible features for its senior residents. Amenities include a community room, library, fitness center, service provider office, and walking paths.

### **Generations at West Mesa | Albuquerque, New Mexico**

Generations at West Mesa is a newly constructed senior-intergenerational multi-family development consisting of 54 units. This project serves households earning 30%, 50%, and 60% of the Area Median Income, as well as nine market rate units, and eleven units covered by Section 8 Project-Based Vouchers. At the heart of the development is a community building including property management and social service coordinators. There is a communal kitchen, multipurpose classroom, community pantry, conference room, computer room, and fitness/wellness area. Enrichment services are provided on-site to all residents at no cost. Child care and after-school programming services are available to all children.





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## NEW CONSTRUCTION

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### **Carbon at Union Corners | Madison, Wisconsin**

Carbon at Union Corners is an integral part of the overall Union Corners master development. Other phases on the site are to include a UW Health clinic, neighborhood retail, intergenerational housing targeted to grandfamilies, and market rate apartments. The 90-unit development is part of a mixed-use residential and neighborhood retail complex that includes two buildings connected by a pedestrian plaza, 20,000 SF of ground floor retail space, 76 affordable and 14 market-rate units, and 96 underground parking stalls. This development will also include an integrated supportive housing component in partnership with Lutheran Social Services that will target area veterans.



### **Terraza del Sol | Denver, Colorado**

Terraza del Sol was Gorman & Company's first project in Metro Denver. Starting out as a blighted lot in the Westwood neighborhood, this area was long recognized as one of Denver's most underserved neighborhoods. The beneficiaries of Terraza del Sol are 42 individuals and families which inhabit the one, two and three room, energy efficient apartments. Mi Casa Resource Center occupies first floor commercial space in the building, which adds an additional benefit to the residents and community. The Family Economic and Education Center on the main floor of the building provides a social service and launch pad for small businesses and careers.



### **Valor on Eighth | Tempe, Arizona**



quality housing and supportive services for female veterans and their families, which is currently a severely under-served segment of the Arizona population.



# EXECUTIVE TEAM

## **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.

## **MIKE REDMAN | CFO & COO**

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

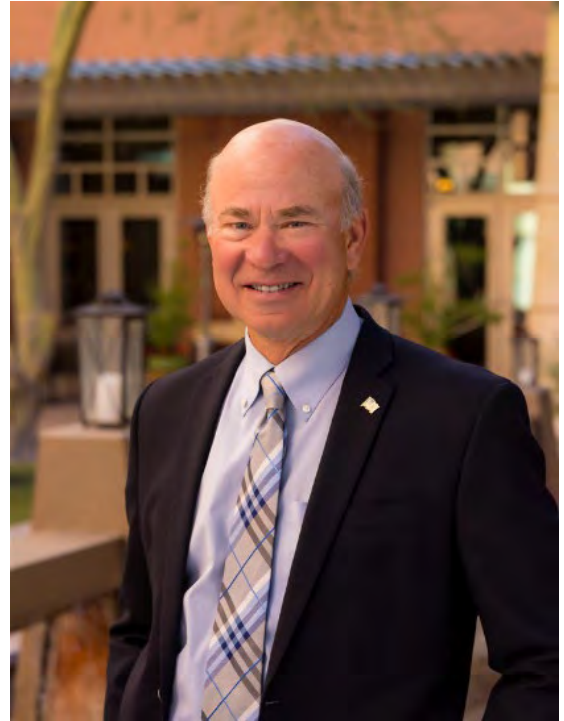




### **GARY J. GORMAN | CHAIRMAN OF THE BOARD**

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

Gorman & Company is now a major developer of affordable rental housing as well as historic renovations. Gorman & Company has in-house design and construction divisions that have successfully completed over two billion dollars of new construction and major renovations.



### **TOM CAPP | VICE CHAIRMAN OF THE BOARD**

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



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



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## DEVELOPMENT TEAM

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### **RON CLEWER | ILLINOIS MARKET PRESIDENT**

Ron Clewer joined Gorman & Company after working on several projects with the organization as the CEO of Rockford Housing Authority. Ron has more than 20 years of leadership experience and over 20 years of multi-use real estate development and asset management experience. Ron has been instrumental in developing creative community-building initiatives across the Midwest. He brings a vision and "can do" attitude to his work with a determination to merge the best practices for both private and public sectors to develop affordable housing that addresses the social determinants of health. His passion lies in quality... quality design, services, and quality environments. Ron earned his degree in Business Administration from Benedictine University and holds an Executive Leadership certificate through a partnership between the University of Michigan and the Alliance for Strong Families and Communities.



### **RACHEL SNETHEN | DIRECTOR OF DEVELOPMENT COORDINATION**



Rachel Snethen joined Gorman & Company in 2010, primarily focusing on Development, Marketing, and overseeing the EB-5 Regional Center. In her role as Director of Development Coordination, she oversees the development team by providing training, mentorship, quality assurance, and implementing best practices among the development team. She also serves a key role in development by working to manage efforts between various funding partners through closing, construction, and stabilization. In her role of overseeing the EB-5 Regional Center, she leads all activities including writing business plans, researching project job creation, and directing market/impact studies for projects. Ms. Snethen serves as a key communicator between attorneys, economists, developers, and marketing partners in and across the world, and has helped the firm raise \$30 million in EB-5 funds for the regional center. Ms. Snethen holds a M.B.A. and B.S. in Management and Business from Franklin University and an Associate

Degree in Real Estate from Madison College.

### **DUANE BUSCHER | SENIOR FINANCIAL ANALYST**

Duane Buscher serves as Financial Analyst for Gorman & Company, focusing primarily on underwriting Low-Income Housing Tax Credit projects. Mr. Buscher works closely with the Market Presidents and Construction Accounting team at all stages of the development process to evaluate project feasibility and conduct proforma analysis. Mr. Buscher joined the team at Gorman & Company in September 2014, having most



recently worked in a similar role as an Underwriter for the Missouri Housing Development Commission. Mr. Buscher has a BA in Psychology and a master's degree in Urban Planning from the University of Kansas.

#### **COLIN MALIN | DEVELOPMENT PROJECT MANAGER**

Colin began working at Gorman & Company as an intern for a summer position, and quickly became a fixture in the development department. He now serves as Development Project Manager for our Indiana, Illinois, and Ohio markets. Colin has a BA in Business Administration with a major in Real Estate and Urban Land Economics from the University of Wisconsin-Madison.

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### GORMAN ARCHITECTURAL

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Gorman Architectural was formed in 1998. It has designed many innovative affordable multifamily developments across the nation. Gorman's architects have specialized in historic adaptive reuse; mixed use, mixed income; and the preservation of existing affordable housing. Projects designed by Gorman Architectural have won numerous awards and have attained the highest standards of sustainable/green design and accessible design.

Gorman Architecture designs projects with the intention of creating a sense of community, vitality, and openness. Thoughtful and careful arrangement of the main functions is paramount to a successful project. Gorman's integrated design process includes high efficiency, healthy building, low-impact development techniques, and the incorporation of natural, social, and cultural elements in the design.

Working with stakeholders and future residents allows us to tailor amenities to accommodate not only required activities but to find the overlap or synergistic opportunities planned facilities provide. We also design for energy efficiency and ease of maintenance. We manage a great many residential projects and have learned a lot about upkeep and maintenance.

#### **RAFAEL TUDOR | DIRECTOR OF ARCHITECTURE**

Rafael Tudor recently joined Gorman & Company as Director of Architecture. Rafael was born in Romania but grew up in Chicago. Growing up in Chicago, experiencing all the great aspects of the city, gave him a keen interest in architecture. He went on to study at Architecture at Illinois Institute of Technology (IIT). After graduation from IIT, Rafael went to work for a real estate developer where he learned a great deal working in a firm that housed development, design, construction, and property management. He then went on to study Real Estate Development because of the influence working for a vertically integrated company. That helped him piece together design, construction, and development into one. Rafael has a deep appreciation for residential and mixed-use design.





He believes it is the most personal type of design that an architect can take on. Rafael was most excited to join Gorman & Company as they work to provide solutions to the country's growing housing crisis. He is very thankful to be able to help create shelter and solutions Gorman & Company's residents.

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## GORMAN GENERAL CONTRACTORS

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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 its own projects. This level of accountability leads to greater mindfulness and the ability to support each construction phase. Gorman continually improves its construction practices with each successive development because everything is done in-house. Gorman General Contractors, LLC has constructed 50+ multifamily communities and has often led the way with communities and with State Housing Authorities in establishing higher targets for minority and emerging sub-contractors. Because it continues to build superior relationships with strong subcontractors, Gorman General Contractors, LLC can achieve top quality results and often finishes its projects ahead of schedule. Gorman's construction team consists of project managers, on-site field superintendents, and a Director of Construction - all of whom daily oversee work in progress. When challenges arise on the job site, Gorman General Contractors is positioned to quickly resolve issues through close collaboration with its in-house architectural staff.

### **RON SWIGGUM | VICE PRESIDENT OF CONSTRUCTION**

Ron has over 30 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.



### **STACY KRONEBUSCH | DIRECTOR OF CONSTRUCTION COMPLIANCE**

Stacy has many years of experience in project management, construction office management, compliance management, and customer relations. Stacy's project experience includes single-family homes, multi-family, senior living, hotels, and waterparks. As Director of Construction Compliance, Stacy provides training, compliance management, management of policy and procedures for the construction field and office teams for all markets. Attention to detail and strong compliance skills help ensure the success of projects. Stacy



has worked with Gorman & Company for over a decade and her prior work experience was for a company that built waterparks and worked for an architect firm and at one time was part owner of a residential construction company.

#### **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 the Director of Preconstruction at Gorman & Company, Tom provides facility assessments, budgets (both conceptual and hard) and value engineering on projects for all 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.

#### **ROB PADLEY | SENIOR PROJECT MANAGER**

Rob has over two decades of experience in construction management roles, starting his career as a Field Superintendent and quickly ascending to the role of Project Manager. His background and field experience are important components when performing critical project functions such as conceptual estimating, scheduling, establishing comprehensive scopes of work, contract negotiation, field quality reviews and complete budget oversight. Rob has been involved in helping to develop innovative workforce development programs with select training centers in the Milwaukee area, including Northcott Neighborhood House, and fostering relationships with Small Business Enterprises (SBE's) registered with the City of Milwaukee. Since coming to Gorman & Company in 2010 Rob has overseen the construction of 800+ multi-family units across a broad range of project types including new ground up construction, urban infill sites, historical rehabs, adaptive reuse, and acquisition rehab of existing buildings.

#### **MIKE RITTER | SENIOR PROJECT MANAGER**

Mike has been working in the construction industry since 1997 and earned a BA in Environmental Design from University of Wisconsin-Green Bay. Mike worked as a laborer, carpenter, foreman, draftsman, designer, service technician, superintendent, project manager, and owner's representative. This broad experience allows a full understanding of all aspects of the project. Mike's strong field background lends to his strength in the project management position with an emphasis in estimating, scheduling, and communication. His design and drafting experiences lend well to working with Owners, Architects, City Inspectors and Reviewers. Mike's work as an Owner's Representative would showcase his skills in the financial side of the projects with skills including, draw preparation and review, change order process and review, overall budget tracking including multiple funding sources, and partners. Mike has worked to set initial budgets and schedules and then followed through to ensure the projects come in on time and on budget.

#### **JOE DELEO | PROJECT MANAGER**

With over 30 years of practical experience, Joe has been involved with numerous successful construction projects and a 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 thorough list of prestigious clients including Kraft – General Foods, AKZO-Nobel Chemicals, Union Carbide, PepsiCo and Novatis. In addition to an extensive list of private clients, Joe has an equal proven record of





accomplishment 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.

#### **KENT SWENSON | PROJECT MANAGER**

Kent Swenson been in construction over 13 years. Experiences include budgeting, project management, managing site day to day activities, planning, scheduling, estimating, and design support. Coordinating interaction and relationships among vendors, property managers, brokers, government agencies and clients. Since coming to Gorman in 2018 Kent has completed over 590 RAD units and 57 affordable housing units.

#### **KEN HANSON | PROJECT MANAGER**

Mr. Hanson brings a high level of detail, organization, and field knowledge to the project management position. Over Mr. Hanson's 20 years in the construction industry, he has managed the construction of a wide array of projects including restaurants, hotels, multifamily, office buildings, and warehouse and manufacturing facilities that have ranged from \$1-\$30 million. As a project manager, Mr. Hanson leverages His field knowledge to effectively communicate and negotiate with subcontractors, suppliers, and onsite management personnel. Hanson's attention to detail and organization provide for a smooth and accurate construction process.

#### **KURT SPAHN | ESTIMATOR**

Kurt has over several years of experience in residential and commercial construction estimating. Mr. Spahn focuses on multi-family apartments, adaptive reuse and acquisition of historic buildings, new construction, and remodeling single-family homes. Kurt assists in the pre-construction phase and provides conceptual and hard bid construction estimates on all projects for Gorman & Company. Kurt attended UW-Platteville and received a BA in Construction Management.

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## OPERATIONS

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Gorman & Company formed its property management division in 1991. Gorman & Company manages 60+ apartment communities, totaling over 6,000 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.

Gorman & Company also provides Asset Management services for projects. The scope of services provided by Gorman for asset management includes asset financial monitoring, performance review, tracking loans and reimbursements, stakeholder reporting, and reserve tracking. Asset management also tracks month to date, year to date, and quarterly NOI and DCR (Debt Coverage Ratio) tracking. They also review and approve budgets for assets.





### **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.



### **THOMAS PIACENTINE | FACILITIES MANAGER**

Upon Graduation from the Milwaukee School of Engineering, he worked in the electrical contracting field as a project manager for over 10 years, focusing on large construction, retail, housing, and low voltage projects. During that time, he also completed his Master's in Engineering Management from the Milwaukee School of Engineering. Moving into the General contracting field after that, he has worked as a project manager and Vice President on a wide variety of residential, office, and retail construction over a 20-year period throughout the United States. During that time, he was also active as the owner's representative on many of the projects. He joined Gorman as the Facilities Manager to bring a unique and diverse background of management, operations, and construction management to the property management division. Focusing on preventative maintenance projects, overall asset protection, and working with the design and construction teams to develop first-rate high-quality projects.

### **SONJA DROSTE | REGIONAL DIRECTOR OF PROPERTY MANAGEMENT**

Sonja Droste joined Gorman & Company in 1998 and leads the Wisconsin, IL, MS, and FL Multifamily Market. Responsible for the supervision of the total operations of individual apartment communities in her 3,500+ unit portfolio. She oversees all facets of property operations for the portfolio to achieve financial goals and ownership objectives while adhering to all Gorman & Company policies, all applicable laws, and ordinances, including Fair Housing and equal employment laws. Prior to joining Gorman & Company, Sonja was a regional manager for 12 years with a National Company. She brings a wealth of experience of affordable housing experience, market rate housing and Section 8 housing. She has served in roles as compliance supervisor, regional manager, and new development specialist.



**KYLE CULOTTA | DIRECTOR OF ASSET MANAGEMENT**

Kyle joined Gorman & Company in 2018 as the Director of Asset Management. In his role he is responsible for developing and maintaining strategic asset management, financial management and risk management activities for the company's portfolio. In his role, he oversees portfolio performance, stakeholder reporting, and insurance administration. Working with external and internal partners, his responsibilities include multi-state oversight of third-party management companies, capital planning, and refinancing/disposition of assets.

Prior to joining Gorman, Mr. Culotta most recently worked with the Wisconsin Housing and Economic Development Authority where he was responsible for overseeing the Authority's Tax-Exempt Bond Portfolio. He has over 10 years of experience in asset management, valuation, development, acquisition/disposition and the aggregation and deployment of capital for high density multifamily, office, hotel, and retail properties. Mr. Culotta received his bachelor's degree in Economics as well as his MBA with an emphasis in Commercial Real Estate Finance from the University of Colorado's Leeds School of Business.

**WENDY WEISKE | COMPLIANCE MANAGER**

Wendy Weiske is Gorman & Company's Compliance Manager and is responsible for the Compliance performance of all Affordable Housing in the company. She supervises a team of Compliance Specialists that ensure accuracy and provide reporting for all Federal, State and Local Housing Agencies as well as Compliance audits and investors reporting. She and all the Compliance Specialists hold numerous Compliance Certifications and Designations including COS®, COS-P®, HCCP®, TCS® and C3P®. Wendy has over 25-year experience in Compliance oversight working with companies and agencies nationwide to ensure ongoing file and reporting accuracy and quality.





Renderings by:  
Nathaniel Hollister, AIA

**GORMAN**  
& COMPANY  
*Integrity. Innovation. Community.*



# Will County Courthouse Vision-Hotel

Request for Expressions of Interest Response



Rendering by: Nathaniel Hollister, AIA

**GORMAN**  
& COMPANY

*Integrity. Innovation. Community.*





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200 N Main Street  
Oregon, WI 53575

March 9, 2023

Quinn Adamowski  
Landmarks Illinois  
30 North Michigan Avenue, Suite 2020  
Chicago, IL, 60602-3402

RE: Request for Expressions of Interest Response

Mr. Adamowski:

Please accept our attached RFEI response.

We are submitting three response concepts/visions for the historic Will County Courthouse 1) a Hotel, 2) Mixed-Use/Mixed Income Apartments, and 3) an Office Building.

We've chosen to submit three options because we believe there are conditions where any of these three options can benefit the County and downtown Joliet. Each option has the potential to be a catalyst to downtown growth and create a population density that can lead to local economic growth.

Enclosed you will find our description of the vision, the possible financial execution, and a Gorman & Company resume. Gorman & Company is one year from celebrating our 40<sup>th</sup> anniversary. We are a fully integrated community development firm including architecture, development, general contracting, property management, and asset management. Our integration serves to drive innovation and efficiency. Our business model is to bring capital from outside Will County to hire local trades and community members in the construction and operations of our projects so that our investments provide returns to Will County and its residents.

Gorman & Company has specialized in downtown revitalization, historic preservation, mixed-use, live-work, workforce housing, neighborhood transformations, and the construction and preservation of affordable housing. It is our niche to identify persistent issues, that when solved, trigger an economic resurgence and new community vitality. It is from this experience we framed our project concept and proposal.

Thank you for the opportunity!

Ron Clewer  
Illinois Market President



## Hotel Concept

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### DESCRIPTION

The Historic Will County Courthouse and its location, adjacent to the train station and new courthouse offers significant opportunity for redevelopment, while also serving as a catalyst for growth in downtown Joliet.

We understand there remains a local interest to demolish the property and we are hopeful concepts and visions received through the RFEI process will give pause to thoughts of demolition and drive a journey on what is possible, including the use of historic tax credits and a possible public private partnership. Moving forward with demolition takes away valuable capital, funding up to forty-five percent (45%) of the qualified project costs through historic tax credits (state and federal) to help reduce development costs, positioning the property for a reasonable return and financial sustainability – components developers need to overcome the risks involved in creating catalytic projects.

After a review of hotel offerings and potential room night stays in the city of Joliet, initial indications show a downtown business and tourism focused hotel is both desired, demanded, and sustainable assuming the capital stack includes historic tax credits and [EB5 investments](#). And, while a formal market and demand study is essential to move a development and business plan forward, we are far more than comfortable suggesting a hotel concept for the historic former courthouse building.

The historic courthouse floor plates are also very conducive to hotel guest room and amenity layouts – see sample floorplans submitted in this proposal. Further, the courthouse is centered between the municipal parking lot and the modern courthouse. Its location has the potential to center the historic courthouse on what could be a dedicated green space and downtown public plaza that could extend into the municipal lot if adding another future structure mirroring or complementing the design of the present Will County courthouse. Uses of the building could add residential units or other market demanded real estate options. This approach serves as an anchor in the downtown. Please see more about this idea in the Architectural section contained herein.



Mock hotel concept with a pedestrian plaza as shown – NOTE: streets would remain open.



## HISTORIC SIGNIFICANCE

Historic buildings are witnesses to the aesthetic and cultural history of a city, county, or region, helping to give people a sense of place and connection to the past. In the case of the Will County Courthouse, it has been named the “Ugliest Courthouse in the World.” If the building did not have significance, there would not be the attention that it has, regardless of personal opinions. The Colosseum in Rome, Acropolis in Greece, and Stonehenge in England are continuously deteriorating but are kept intact because of their Historical Significance. They tell a story about what happened in our world during their period of use. The recent fire at Notre Dame Cathedral in Paris, France was tragic for the entire world. Not because it was solely a beautiful example of Architecture, but because it was a landmark of our history. The world felt a piece of our history being taken from us. The Will County Courthouse, designed and constructed in 1969, is a piece of Will County and Joliet history. It was an anchor to that City from 1969 through 2020. That is nearly 1/3 of Joliet’s and Will County’s existence. Whether you drove past it, or involuntarily found yourself visiting it, the building still marks a piece of history for the residents of not only Joliet, but the surrounding communities within Will County.

There are many periods of Architectural styles in the United States. You may have heard of period styles such as Colonial, Victorian, Arts and Crafts, or Modernism. The Will County Courthouse was designed as part of the Brutalist movement which was highly active from the 1950’s through the mid 1970’s. Many other works were built during the same period, such as the Salk Institute in San Diego and Boston City Hall. It is a no-nonsense style using various forms of concrete. The Salk Institute and Boston City Hall are both on the National Register of Historic Places. If the Will County Courthouse would be repurposed, it too could be a part of that elite group and the first Brutalist building on the Historic Register in Illinois.

## SUSTAINABILITY AND SOCIAL JUSTICE

Preserving a building is not just advantageous from a Historic Landmark perspective but is also more sustainable from thinking about the raw resources we need to pull from the earth for a new building versus keeping an existing building. If we took just the concrete floor structure, without accounting for any of the interior finish materials, there would be approximately 7,340 cubic yards of concrete that could end up in a landfill. Now, while concrete can get recycled through current construction methods the energy to tear down the structure, haul it away, grind it, and sift it for use, would take still significant resources. Thus, repurposing would be far more sustainable than razing and building new.

We understand that not all may find the history of the courthouse positive. Max Page is professor of architecture at the University of Massachusetts Amherst, and director of its historic preservation initiatives. “Places with painful histories, from which a common inclination would be to run away, need to be spotlighted,” Page said. “The preservation movement has a unique opportunity to confront the most painful parts of our past. We need to confront parts of our history we would rather not see: the place where a race riot happened, for example,” or where people were arrested for protesting racial segregation. “What I am proposing is that the preservation world should be a place where people are paying attention not just the heroic and the beautiful but also the ugly and the difficult.” Social justice is key to ensuring that preservation centers people. It invites the preservation movement to critically analyze its role in ensuring that the basic needs of struggling communities, particularly those with deeply divided histories, are met. It positions the preservationist in a lifelong process of speaking truth to power and advocating for marginalized groups during their most trying moments. And it ultimately seeks to empower



underrepresented individuals and communities to speak up and advocate, seeking the opportunity to fully flourish.

**FINANCIAL STRUCTURE – RON CLEWER, DEVELOPER**

Renovating the courthouse into a hotel and events center provides significant opportunity to serve as a placemaking project. Placemaking means creating places and focuses on transforming public spaces to strengthen the connections between people and these places. Placemaking is a process centered on people and their needs, aspirations, desires, and visions, which relies strongly on community participation.

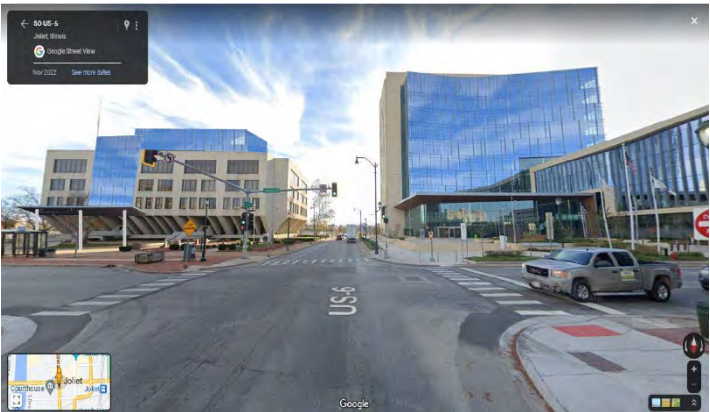
The adjacency to the train station, courthouse, and downtown supports room night demands for both business travelers and tourists. We anticipate the near \$70M project can be supported by traditional debt, State and Federal historic tax credits, EB5 investments, and tax increment financing. A final capital stack is dependent on the final design and full scope of the project. The design process will include significant public engagement – a process Gorman & Company is well versed to lead to successful outcomes.

Gorman & Company has extensive experience in managing the development of complex real estate transactions. Our integrated structure allows for a coordinated approach through all phases of the deal, ensuring a high-quality product delivered in a timely fashion. Through the experience we have gained across our history we have successfully implemented funding from sources as follows:

Federal LIHTC (4% & 9%)	Weatherization Funds
State LIHTC	Housing Authority Reserve Funds
Federal Home Loan Bank AHP funds	Housing Authority Modernization Funds
Housing Finance Agency Gap Funds	Capital Magnet Funds
Federal and State Historic Tax Credits	HUD 221 (d)(4)
HOME Funds	Fannie/Freddie Products
Housing Trust Funds	Abatements/PILOT
CDBG and CDBG Disaster Recovery	TIF
RAD	Seller Financing
Choice Neighborhoods	Deferred Development Fees
PBVs / PBRA	Donated Land/Ground Leases
NSP	New Markets Tax Credits
Foundation Grants/Loans	EB-5 Investments

**ARCHITECTURE PROPOSAL  
DAN O'MARA, ARCHITECT**

Admittedly the Brutalist style can look cold and harsh. It uses sharp corners and plain sides. In my professional opinion, I feel the building could incorporate softer elements that would tone down the harshness and bring a bright spirit to the building. Also, contrasting with the new Courthouse building, it is very opaque with a lot



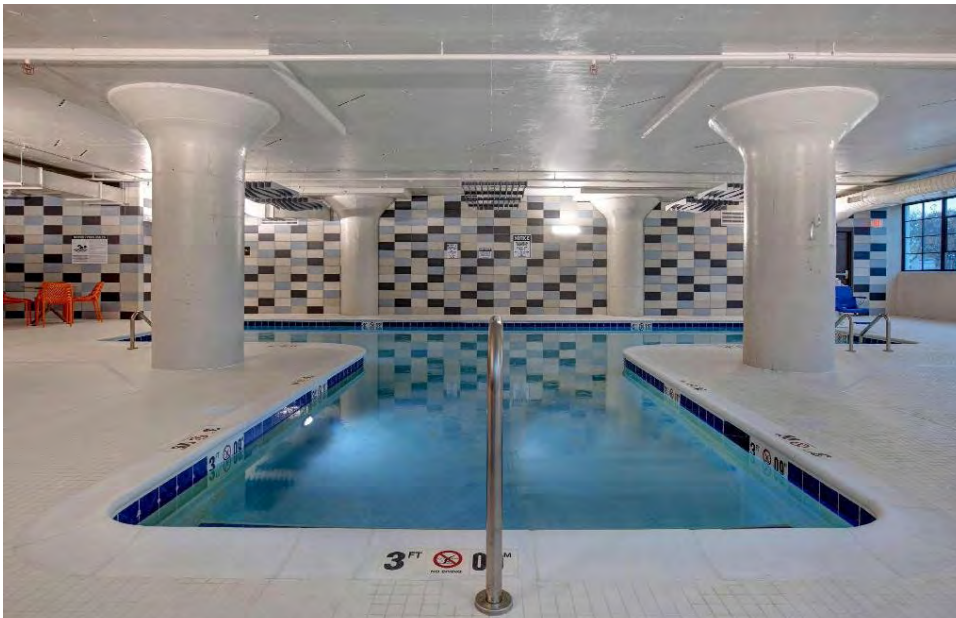
It should be noted that Joliet is not a Rivers Edge Community, thus State Historic Tax Credits are subject to a \$3M project cap. Legislation is currently before the state proposing expansion of the competitive program.



of mass. The new Courthouse uses a balance of opaque stone to be the anchor mass, while introducing much transparency with the walls of glass. If we introduce the same glass transparency to the original Courthouse, we can start to balance out the opaque mass with the light and airy transparency of the blue glass. At the same time, this will balance out the two buildings to create an aesthetic of Architecture cohesion. The large glass structure of the new Courthouse will be balanced with the concrete mass of the original Courthouse.

The original Courthouse building is a perfect fit for a Hotel/Events Center that would support the areas' activities and businesses such as the Chicagoland Speedway races, the Joliet Slammers games, and local festivals. Weekday `business travel can be captured from and leveraged by the strong healthcare, packaging, and warehouse, sectors. The floorplates are sized appropriately for an easier conversion from office space to hotel space.

Architecturally, playing off the glass entry box roof of the new Courthouse, the concept incorporates a porte cochere roof that would be a valet and drop off/entry zone, with similar wood and metal construction to bring in warmth. This allows the concrete buttresses to still be visually present, which are significant elements of its Historic character, and can be seen under the canopy. On the first-floor east end would be an open reception area lobby with hotel desk and back of house office function. On the west end, a large open dining lounge for guests and local public. The inner core could be a mix of various sized breakout areas for discussion. The south enclosed stairs could be opened to the second floor, with a grand staircase, which would invite hotel guests into the conference/meeting/event center on the second floor visually connecting the two floors. The Historic elements of the brick paver flooring, burnished block walls, and the waffle slab ceilings could be maintained, but complimented with some softer, more vibrant textures in materials such as carpeting, drapery, and ceiling elements.



*Once an industrial basement storeroom is now a pool and hot tub at the Embassy Suites Rockford*

On the Lower Level, there could be the guest pool which would also house the mechanicals. On the second floor, we propose guest rooms and event space/conference rooms of assorted sizes with partition walls that would allow occupancy flexibility. On the second through fourth floors, there could be a concentration of guest rooms, fitness center, and back of house hotel operations. On the rooftop could be another

bar/restaurant that could also serve guests and the public. This could have outdoor patio space to enjoy a





*The conversion of a flat roof to an outdoor bar and restaurant creates a unique gathering space – Embassy Suites Rockford*

warm summer evening with outdoor games such as Bocce or Cornhole. This penthouse could be clad with the same blue transparent panels to soften the hard edges and allow the mass of the building to be the backdrop to the vibrant glass.

By balancing the concrete mass with the transparent glass, this allows for the concrete mass to be the backdrop so the blue vibrant glass could soften the aesthetics. With this proposal, we respectfully request the preservation of the original Courthouse, while creating a need for business or leisure guests to stay while being entertained at local events and venues.

It should be noted that all design concepts are subject to approval by the State of Illinois Historic Preservation Office and the National Park Service.

## **RENDERINGS AND FLOORPLANS**

Please see the following pages.





**View from corner of Jefferson & Ottawa**  
Outdoor terraces activate primary elevation





**View from Ottawa**  
Plaza raised to Ground Floor elevation





**View from Plaza**  
Active ground floor with terraces above



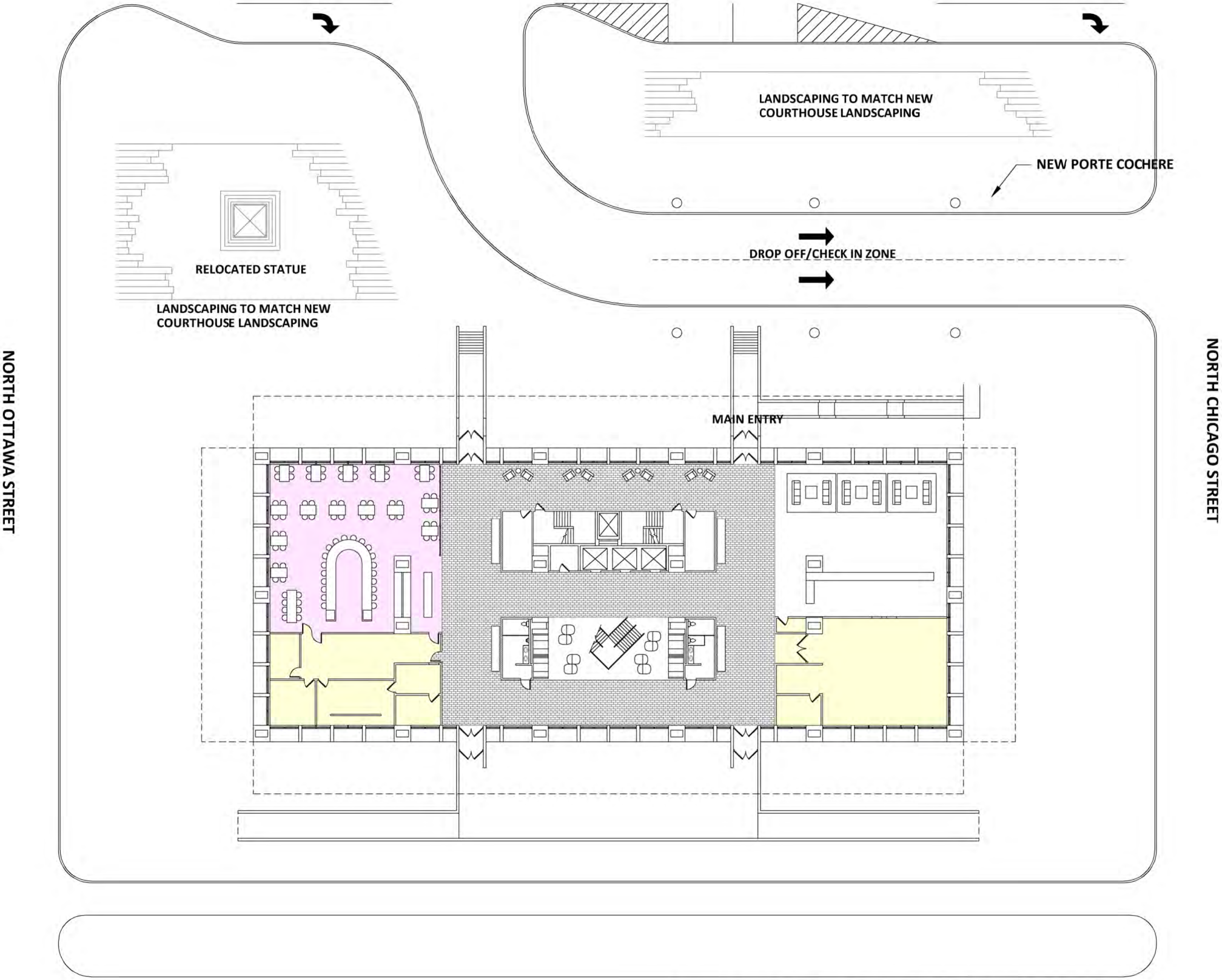


**Interior View**

Expanded lobby creates unique spaces

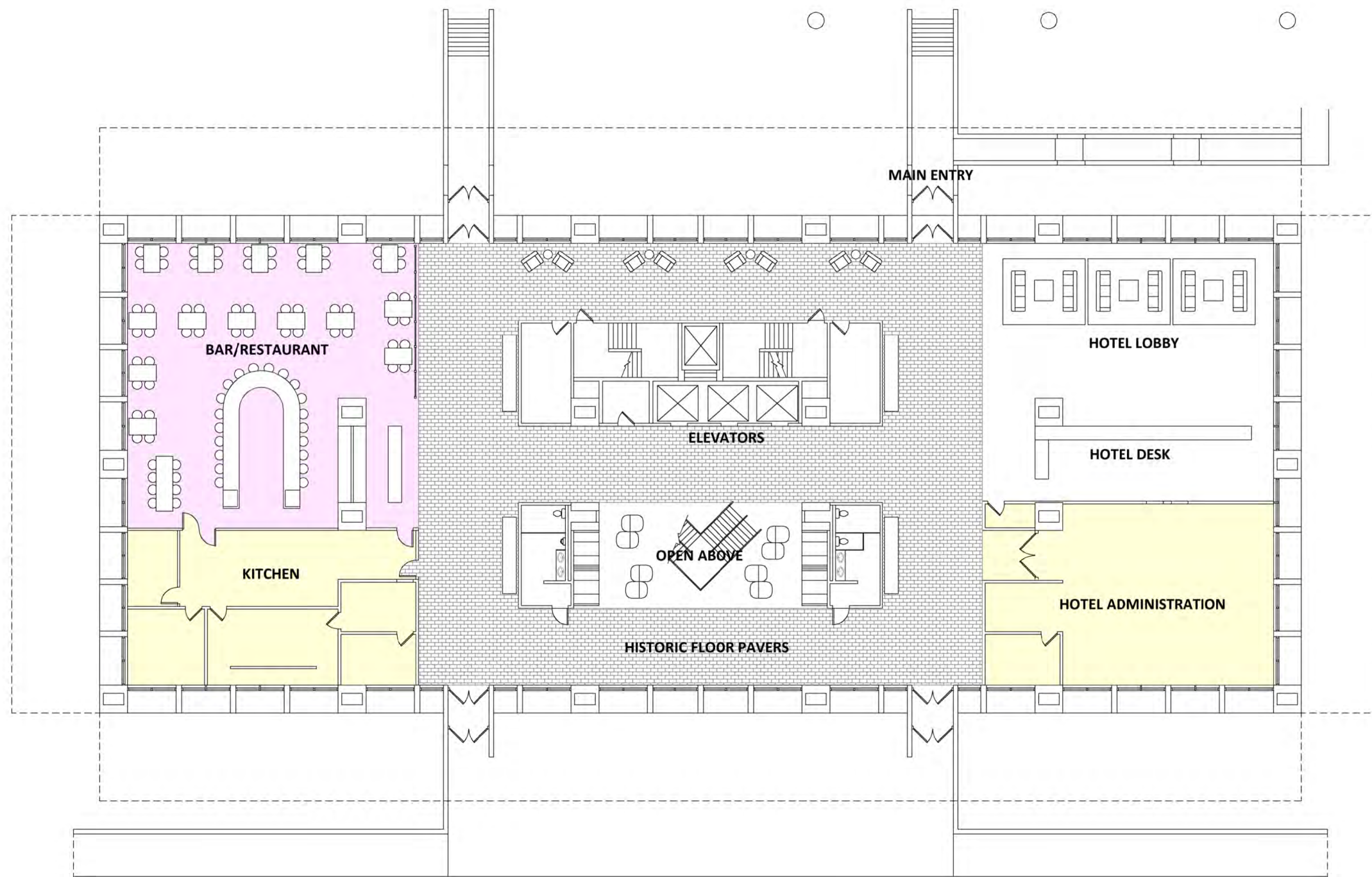


WEST JEFFERSON STREET



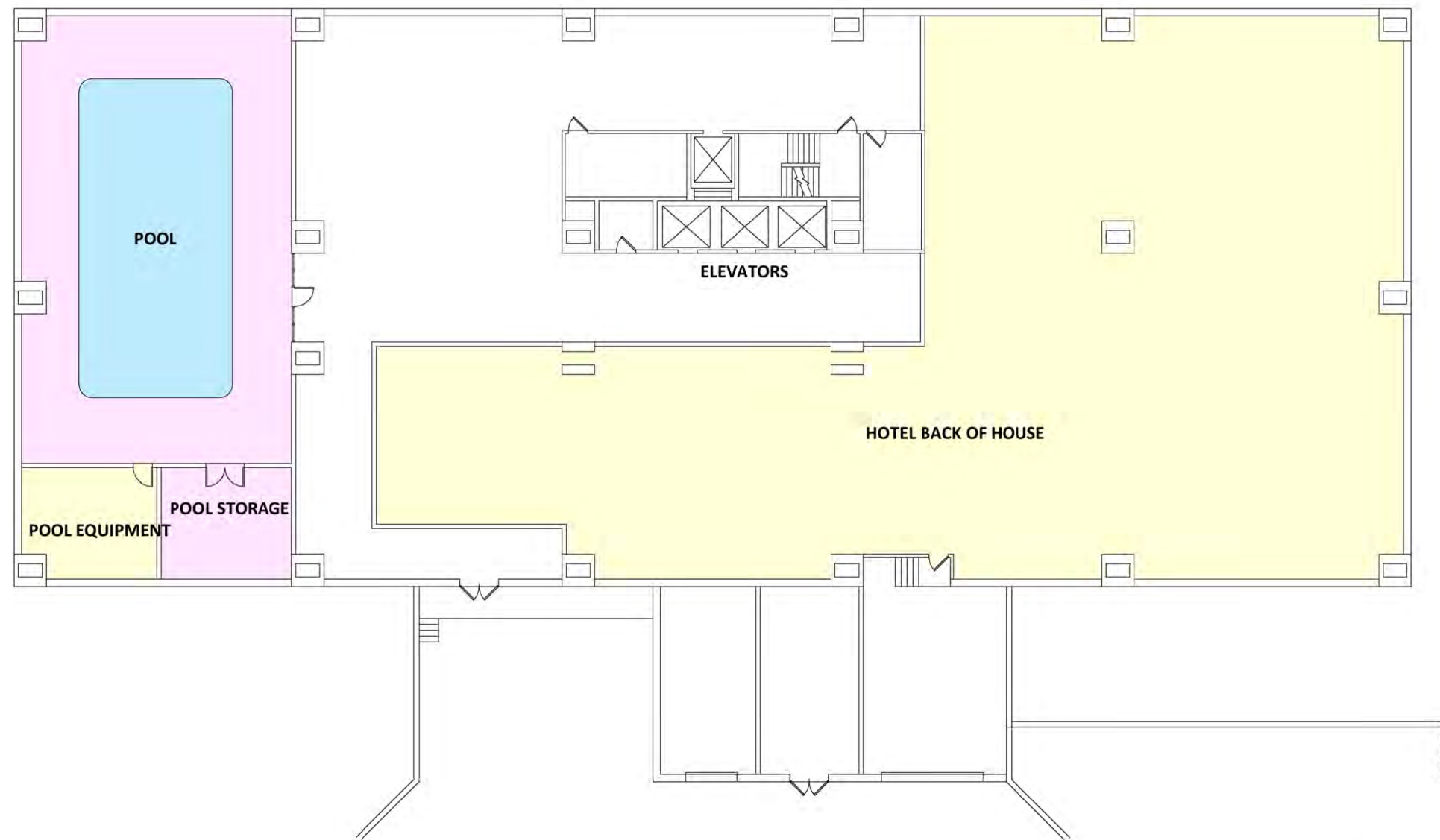
**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
SITE PLAN**





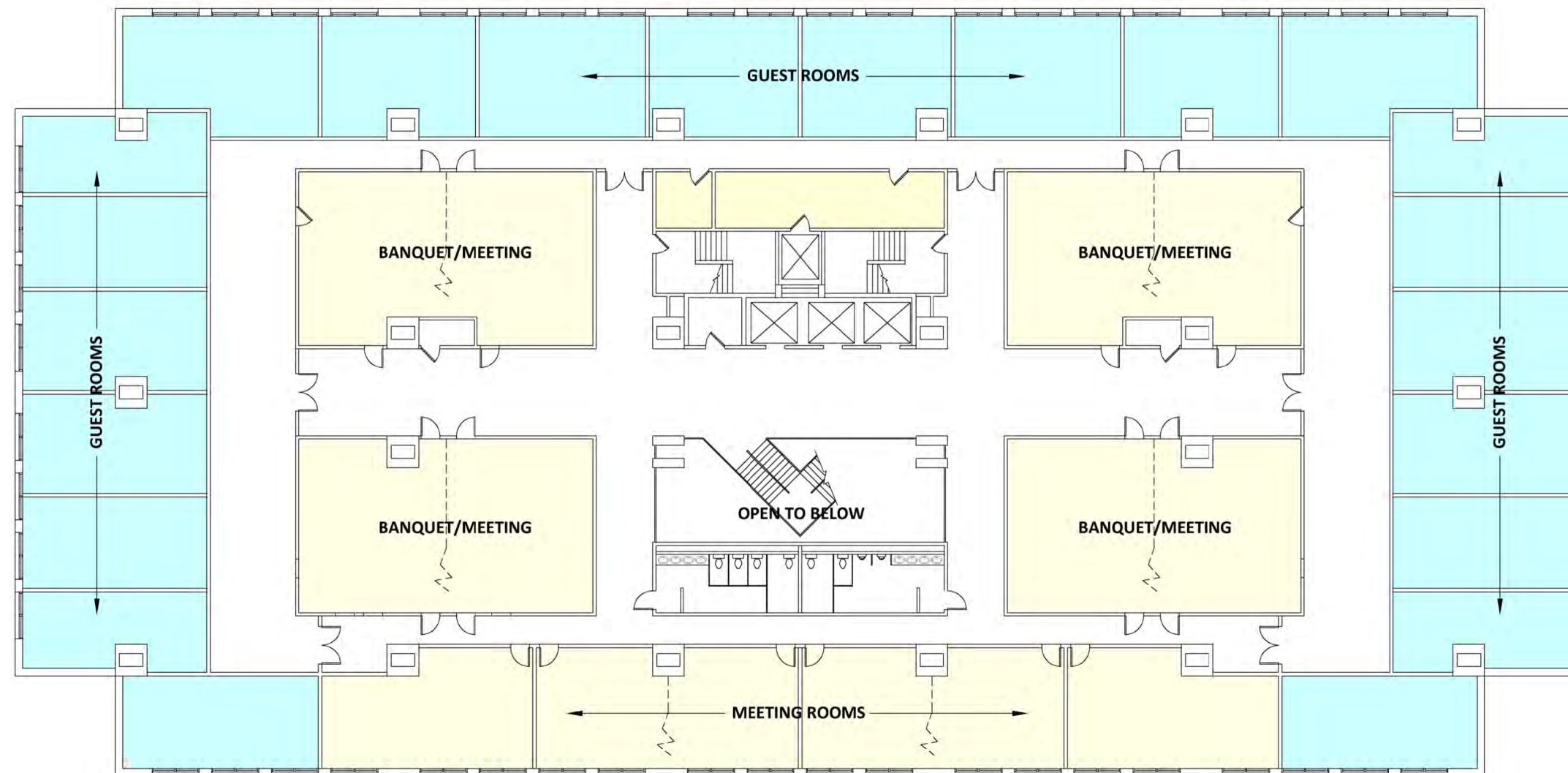
**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
FIRST FLOOR**





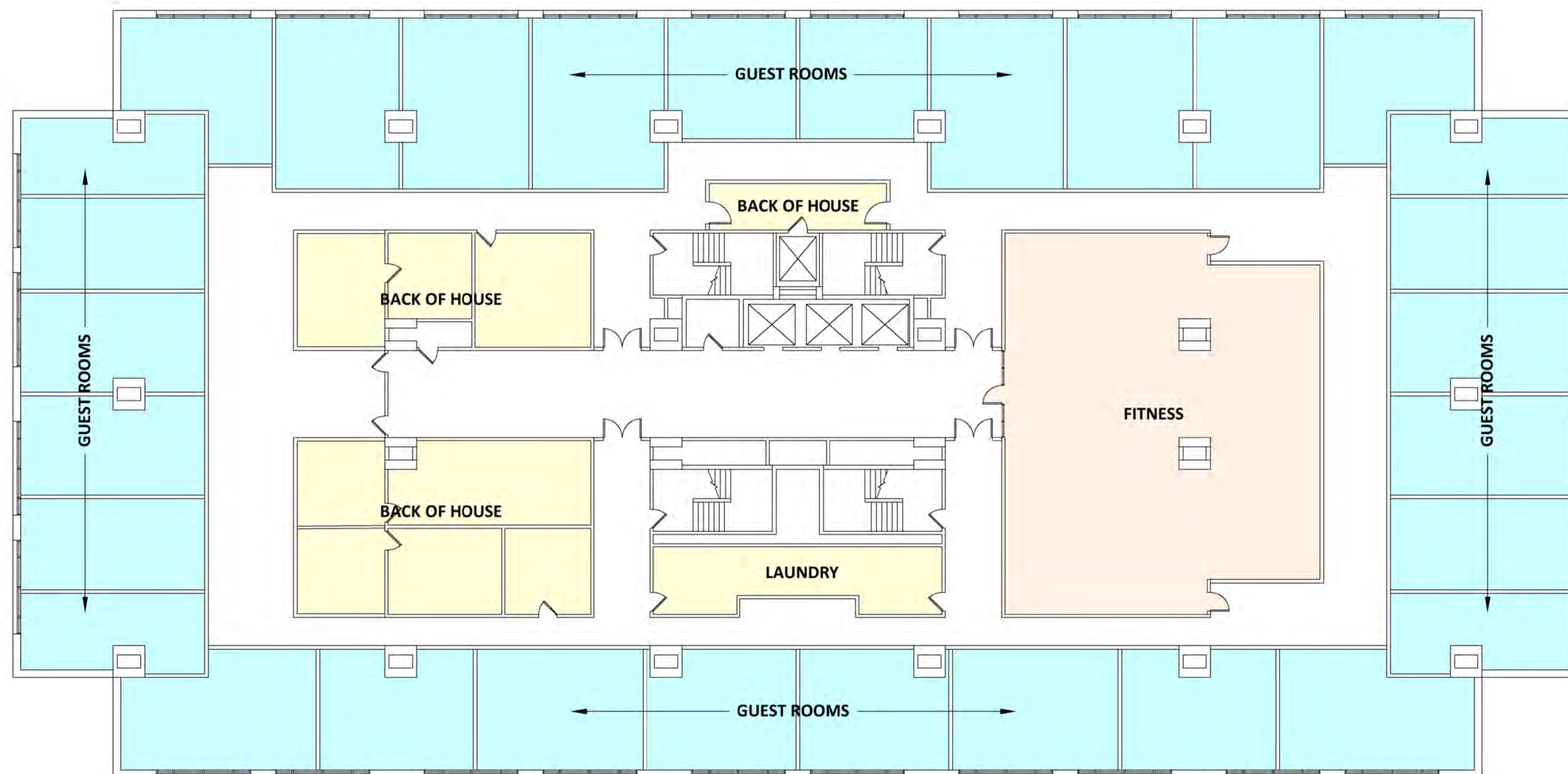
**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
LOWER FLOOR**





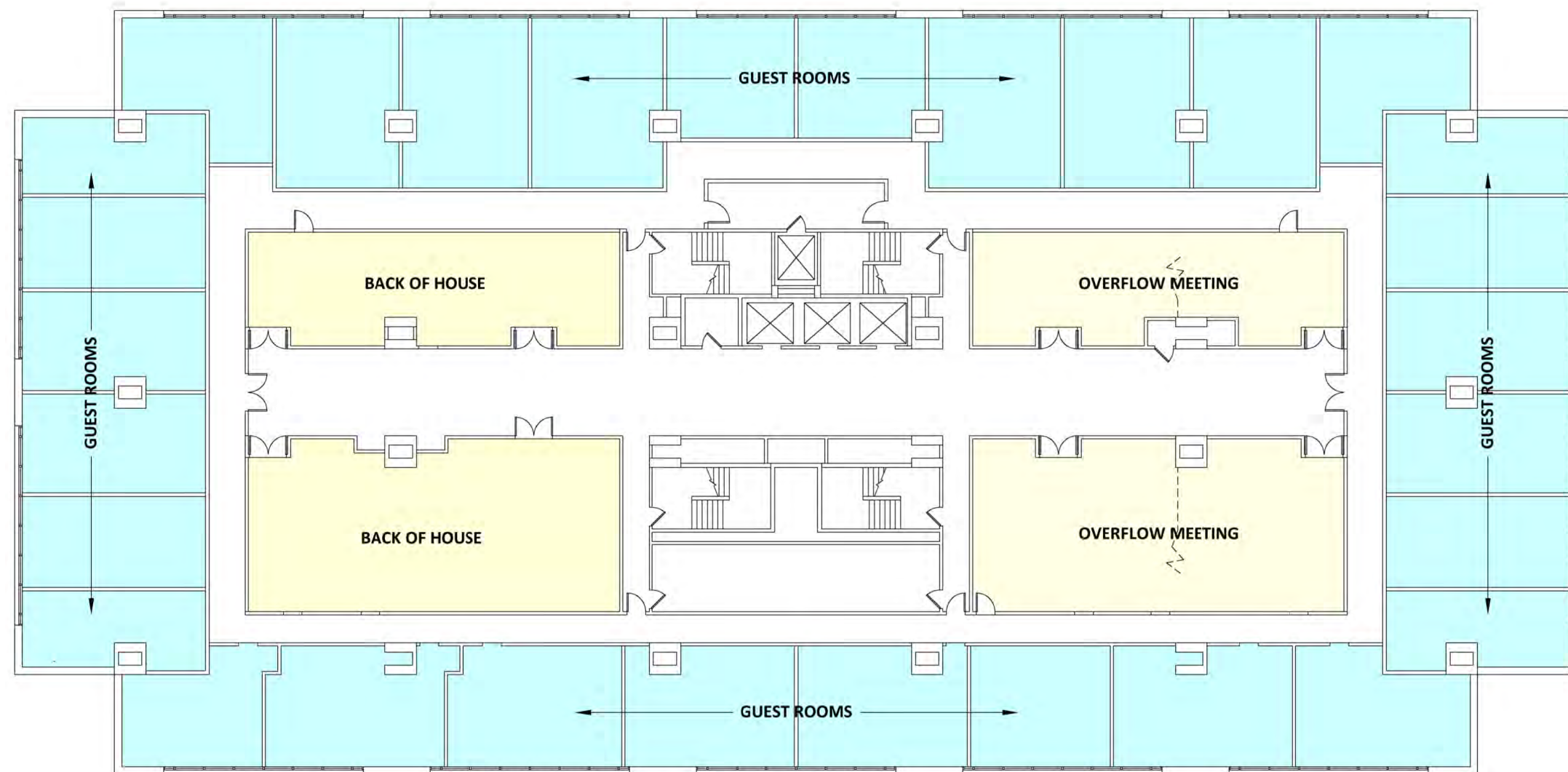
**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
CONFERENCE ROOM FLOOR**





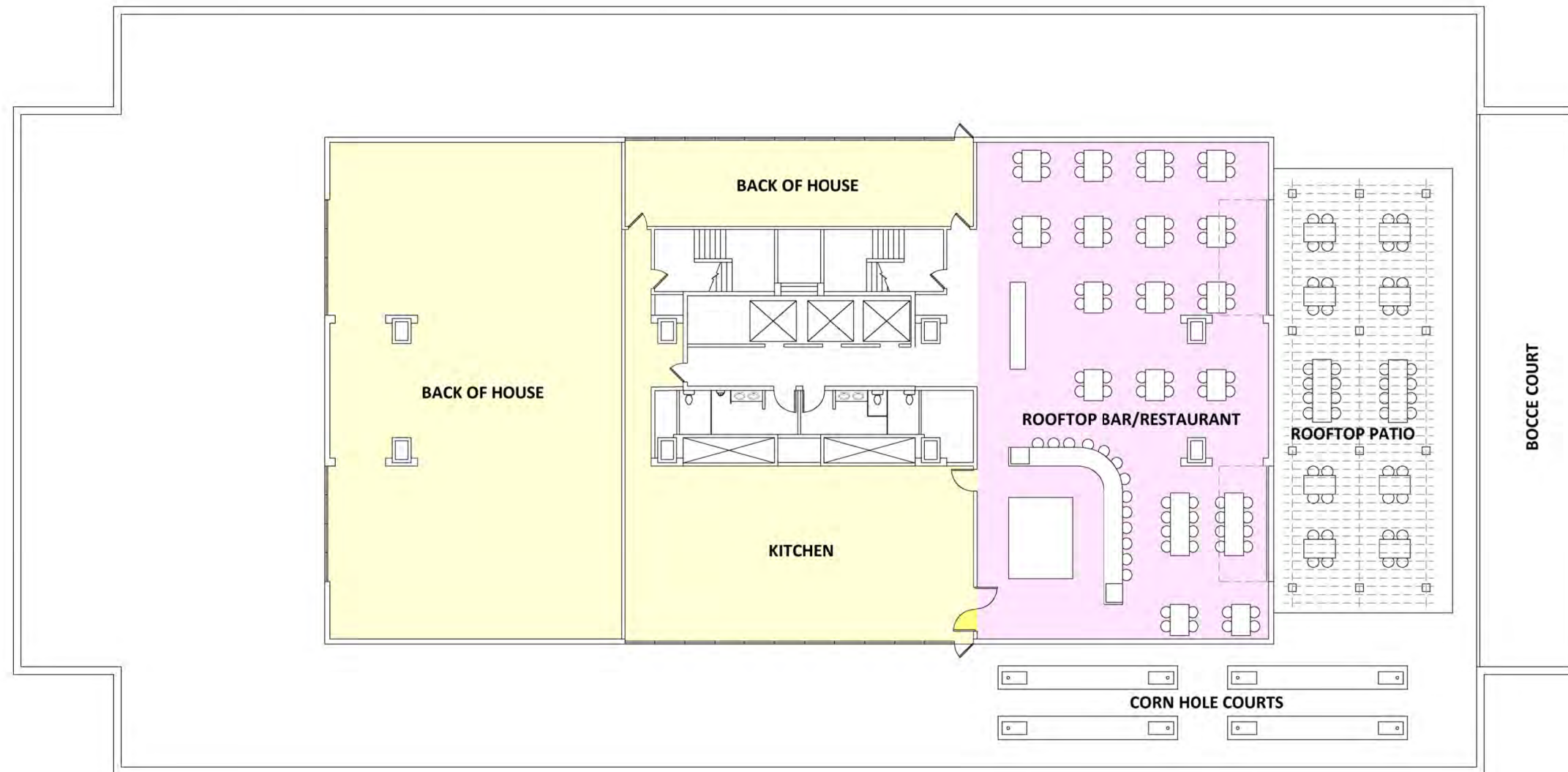
**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
THIRD FLOOR**





**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
FOURTH FLOOR**





**WILL COUNTY COURTHOUSE PROPOSAL  
HOSPITALITY OPTION  
PENTHOUSE/ROOFTOP LEVEL**





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## **Gorman & Company Resume:**

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### **HISTORY**

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

Gorman & Company has been ranked as one of top fifty largest affordable housing developer nationally by Affordable Housing Finance for over a decade. With more than 140+ community revitalization projects in the portfolio, Gorman & Company has experience developing some of the nation's highest quality affordable housing and neighborhood revitalization projects. Our portfolio of projects is nearing \$2B.

### **MISSION STATEMENT**

At Gorman & Company, we work to revitalize communities through innovative housing partnerships. As a trusted partner and respected industry leader since 1984, we specialize in: downtown revitalization, the preservation of affordable housing, workforce housing, and the adaptive reuse of significant historic buildings.

### **PHILOSOPHY**

Gorman & Company works closely with local governments and municipal groups to help cities meet their development, planning, economic and social goals. Gorman's staff brings a broad range of development, design, construction, and real-life experience to the development process and applies those skills to solve problems and help communities bring their plans to reality. Gorman & Company has developed innovative and catalytic properties in partnership with communities in Arizona, Arkansas, Colorado, Florida, Georgia, Illinois, Indiana, Mississippi, New Mexico, Ohio, and Wisconsin.

### **CORE PURPOSE**

Initiate strategies and implement solutions to revitalize communities and build strong neighborhoods.

### **CORE VALUES**

All our activities will be executed in a manner that is consistent with our Core Values:

- We create and protect the best reputation at all costs.
- We treat our people as our most important asset.
- We provide first class service to our customers at all times.
- We provide value and quality to meet or exceed customer expectations.
- We maintain financial discipline to preserve and build long term economic strength.
- We act in an honest, respectful, responsive, and professional manner always.



# EXPERIENCE

Acquisition + Rehabilitation | Historic Adaptive Reuse | Hotel Development |  
Public Housing Redevelopment | Special Needs + Supportive Housing |  
Senior Housing + Grandfamily | New Construction

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. We have been recognized as one of the nation's 'Top 50 Affordable Housing Developers' by Affordable Housing Finance Magazine and regularly received local and national recognition for our developments.

Our team has a proven record of accomplishment of cultivating successful partnerships with a wide range of groups including municipalities, corporations, housing authorities, nonprofit organizations, private investors, businesses, and community stakeholders. We bring with us our ability to assemble a wide array of resources necessary to tackle challenging development projects all while maintaining the community vision.

Of the 140+ projects that we have completed, we have never had a foreclosure, never defaulted, and never had a general partner replaced by the investor. We stand by our commitments. When we receive an RFP award, we enthusiastically deliver on our promises.

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## Hotel Development

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### Embassy Suites | Rockford, IL



As part of a downtown revitalization effort, Gorman & Company, in partnership with the City of Rockford developed the former Amerock building into a 160-room Embassy Suites hotel and 40,000-square-foot conference center. This development created an estimated 676 jobs through construction and opening. The hotel features two restaurants, The Top - a rooftop lounge with two levels of outdoor seating, access to Davis Park, swimming pool, and game room for kids, all in very unique riverfront/park setting. Amerock won the 2020 Landmarks Illinois Richard H. Driehaus Foundation Preservation Award for Advocacy,

honoring the diligence of the Friends of Ziock.





### **Stella Hotel | Kenosha, Wisconsin**

Gorman & Company converted the historic Heritage House, previously the former Elks Club, which opened in 1919. The new boutique hotel includes the adaptive reuse of the existing building, as well as a newly constructed adjacent building. The hotel features 80 hotel suites, a ballroom and meeting space, restaurant and rooftop bar, exercise facility, and business center. The renovation of the historic Kenosha Elks Club preserved an important community landmark contributing to the revitalization of Kenosha's downtown.



### **Brewhouse Inn and Suites | Milwaukee, Wisconsin**



The Brewhouse Inn & Suites, a 90 room Diamond Triple AAA rate boutique hotel Gorman & Company completed and opened in April 2013. Gorman is proud to be an integral part of The Brewery, the historic redevelopment of the Pabst Brewing complex. Retaining the historic nature of the site, while repurposing the original buildings was the ultimate goal. Hotel guests discover remnants of the Pabst Brewery's lustrous past, including restored copper brew kettles and rooms that combine industrial sleek with the aesthetic opulence of Victorian

design.

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## **ACQUISITION + REHABILITATION**

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### **Coffelt-Lamoreaux Apartment Homes | Phoenix, Arizona**



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. Coffelt was the first project in Arizona to ever be awarded a RAD commitment from the federal government and has since been added to the National Register of Historic Places.



### **The Alexander Lofts | Milwaukee, Wisconsin**

The Alexander Lofts represents an innovative public private partnership between the City of Milwaukee and Gorman & Company. The partnership resulted in a new state of the art library in a historic space along with market rate apartments. Setting a new rent level in the neighborhood will bring in higher incomes into this historic retail area, which is within a highly distressed qualified census tract that experiences crime and unemployment above the national average, and incomes below the national average. This deal would not have happened but for the presence of the library as a stabilizing force and asset in this community.



### **The Colburn | Denver, Colorado**

The Colburn Hotel is an existing Single Room Occupancy (SRO) subsidized housing community for extremely low-income households. With an affordability period that expired, Gorman acquired the property to prevent it from converting to market rate. The building has been designated on the National Register of Historic Places, and our design and construction teams are working to preserve the history of the building while making physical improvements to the project. The existing tenants represent some of the most vulnerable households in Denver, with more than 90% of residents having incomes below 30% of the Area Median Income. Deep affordability for all residents will be preserved through a long-term project-based rental subsidy contract.



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## **PUBLIC HOUSING REDEVELOPMENT**

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### **Madison Heights | Avondale, Arizona**

Madison Heights is the first public housing project in Arizona ever to be converted to Project-Based Rental Assistance (PBRA) under HUD's Rental Assistance Demonstration (RAD) program. The Housing Authority of Maricopa County, in partnership with Gorman & Company, leveraged \$30 million in public and private financing to completely redevelop 143 units of public housing. The process for the redevelopment of Madison Heights began with the development of a Health Impact Assessment (HIA), funded in part by LISC Phoenix, the Robert Wood Johnson Foundation, and the Pew Charitable Trust. This process





allowed the development team to partner with the existing residents to craft a new future for Madison Heights, with healthy living as a leading concept.

### **The Grove at Keith Creek | Rockford, Illinois**



The Grove at Keith Creek consists of new construction of 49 units of family housing on a vacant infill lot in a mixed-use neighborhood on Rockford's east side. The project is a mixed-income community comprised of replacement housing for the first phase of the redevelopment of Fairgrounds Valley public housing project converted to Project Based Rental Assistance units under HUD's RAD program. These units include a percentage designated as permanent supportive housing for households with physical or mental disabilities at incomes below 30% AMI. The project also incorporates six unassisted low-income units targeted at 60% AMI income levels.

### **Hilltop Landings | Dade City, Florida**

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.



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## **SPECIAL NEEDS + SUPPORTIVE HOUSING**

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### **Esperanza En Escalante | Tucson, Arizona**

In partnership with Esperanza En Escalante, co-developer and social service provider, Gorman & Company developed 44 units of housing to serve chronically homeless veterans in Tucson and Pima County. This development, known as Esperanza En Escalante, is located on a 17-acre campus which was once a site that stored stockpiles of weapons for the U.S. military during World War I and II. Gorman and the service provider worked with the City of Tucson to secure forty (40) Section 8 Project-Based Vouchers (PBV's) to support the rental assistance needs.





### **Jane Addams Park Apartments | Rockford, Illinois**



Jane Addams Park Apartments is a supportive housing development focused on physically and mentally disabled individuals. It is constructed on a park-like site near downtown Rockford. The development is a partnership with the Rockford Housing Authority and includes a thirty-eight unit, state of the art, supportive housing facility focused on physically and mentally disabled individuals. The remainder of the Jane Addams site includes features such as community garden plots, walking paths, and a playground. The site consists of a variety of buildings. One 16-unit building anchors the corner and

houses the common space as well. The remaining 22 units are made up of 7 two- or four-unit buildings built in such a way to look like single family homes. These building are designed to fit the historic nature of the neighborhood. Amenities include a community room, reading room, technology room, health care room, consulting offices, exercise room, and storage units.

### **The Elisabetta | Denver, Colorado**

The Elisabetta is a new construction, mixed-use development incorporating supportive social services for disabled residents. The building will set aside 25% of the units for disabled residents and will include 12,500 square feet of space on the first floor for the Laradon Hall Society for Exceptional Children and Adults (Laradon), which will be the service provider. The site is owned by and located across the street from Laradon. The development will also include 91 units of much-needed affordable housing for residents earning 30%, 50% and 60% AMI. The Laradon Campus is in the Globeville neighborhood, which is defined by the City of Denver as an Area Vulnerable and Susceptible to Gentrification. Laradon Homes has received an allocation from CHFA for 4% and State LIHTC and a commitment for 22 Section 811 vouchers.





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## SENIOR HOUSING + GRANDFAMILY

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### **Dr. Wesley L. Scott Senior Living Community | Milwaukee, Wisconsin**

Dr. Wesley L. Scott Senior Living Community provides 80 units of high-quality, affordable housing to seniors age 55 and better, and gives former area residents the opportunity to return and participate in the revitalization of their former neighborhood. Dr. Wesley L. Scott Senior Living Community provides unique and first rate independent homes for seniors. Dr. Wesley L. Scott combines the adaptive reuse of an existing, historic building with a newly-constructed four-story addition. This development was done in partnership with the Milwaukee Urban League, who helped focus our efforts on hiring minorities working on the project, and bringing emerging minority businesses into the development.



### **Paradise Point | Key Largo, Florida**



Paradise Point Senior Housing is an affordable housing development located in Key Largo at Mile Marker 106 in the Florida Keys. The development incorporates 42 units of senior housing, including one on-site manager's unit. The site is adjacent to a Winn-Dixie grocery store and pharmacy. Paradise Point will provide much-needed quality affordable housing for seniors in the Florida Keys. The development will include services and accessible features for its senior residents. Amenities include a community room, library, fitness center, service provider office, and walking paths.

### **Generations at West Mesa | Albuquerque, New Mexico**

Generations at West Mesa is a newly constructed senior-intergenerational multi-family development consisting of 54 units. This project serves households earning 30%, 50%, and 60% of the Area Median Income, as well as nine market rate units, and eleven units covered by Section 8 Project-Based Vouchers. At the heart of the development is a community building including property management and social service coordinators. There is a communal kitchen, multipurpose classroom, community pantry, conference room, computer room, and fitness/wellness area. Enrichment services are provided on-site to all residents at no cost. Child care and after-school programming services are available to all children.





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## NEW CONSTRUCTION

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### **Carbon at Union Corners | Madison, Wisconsin**

Carbon at Union Corners is an integral part of the overall Union Corners master development. Other phases on the site are to include a UW Health clinic, neighborhood retail, intergenerational housing targeted to grandfamilies, and market rate apartments. The 90-unit development is part of a mixed-use residential and neighborhood retail complex that includes two buildings connected by a pedestrian plaza, 20,000 SF of ground floor retail space, 76 affordable and 14 market-rate units, and 96 underground parking stalls. This development will also include an integrated supportive housing component in partnership with Lutheran Social Services that will target area veterans.



### **Terraza del Sol | Denver, Colorado**

Terraza del Sol was Gorman & Company's first project in Metro Denver. Starting out as a blighted lot in the Westwood neighborhood, this area was long recognized as one of Denver's most underserved neighborhoods. The beneficiaries of Terraza del Sol are 42 individuals and families which inhabit the one, two and three room, energy efficient apartments. Mi Casa Resource Center occupies first floor commercial space in the building, which adds an additional benefit to the residents and community. The Family Economic and Education Center on the main floor of the building provides a social service and launch pad for small businesses and careers.



### **Valor on Eighth | Tempe, Arizona**



quality housing and supportive services for female veterans and their families, which is currently a severely under-served segment of the Arizona population.



# EXECUTIVE TEAM

## **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.

## **MIKE REDMAN | CFO & COO**

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

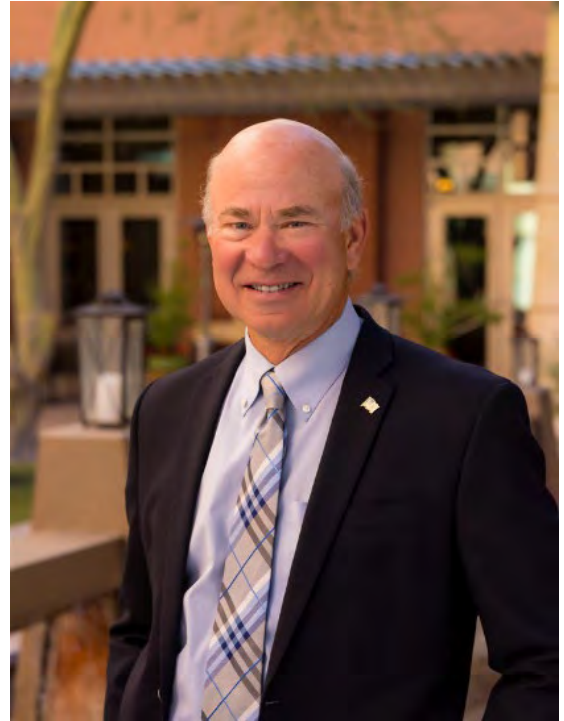




## **GARY J. GORMAN | CHAIRMAN OF THE BOARD**

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

Gorman & Company is now a major developer of affordable rental housing as well as historic renovations. Gorman & Company has in-house design and construction divisions that have successfully completed over two billion dollars of new construction and major renovations.



## **TOM CAPP | VICE CHAIRMAN OF THE BOARD**

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



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



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## DEVELOPMENT TEAM

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### **RON CLEWER | ILLINOIS MARKET PRESIDENT**

Ron Clewer joined Gorman & Company after working on several projects with the organization as the CEO of Rockford Housing Authority. Ron has more than 20 years of leadership experience and over 20 years of multi-use real estate development and asset management experience. Ron has been instrumental in developing creative community-building initiatives across the Midwest. He brings a vision and "can do" attitude to his work with a determination to merge the best practices for both private and public sectors to develop affordable housing that addresses the social determinants of health. His passion lies in quality... quality design, services, and quality environments. Ron earned his degree in Business Administration from Benedictine University and holds an Executive Leadership certificate through a partnership between the University of Michigan and the Alliance for Strong Families and Communities.



### **RACHEL SNETHEN | DIRECTOR OF DEVELOPMENT COORDINATION**



Rachel Snethen joined Gorman & Company in 2010, primarily focusing on Development, Marketing, and overseeing the EB-5 Regional Center. In her role as Director of Development Coordination, she oversees the development team by providing training, mentorship, quality assurance, and implementing best practices among the development team. She also serves a key role in development by working to manage efforts between various funding partners through closing, construction, and stabilization. In her role of overseeing the EB-5 Regional Center, she leads all activities including writing business plans, researching project job creation, and directing market/impact studies for projects. Ms. Snethen serves as a key communicator between attorneys, economists, developers, and marketing partners in and across the world, and has helped the firm raise \$30 million in EB-5 funds for the regional center. Ms. Snethen holds a M.B.A. and B.S. in Management and Business from Franklin University and an Associate

Degree in Real Estate from Madison College.

### **DUANE BUSCHER | SENIOR FINANCIAL ANALYST**

Duane Buscher serves as Financial Analyst for Gorman & Company, focusing primarily on underwriting Low-Income Housing Tax Credit projects. Mr. Buscher works closely with the Market Presidents and Construction Accounting team at all stages of the development process to evaluate project feasibility and conduct proforma analysis. Mr. Buscher joined the team at Gorman & Company in September 2014, having most



recently worked in a similar role as an Underwriter for the Missouri Housing Development Commission. Mr. Buscher has a BA in Psychology and a master's degree in Urban Planning from the University of Kansas.

#### **COLIN MALIN | DEVELOPMENT PROJECT MANAGER**

Colin began working at Gorman & Company as an intern for a summer position, and quickly became a fixture in the development department. He now serves as Development Project Manager for our Indiana, Illinois, and Ohio markets. Colin has a BA in Business Administration with a major in Real Estate and Urban Land Economics from the University of Wisconsin-Madison.

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### GORMAN ARCHITECTURAL

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Gorman Architectural was formed in 1998. It has designed many innovative affordable multifamily developments across the nation. Gorman's architects have specialized in historic adaptive reuse; mixed use, mixed income; and the preservation of existing affordable housing. Projects designed by Gorman Architectural have won numerous awards and have attained the highest standards of sustainable/green design and accessible design.

Gorman Architecture designs projects with the intention of creating a sense of community, vitality, and openness. Thoughtful and careful arrangement of the main functions is paramount to a successful project. Gorman's integrated design process includes high efficiency, healthy building, low-impact development techniques, and the incorporation of natural, social, and cultural elements in the design.

Working with stakeholders and future residents allows us to tailor amenities to accommodate not only required activities but to find the overlap or synergistic opportunities planned facilities provide. We also design for energy efficiency and ease of maintenance. We manage a great many residential projects and have learned a lot about upkeep and maintenance.

#### **RAFAEL TUDOR | DIRECTOR OF ARCHITECTURE**

Rafael Tudor recently joined Gorman & Company as Director of Architecture. Rafael was born in Romania but grew up in Chicago. Growing up in Chicago, experiencing all the great aspects of the city, gave him a keen interest in architecture. He went on to study at Architecture at Illinois Institute of Technology (IIT). After graduation from IIT, Rafael went to work for a real estate developer where he learned a great deal working in a firm that housed development, design, construction, and property management. He then went on to study Real Estate Development because of the influence working for a vertically integrated company. That helped him piece together design, construction, and development into one. Rafael has a deep appreciation for residential and mixed-use design.





He believes it is the most personal type of design that an architect can take on. Rafael was most excited to join Gorman & Company as they work to provide solutions to the country's growing housing crisis. He is very thankful to be able to help create shelter and solutions Gorman & Company's residents.

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## GORMAN GENERAL CONTRACTORS

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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 its own projects. This level of accountability leads to greater mindfulness and the ability to support each construction phase. Gorman continually improves its construction practices with each successive development because everything is done in-house. Gorman General Contractors, LLC has constructed 50+ multifamily communities and has often led the way with communities and with State Housing Authorities in establishing higher targets for minority and emerging sub-contractors. Because it continues to build superior relationships with strong subcontractors, Gorman General Contractors, LLC can achieve top quality results and often finishes its projects ahead of schedule. Gorman's construction team consists of project managers, on-site field superintendents, and a Director of Construction - all of whom daily oversee work in progress. When challenges arise on the job site, Gorman General Contractors is positioned to quickly resolve issues through close collaboration with its in-house architectural staff.

### **RON SWIGGUM | VICE PRESIDENT OF CONSTRUCTION**

Ron has over 30 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.



### **STACY KRONEBUSCH | DIRECTOR OF CONSTRUCTION COMPLIANCE**

Stacy has many years of experience in project management, construction office management, compliance management, and customer relations. Stacy's project experience includes single-family homes, multi-family, senior living, hotels, and waterparks. As Director of Construction Compliance, Stacy provides training, compliance management, management of policy and procedures for the construction field and office teams for all markets. Attention to detail and strong compliance skills help ensure the success of projects. Stacy



has worked with Gorman & Company for over a decade and her prior work experience was for a company that built waterparks and worked for an architect firm and at one time was part owner of a residential construction company.

#### **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 the Director of Preconstruction at Gorman & Company, Tom provides facility assessments, budgets (both conceptual and hard) and value engineering on projects for all 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.

#### **ROB PADLEY | SENIOR PROJECT MANAGER**

Rob has over two decades of experience in construction management roles, starting his career as a Field Superintendent and quickly ascending to the role of Project Manager. His background and field experience are important components when performing critical project functions such as conceptual estimating, scheduling, establishing comprehensive scopes of work, contract negotiation, field quality reviews and complete budget oversight. Rob has been involved in helping to develop innovative workforce development programs with select training centers in the Milwaukee area, including Northcott Neighborhood House, and fostering relationships with Small Business Enterprises (SBE's) registered with the City of Milwaukee. Since coming to Gorman & Company in 2010 Rob has overseen the construction of 800+ multi-family units across a broad range of project types including new ground up construction, urban infill sites, historical rehabs, adaptive reuse, and acquisition rehab of existing buildings.

#### **MIKE RITTER | SENIOR PROJECT MANAGER**

Mike has been working in the construction industry since 1997 and earned a BA in Environmental Design from University of Wisconsin-Green Bay. Mike worked as a laborer, carpenter, foreman, draftsman, designer, service technician, superintendent, project manager, and owner's representative. This broad experience allows a full understanding of all aspects of the project. Mike's strong field background lends to his strength in the project management position with an emphasis in estimating, scheduling, and communication. His design and drafting experiences lend well to working with Owners, Architects, City Inspectors and Reviewers. Mike's work as an Owner's Representative would showcase his skills in the financial side of the projects with skills including, draw preparation and review, change order process and review, overall budget tracking including multiple funding sources, and partners. Mike has worked to set initial budgets and schedules and then followed through to ensure the projects come in on time and on budget.

#### **JOE DELEO | PROJECT MANAGER**

With over 30 years of practical experience, Joe has been involved with numerous successful construction projects and a 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 thorough list of prestigious clients including Kraft – General Foods, AKZO-Nobel Chemicals, Union Carbide, PepsiCo and Novatis. In addition to an extensive list of private clients, Joe has an equal proven record of



accomplishment 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.

#### **KENT SWENSON | PROJECT MANAGER**

Kent Swenson been in construction over 13 years. Experiences include budgeting, project management, managing site day to day activities, planning, scheduling, estimating, and design support. Coordinating interaction and relationships among vendors, property managers, brokers, government agencies and clients. Since coming to Gorman in 2018 Kent has completed over 590 RAD units and 57 affordable housing units.

#### **KEN HANSON| PROJECT MANAGER**

Mr. Hanson brings a high level of detail, organization, and field knowledge to the project management position. Over Mr. Hanson's 20 years in the construction industry, he has managed the construction of a wide array of projects including restaurants, hotels, multifamily, office buildings, and warehouse and manufacturing facilities that have ranged from \$1-\$30 million. As a project manager, Mr. Hanson leverages His field knowledge to effectively communicate and negotiate with subcontractors, suppliers, and onsite management personnel. Hanson's attention to detail and organization provide for a smooth and accurate construction process.

#### **KURT SPAHN | ESTIMATOR**

Kurt has over several years of experience in residential and commercial construction estimating. Mr. Spahn focuses on multi-family apartments, adaptive reuse and acquisition of historic buildings, new construction, and remodeling single-family homes. Kurt assists in the pre-construction phase and provides conceptual and hard bid construction estimates on all projects for Gorman & Company. Kurt attended UW-Platteville and received a BA in Construction Management.

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## OPERATIONS

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Gorman & Company formed its property management division in 1991. Gorman & Company manages 60+ apartment communities, totaling over 6,000 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.

Gorman & Company also provides Asset Management services for projects. The scope of services provided by Gorman for asset management includes asset financial monitoring, performance review, tracking loans and reimbursements, stakeholder reporting, and reserve tracking. Asset management also tracks month to date, year to date, and quarterly NOI and DCR (Debt Coverage Ratio) tracking. They also review and approve budgets for assets.





### **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.



### **THOMAS PIACENTINE | FACILITIES MANAGER**

Upon Graduation from the Milwaukee School of Engineering, he worked in the electrical contracting field as a project manager for over 10 years, focusing on large construction, retail, housing, and low voltage projects. During that time, he also completed his Master's in Engineering Management from the Milwaukee School of Engineering. Moving into the General contracting field after that, he has worked as a project manager and Vice President on a wide variety of residential, office, and retail construction over a 20-year period throughout the United States. During that time, he was also active as the owner's representative on many of the projects. He joined Gorman as the Facilities Manager to bring a unique and diverse background of management, operations, and construction management to the property management division. Focusing on preventative maintenance projects, overall asset protection, and working with the design and construction teams to develop first-rate high-quality projects.

### **SONJA DROSTE | REGIONAL DIRECTOR OF PROPERTY MANAGEMENT**

Sonja Droste joined Gorman & Company in 1998 and leads the Wisconsin, IL, MS, and FL Multifamily Market. Responsible for the supervision of the total operations of individual apartment communities in her 3,500+ unit portfolio. She oversees all facets of property operations for the portfolio to achieve financial goals and ownership objectives while adhering to all Gorman & Company policies, all applicable laws, and ordinances, including Fair Housing and equal employment laws. Prior to joining Gorman & Company, Sonja was a regional manager for 12 years with a National Company. She brings a wealth of experience of affordable housing experience, market rate housing and Section 8 housing. She has served in roles as compliance supervisor, regional manager, and new development specialist.



**KYLE CULOTTA | DIRECTOR OF ASSET MANAGEMENT**

Kyle joined Gorman & Company in 2018 as the Director of Asset Management. In his role he is responsible for developing and maintaining strategic asset management, financial management and risk management activities for the company's portfolio. In his role, he oversees portfolio performance, stakeholder reporting, and insurance administration. Working with external and internal partners, his responsibilities include multi-state oversight of third-party management companies, capital planning, and refinancing/disposition of assets.

Prior to joining Gorman, Mr. Culotta most recently worked with the Wisconsin Housing and Economic Development Authority where he was responsible for overseeing the Authority's Tax-Exempt Bond Portfolio. He has over 10 years of experience in asset management, valuation, development, acquisition/disposition and the aggregation and deployment of capital for high density multifamily, office, hotel, and retail properties. Mr. Culotta received his bachelor's degree in Economics as well as his MBA with an emphasis in Commercial Real Estate Finance from the University of Colorado's Leeds School of Business.

**WENDY WEISKE | COMPLIANCE MANAGER**

Wendy Weiske is Gorman & Company's Compliance Manager and is responsible for the Compliance performance of all Affordable Housing in the company. She supervises a team of Compliance Specialists that ensure accuracy and provide reporting for all Federal, State and Local Housing Agencies as well as Compliance audits and investors reporting. She and all the Compliance Specialists hold numerous Compliance Certifications and Designations including COS®, COS-P®, HCCP®, TCS® and C3P®. Wendy has over 25-year experience in Compliance oversight working with companies and agencies nationwide to ensure ongoing file and reporting accuracy and quality.





Renderings by:  
Nathaniel Hollister, AIA

**GORMAN**  
& COMPANY  
*Integrity. Innovation. Community.*

# Will County Courthouse Vision-MultiFamily

Request for Expressions of Interest Response



Rendering by: Nathaniel Hollister, AIA

**GORMAN**  
& COMPANY

*Integrity. Innovation. Community.*





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200 N Main Street  
Oregon, WI 53575

March 9, 2023

Quinn Adamowski  
Landmarks Illinois  
30 North Michigan Avenue, Suite 2020  
Chicago, IL, 60602-3402

RE: Request for Expressions of Interest Response

Mr. Adamowski:

Please accept our attached RFEI response.

We are submitting three response concepts/visions for the historic Will County Courthouse 1) a Mixed-Use/Mixed Income Apartments, 2) a Hotel, and 3) an Office Building.

We've chosen to submit three options because we believe there are conditions where any of these three options can benefit the County and downtown Joliet. Each option has the potential to be a catalyst to downtown growth and create a population density that can lead to local economic growth.

Enclosed, you will find our description of the vision, the possible financial execution, and a Gorman & Company resume. Gorman & Company is one year from celebrating our 40<sup>th</sup> anniversary. We are a fully integrated community development firm including architecture, development, general contracting, property management, and asset management. Our integration serves to drive innovation and efficiency. Our business model is to bring capital from outside Will County to hire local trades and community members in the construction and operations of our projects so that our investments provide returns to Will County and its residents.

Gorman & Company has specialized in downtown revitalization, historic preservation, mixed-use, live-work, workforce housing, neighborhood transformations, and the construction and preservation of affordable housing. It is our niche to identify persistent issues, that when solved, trigger an economic resurgence and new community vitality. It is from this experience we framed our project concept and proposal.

Thank you for the opportunity!

Ron Clewer  
Illinois Market President



200 N. Main Street Oregon, WI 53575

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[www.GormanUSA.com](http://www.GormanUSA.com)

## Mixed Use/Mixed Income Concept

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### DESCRIPTION

The Historic Will County Courthouse and its location adjacent to the train station and new courthouse, offers significant opportunity for redevelopment, while also serving as a catalyst for growth in downtown Joliet.

We understand there remains a local interest to demolish the property and we are hopeful concepts and visions received through the RFEI process will give pause to thoughts of demolition and drive a journey on what is possible, including the use of historic tax credits and a possible public private partnership. Moving forward with demolition takes away valuable capital, funding up to 45% of the qualified project costs through historic tax credits (state and federal) to help reduce project costs, positioning the property for a reasonable return and financial sustainability – components developers need to overcome the risks involved in creating catalytic projects.

Based on market demand, we believe the quickest developable concept is a mixed use/mixed income apartment project. Residential market studies are relatively quick and easy to obtain as a means to verify population and demand assumptions. Review of a high-level market study show the need for apartments that support the downtown service workforce up to high earning individuals and couples. All project concepts are subject to a full market study and deeper due diligence; however, local interviews support the concepts and provided some assurance of actual demand.

### HISTORIC SIGNIFICANCE

Historic buildings are witnesses to the aesthetic and cultural history of a city, county, or region, helping to give people a sense of place and connection to the past. In the case of the Will County Courthouse, it has been named the “Ugliest Courthouse in the World.” If the building did not have significance, there would not be the attention that it has, regardless of personal opinions. The Colosseum in Rome, Acropolis in Greece, and Stonehenge in England are continuously deteriorating but are kept intact because of their Historical Significance. They tell a story about what happened in our world during their period of use. The recent fire at Notre Dame Cathedral in Paris, France was tragic for the entire world. Not because it was solely a beautiful example of Architecture, but because it was a landmark of our history. The world felt a piece of our history being taken from us. The Will County Courthouse, designed and constructed in 1969, is a piece of Will County and Joliet history; it was an anchor to that city from 1969 through 2020. That is nearly 1/3 of Joliet’s and Will County’s existence. Whether you drove past it, or involuntarily found yourself visiting it, the building still marks a piece of history for the residents of not only Joliet, but the surrounding communities within Will County.

There are many periods of architectural styles in the United States. Some of you may have heard of period styles such as Colonial, Victorian, Arts and Crafts, or Modernism. The Will County Courthouse was designed as part of the Brutalist movement which was highly active from the 1950’s through the mid 1970’s. Many other works were built during the same period, such as the Salk Institute in San Diego and Boston City Hall.



It is a no-nonsense style using various forms of concrete. The Salk Institute and Boston City Hall are both on the National Register of Historic Places. If the Will County Courthouse would be repurposed, it too could be a part of that elite group and the first Brutalist building on the Historic Register in Illinois.

## **SUSTAINABILITY AND SOCIAL JUSTICE**

Preserving a building is not just advantageous from a Historic Landmark perspective but is also more sustainable from thinking about the raw resources we need to pull from the earth for a new building versus keeping an existing building. If we took just the concrete floor structure, without accounting for any of the interior finish materials, there would be approximately 7,340 cubic yards of concrete that would end up in a landfill. Now, while concrete can get recycled through current construction methods the energy to tear down the structure, haul it away, grind it, and sift it for use, would take still significant resources. Thus, repurposing would be far more sustainable than razing and building new.

We understand that not all may find the history of the courthouse positive. Max Page is professor of architecture at the University of Massachusetts Amherst, and director of its historic preservation initiatives. Places with painful histories, from which a common inclination would be to run away, need to be spotlighted, Page said. "The preservation movement has a unique opportunity to confront the most painful parts of our past. We need to confront parts of our history we would rather not see: the place where a race riot happened, for example," or where people were arrested for protesting racial segregation. "What I am proposing is that the preservation world should be a place where people are paying attention not just the heroic and the beautiful but also the ugly and the difficult. Social justice is key to ensuring that preservation centers people. It invites the preservation movement to critically analyze its role in ensuring that the basic needs of struggling communities, particularly those with deeply divided histories, are met. It positions the preservationist in a lifelong process of speaking truth to power and advocating for marginalized groups during their most trying moments. And it ultimately seeks to empower underrepresented individuals and communities to speak up and advocate, seeking the opportunity to fully flourish.

## **FINANCIAL STRUCTURE – RON CLEWER, DEVELOPER**

The mixed-use and mixed-income project may be financed by leveraging State of Illinois and federal historic tax credits, affordable housing tax credits, HOME/CDBG funds, traditional debt, and potentially tax increment financing. Estimated project costs \$27.8M. Gorman & Company is happy to provide added detail to project costs and the capital stack should the County decide to go out for a formal RFP on the building and site.

It should be noted that in this submission, we anticipate the County would continue to own the land the courthouse sits on, and the developer would ground lease the site for 99 years as an assumption in the above cost and sources of funds. Should the County choose to sell the property, those costs would be added to the above development cost estimate and sources identified.

Gorman & Company has extensive experience in managing the development of complex real estate transactions. Our integrated structure allows for a coordinated approach through all phases of the deal, ensuring a high-quality product delivered in a timely fashion. Through the experience we have gained across our history we have successfully implemented funding from sources listed on the following page.



It should be noted that Joliet is not a Rivers Edge Community, thus State Historic Tax Credits are subject to a \$3M project cap. Legislation is currently before the state proposing expansion of the competitive program.

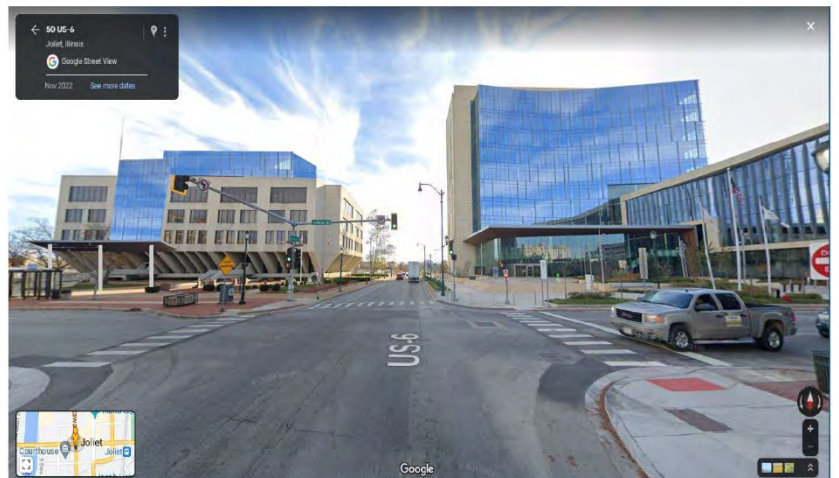
Federal LIHTC (4% & 9%)	Weatherization Funds
State LIHTC	Housing Authority Reserve Funds
Federal Home Loan Bank AHP funds	Housing Authority Modernization Funds
Housing Finance Agency Gap Funds	Capital Magnet Funds
Federal and State Historic Tax Credits	HUD 221 (d)(4)
HOME Funds	Fannie/Freddie Products
Housing Trust Funds	Abatements/PILOT
CDBG and CDBG Disaster Recovery	TIF
RAD	Seller Financing
Choice Neighborhoods	Deferred Development Fees
PBVs / PBRA	Donated Land/Ground Leases
NSP	New Markets Tax Credits
Foundation Grants/Loans	EB-5 Investments

## ARCHITECTURE PROPOSAL – DAN O'MARA, ARCHITECT

Admittedly, the Brutalist style can appear cold and harsh. It uses sharp corners and plain sides. In my professional opinion, I feel the building could incorporate softer elements that would tone down the harshness and bring a bright spirit to the building. Also, contrasting with the new Courthouse building, it is very opaque with a lot of mass. The new Courthouse uses a balance of opaque stone to be the anchor mass, while introducing much transparency with the walls of glass. If we introduce the same glass transparency to the original Courthouse, we can start to balance out the opaque mass with the light and airy transparency of the blue glass. At the same time, this will balance out the two buildings to create an aesthetic of Architectural cohesion. The large glass structure of the new Courthouse will be balanced with the concrete mass of the original Courthouse.

The original Courthouse building is a good fit for a mixed-use, mixed-income apartment building that would support the much-needed residents of the area; across all income brackets. Will County is home to many large businesses that employ staff that could easily fall into income brackets in need of workforce housing.

Architecturally, playing off the glass entry box roof of the new Courthouse, the idea would be to incorporate a porte cochere roof that would be a drop off/entry zone, with similar wood and metal construction to bring in warmth. That allows the concrete buttresses to still be visually present, which are significant elements of its Historic character, and can be seen under the canopy. On the first-floor east end would be the Leasing Office and Supportive Services. The remaining space could be used for Residential Units. The Historic elements of the brick paver flooring, burnished block walls,





and the waffle slab ceilings could be maintained, but complimented with some softer, more vibrant textures in materials such as carpeting, drapery, and ceiling elements.

On the second floor through fourth floors, we propose more residential units, a fitness center, community room, business center, and back of house apartment functions. On the roof, the penthouse could be clad with the same blue transparent panels to again soften the hard edges and allow the mass of the building to be the backdrop to the vibrant glass. It may also be possible to bring the windows to be set back from the façade to create balconies.

By balancing the concrete mass with the transparent glass, it allows the concrete mass to be the backdrop so the blue vibrant glass could soften the aesthetics. With this proposal, we respectfully request the preservation of the original Courthouse, while creating a home for residents that work for and support the local businesses.

It should be noted: all design concepts are subject to approval by the State of Illinois Historic Preservation Office and the National Park Service.



# RENDERINGS AND FLOORPLANS

Please see the following pages.





**View from corner of Jefferson & Ottawa**  
Outdoor terraces activate primary elevation





**View from Ottawa**  
Plaza raised to Ground Floor elevation





**View from Plaza**  
Active ground floor with terraces above

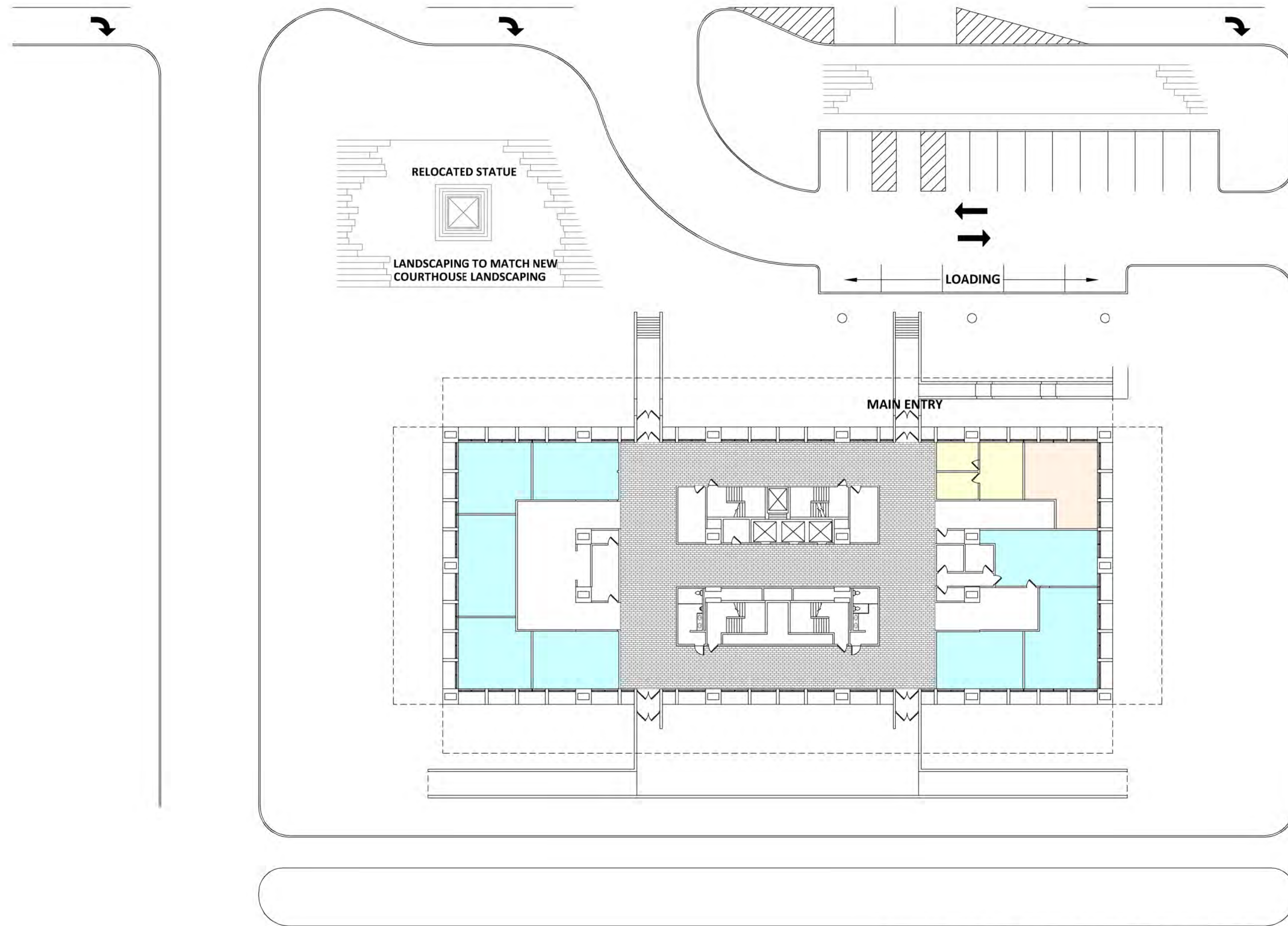




**Interior View**

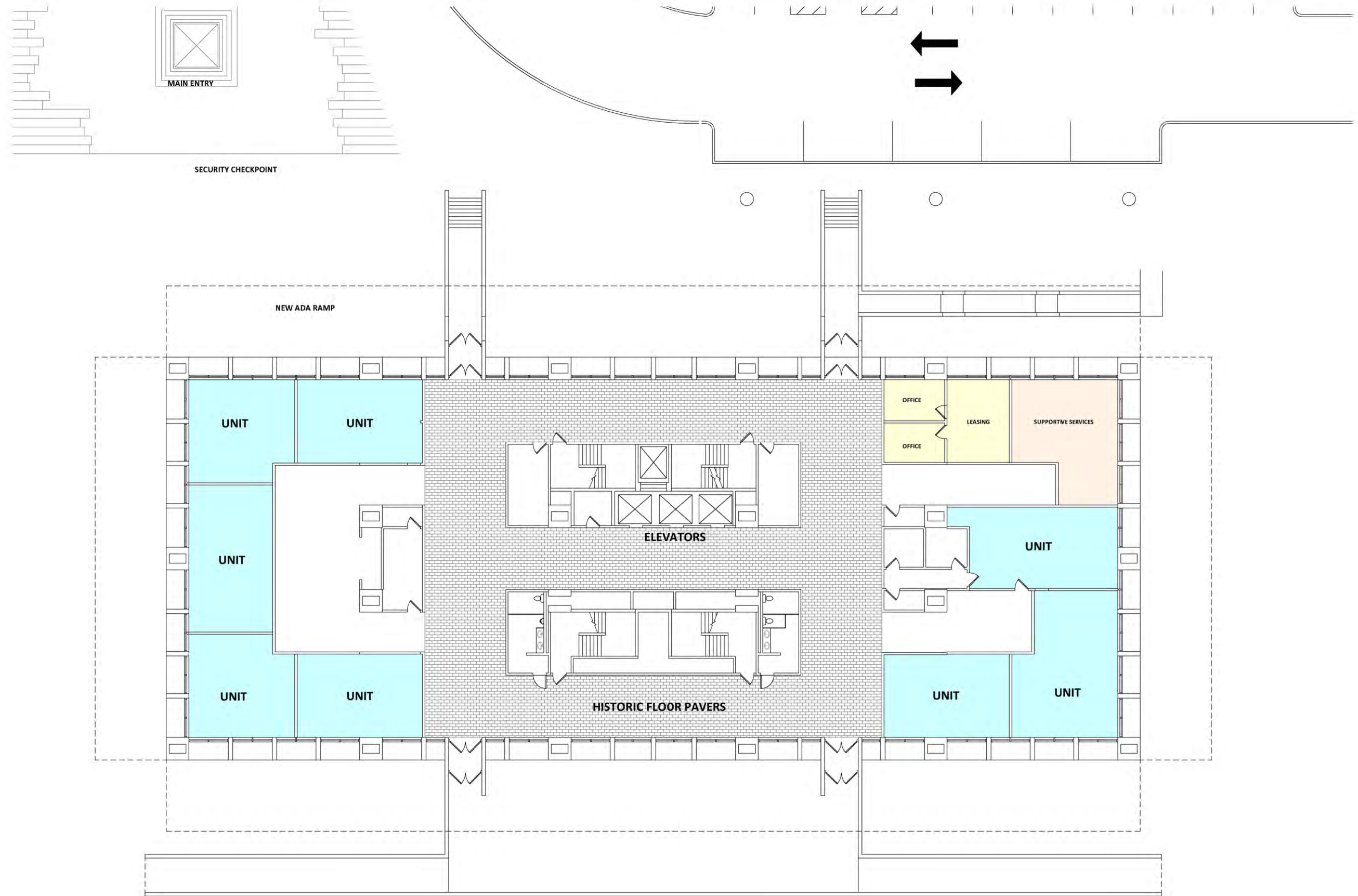
Expanded lobby creates unique spaces



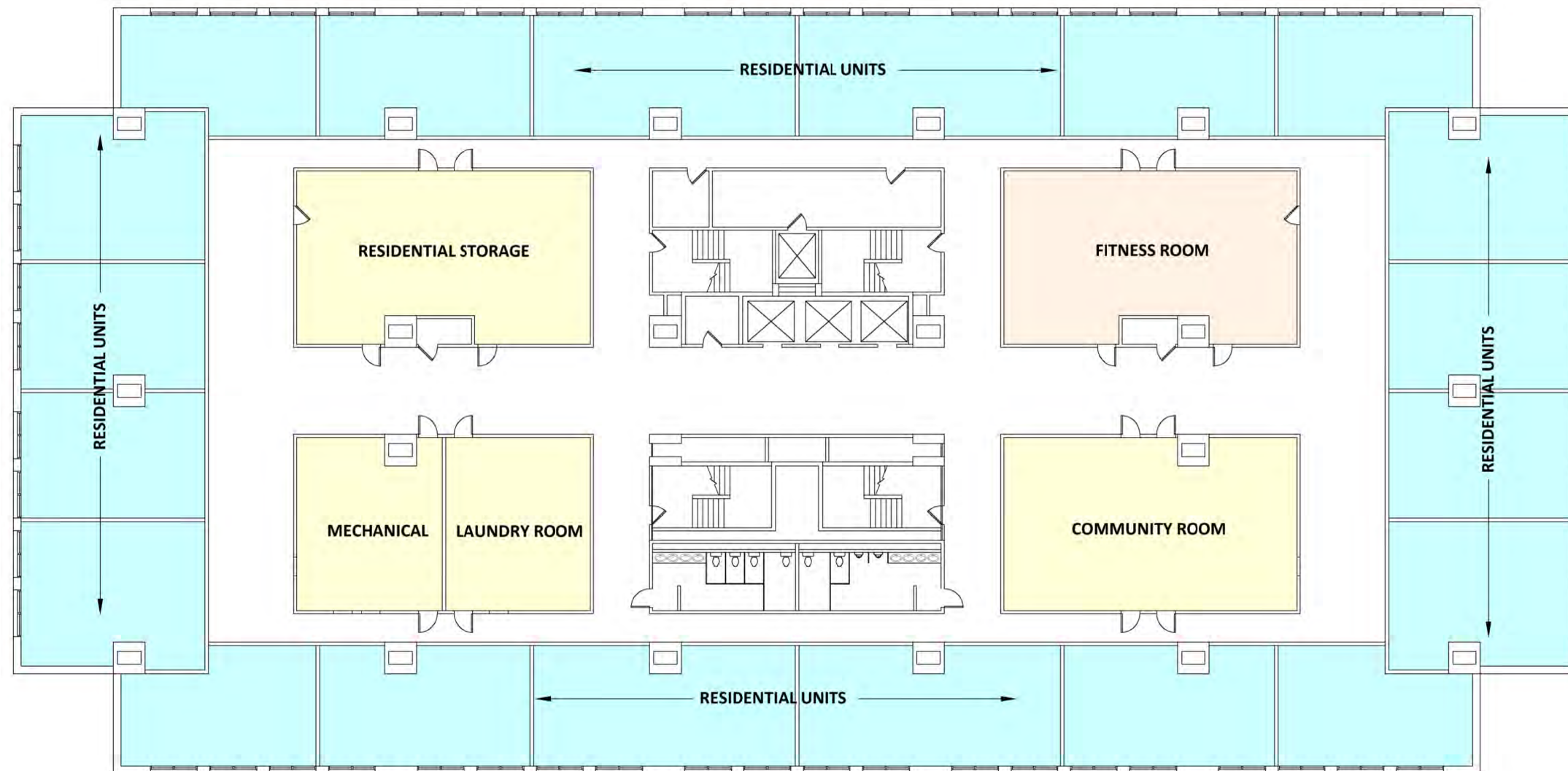


N  
WILL COUNTY COURTHOUSE PROPOSAL  
AFFORDABLE RESIDENCE OPTION  
SITE PLAN



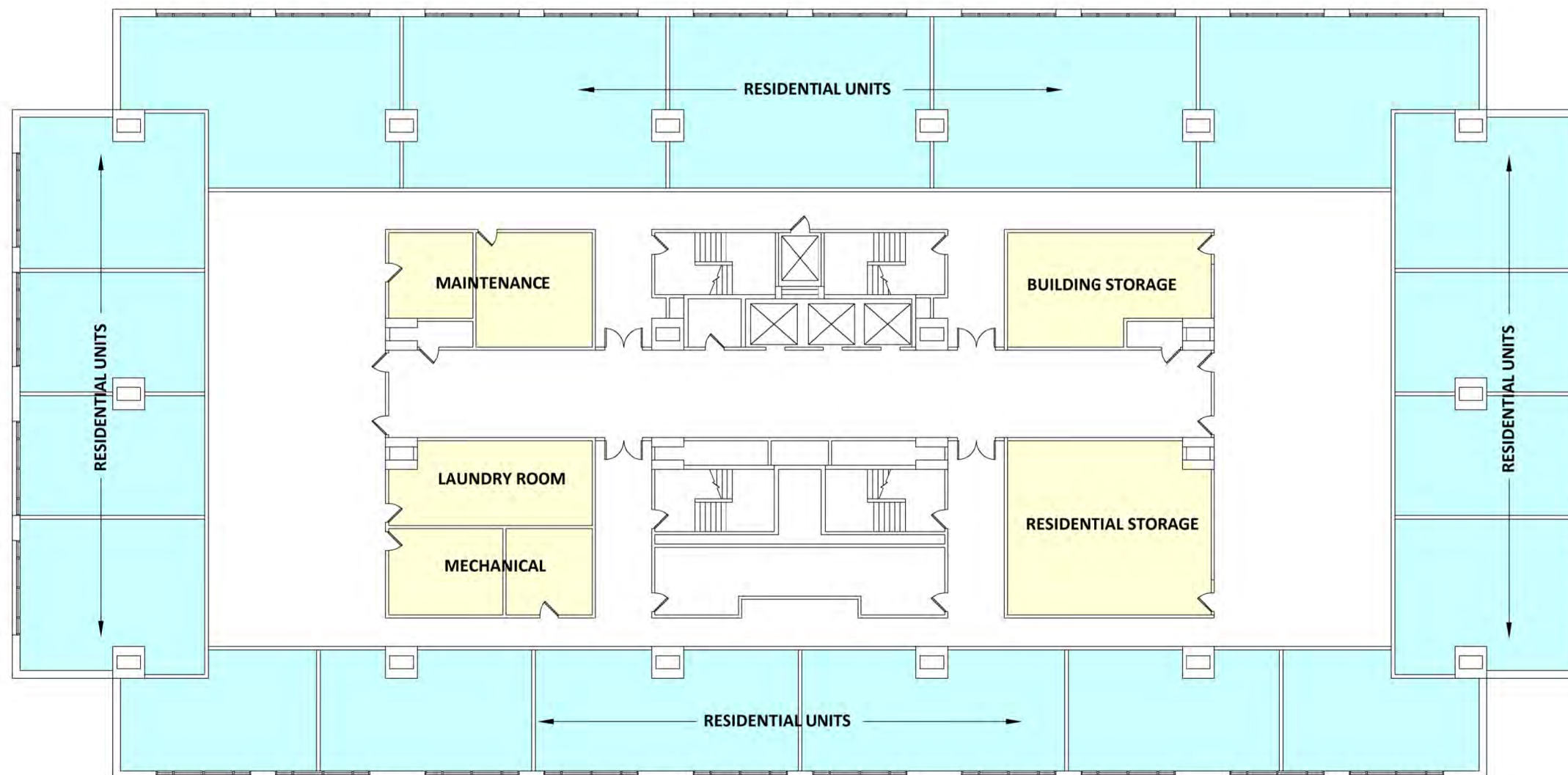


**WILL COUNTY COURTHOUSE PROPOSAL  
AFFORDABLE RESIDENCE OPTION  
FIRST FLOOR**

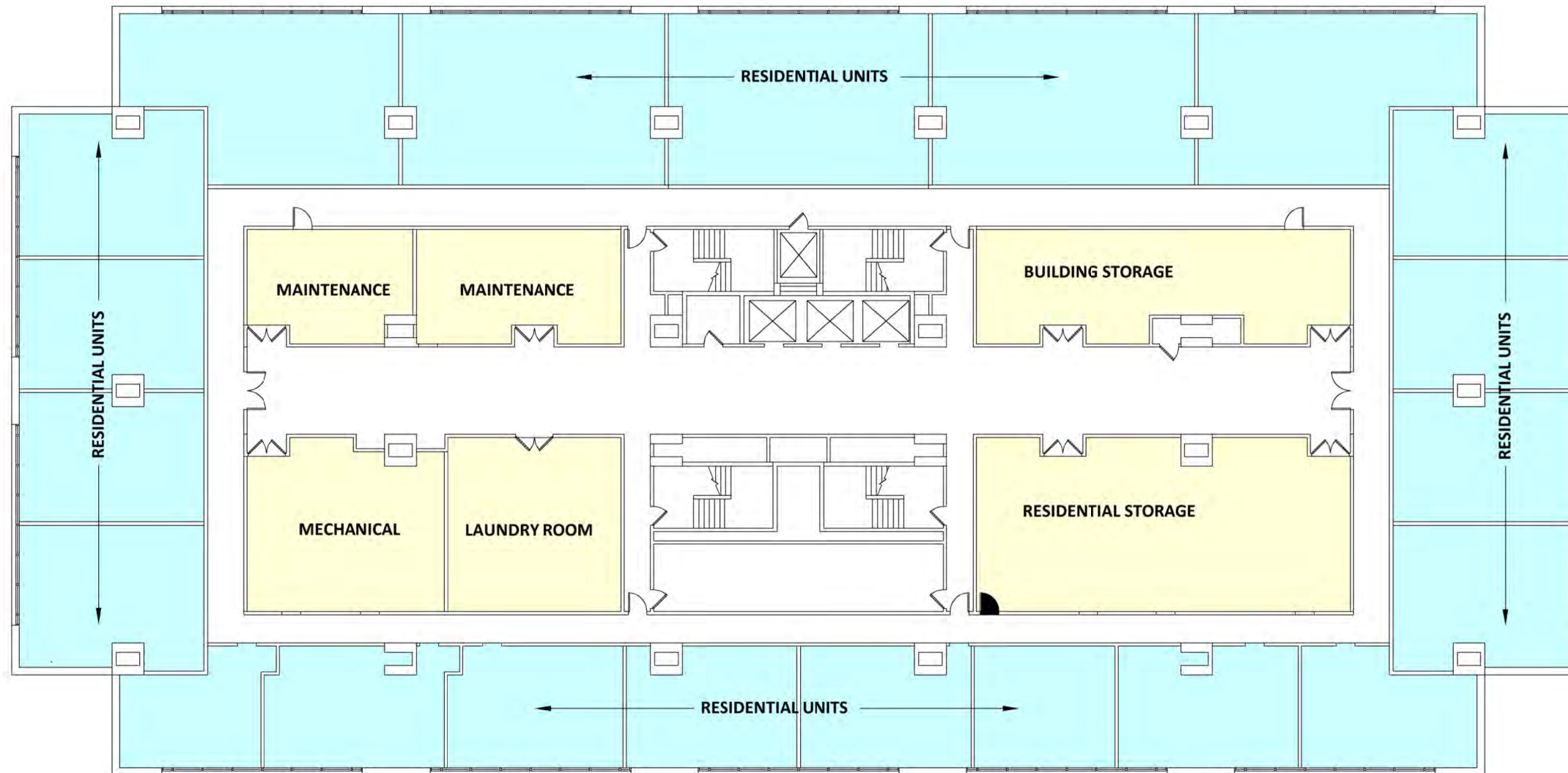


**WILL COUNTY COURTHOUSE PROPOSAL  
AFFORDABLE RESIDENCE OPTION  
SECOND FLOOR**





**WILL COUNTY COURTHOUSE PROPOSAL  
AFFORDABLE RESIDENCE OPTION  
THIRD FLOOR**



**WILL COUNTY COURTHOUSE PROPOSAL  
AFFORDABLE RESIDENCE OPTION  
FOURTH FLOOR**





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## **Gorman & Company Resume:**

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### **HISTORY**

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

Gorman & Company has been ranked as one of top fifty largest affordable housing developer nationally by Affordable Housing Finance for over a decade. With more than 140+ community revitalization projects in the portfolio, Gorman & Company has experience developing some of the nation's highest quality affordable housing and neighborhood revitalization projects. Our portfolio of projects is nearing \$2B.

### **MISSION STATEMENT**

At Gorman & Company, we work to revitalize communities through innovative housing partnerships. As a trusted partner and respected industry leader since 1984, we specialize in: downtown revitalization, the preservation of affordable housing, workforce housing, and the adaptive reuse of significant historic buildings.

### **PHILOSOPHY**

Gorman & Company works closely with local governments and municipal groups to help cities meet their development, planning, economic and social goals. Gorman's staff brings a broad range of development, design, construction, and real-life experience to the development process and applies those skills to solve problems and help communities bring their plans to reality. Gorman & Company has developed innovative and catalytic properties in partnership with communities in Arizona, Arkansas, Colorado, Florida, Georgia, Illinois, Indiana, Mississippi, New Mexico, Ohio, and Wisconsin.

### **CORE PURPOSE**

Initiate strategies and implement solutions to revitalize communities and build strong neighborhoods.

### **CORE VALUES**

All our activities will be executed in a manner that is consistent with our Core Values:

- We create and protect the best reputation at all costs.
- We treat our people as our most important asset.
- We provide first class service to our customers at all times.
- We provide value and quality to meet or exceed customer expectations.
- We maintain financial discipline to preserve and build long term economic strength.
- We act in an honest, respectful, responsive, and professional manner always.



# EXPERIENCE

Acquisition + Rehabilitation | Historic Adaptive Reuse | Hotel Development |  
Public Housing Redevelopment | Special Needs + Supportive Housing |  
Senior Housing + Grandfamily | New Construction

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. We have been recognized as one of the nation's 'Top 50 Affordable Housing Developers' by Affordable Housing Finance Magazine and regularly received local and national recognition for our developments.

Our team has a proven record of accomplishment of cultivating successful partnerships with a wide range of groups including municipalities, corporations, housing authorities, nonprofit organizations, private investors, businesses, and community stakeholders. We bring with us our ability to assemble a wide array of resources necessary to tackle challenging development projects all while maintaining the community vision.

Of the 140+ projects that we have completed, we have never had a foreclosure, never defaulted, and never had a general partner replaced by the investor. We stand by our commitments. When we receive an RFP award, we enthusiastically deliver on our promises.

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## Hotel Development

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### Embassy Suites | Rockford, IL



As part of a downtown revitalization effort, Gorman & Company, in partnership with the City of Rockford developed the former Amerock building into a 160-room Embassy Suites hotel and 40,000-square-foot conference center. This development created an estimated 676 jobs through construction and opening. The hotel features two restaurants, The Top - a rooftop lounge with two levels of outdoor seating, access to Davis Park, swimming pool, and game room for kids, all in very unique riverfront/park setting. Amerock won the 2020 Landmarks Illinois Richard H. Driehaus Foundation Preservation Award for Advocacy,

honoring the diligence of the Friends of Ziock.





### **Stella Hotel | Kenosha, Wisconsin**

Gorman & Company converted the historic Heritage House, previously the former Elks Club, which opened in 1919. The new boutique hotel includes the adaptive reuse of the existing building, as well as a newly constructed adjacent building. The hotel features 80 hotel suites, a ballroom and meeting space, restaurant and rooftop bar, exercise facility, and business center. The renovation of the historic Kenosha Elks Club preserved an important community landmark contributing to the revitalization of Kenosha's downtown.



### **Brewhouse Inn and Suites | Milwaukee, Wisconsin**



The Brewhouse Inn & Suites, a 90 room Diamond Triple AAA rate boutique hotel Gorman & Company completed and opened in April 2013. Gorman is proud to be an integral part of The Brewery, the historic redevelopment of the Pabst Brewing complex. Retaining the historic nature of the site, while repurposing the original buildings was the ultimate goal. Hotel guests discover remnants of the Pabst Brewery's lustrous past, including restored copper brew kettles and rooms that combine industrial sleek with the aesthetic opulence of Victorian

design.

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## **ACQUISITION + REHABILITATION**

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### **Coffelt-Lamoreaux Apartment Homes | Phoenix, Arizona**



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. Coffelt was the first project in Arizona to ever be awarded a RAD commitment from the federal government and has since been added to the National Register of Historic Places.



### **The Alexander Lofts | Milwaukee, Wisconsin**

The Alexander Lofts represents an innovative public private partnership between the City of Milwaukee and Gorman & Company. The partnership resulted in a new state of the art library in a historic space along with market rate apartments. Setting a new rent level in the neighborhood will bring in higher incomes into this historic retail area, which is within a highly distressed qualified census tract that experiences crime and unemployment above the national average, and incomes below the national average. This deal would not have happened but for the presence of the library as a stabilizing force and asset in this community.



### **The Colburn | Denver, Colorado**

The Colburn Hotel is an existing Single Room Occupancy (SRO) subsidized housing community for extremely low-income households. With an affordability period that expired, Gorman acquired the property to prevent it from converting to market rate. The building has been designated on the National Register of Historic Places, and our design and construction teams are working to preserve the history of the building while making physical improvements to the project. The existing tenants represent some of the most vulnerable households in Denver, with more than 90% of residents having incomes below 30% of the Area Median Income. Deep affordability for all residents will be preserved through a long-term project-based rental subsidy contract.



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## **PUBLIC HOUSING REDEVELOPMENT**

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### **Madison Heights | Avondale, Arizona**

Madison Heights is the first public housing project in Arizona ever to be converted to Project-Based Rental Assistance (PBRA) under HUD's Rental Assistance Demonstration (RAD) program. The Housing Authority of Maricopa County, in partnership with Gorman & Company, leveraged \$30 million in public and private financing to completely redevelop 143 units of public housing. The process for the redevelopment of Madison Heights began with the development of a Health Impact Assessment (HIA), funded in part by LISC Phoenix, the Robert Wood Johnson Foundation, and the Pew Charitable Trust. This process





allowed the development team to partner with the existing residents to craft a new future for Madison Heights, with healthy living as a leading concept.

### **The Grove at Keith Creek | Rockford, Illinois**



The Grove at Keith Creek consists of new construction of 49 units of family housing on a vacant infill lot in a mixed-use neighborhood on Rockford's east side. The project is a mixed-income community comprised of replacement housing for the first phase of the redevelopment of Fairgrounds Valley public housing project converted to Project Based Rental Assistance units under HUD's RAD program. These units include a percentage designated as permanent supportive housing for households with physical or mental disabilities at incomes below 30% AMI. The project also incorporates six unassisted low-income units targeted at 60% AMI income levels.

### **Hilltop Landings | Dade City, Florida**

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.



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## **SPECIAL NEEDS + SUPPORTIVE HOUSING**

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### **Esperanza En Escalante | Tucson, Arizona**

In partnership with Esperanza En Escalante, co-developer and social service provider, Gorman & Company developed 44 units of housing to serve chronically homeless veterans in Tucson and Pima County. This development, known as Esperanza En Escalante, is located on a 17-acre campus which was once a site that stored stockpiles of weapons for the U.S. military during World War I and II. Gorman and the service provider worked with the City of Tucson to secure forty (40) Section 8 Project-Based Vouchers (PBV's) to support the rental assistance needs.





### **Jane Addams Park Apartments | Rockford, Illinois**



Jane Addams Park Apartments is a supportive housing development focused on physically and mentally disabled individuals. It is constructed on a park-like site near downtown Rockford. The development is a partnership with the Rockford Housing Authority and includes a thirty-eight unit, state of the art, supportive housing facility focused on physically and mentally disabled individuals. The remainder of the Jane Addams site includes features such as community garden plots, walking paths, and a playground. The site consists of a variety of buildings. One 16-unit building anchors the corner and

houses the common space as well. The remaining 22 units are made up of 7 two- or four-unit buildings built in such a way to look like single family homes. These building are designed to fit the historic nature of the neighborhood. Amenities include a community room, reading room, technology room, health care room, consulting offices, exercise room, and storage units.

### **The Elisabetta | Denver, Colorado**

The Elisabetta is a new construction, mixed-use development incorporating supportive social services for disabled residents. The building will set aside 25% of the units for disabled residents and will include 12,500 square feet of space on the first floor for the Laradon Hall Society for Exceptional Children and Adults (Laradon), which will be the service provider. The site is owned by and located across the street from Laradon. The development will also include 91 units of much-needed affordable housing for residents earning 30%, 50% and 60% AMI. The Laradon Campus is in the Globeville neighborhood, which is defined by the City of Denver as an Area Vulnerable and Susceptible to Gentrification. Laradon Homes has received an allocation from CHFA for 4% and State LIHTC and a commitment for 22 Section 811 vouchers.



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## SENIOR HOUSING + GRANDFAMILY

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### **Dr. Wesley L. Scott Senior Living Community | Milwaukee, Wisconsin**

Dr. Wesley L. Scott Senior Living Community provides 80 units of high-quality, affordable housing to seniors age 55 and better, and gives former area residents the opportunity to return and participate in the revitalization of their former neighborhood. Dr. Wesley L. Scott Senior Living Community provides unique and first rate independent homes for seniors. Dr. Wesley L. Scott combines the adaptive reuse of an existing, historic building with a newly-constructed four-story addition. This development was done in partnership with the Milwaukee Urban League, who helped focus our efforts on hiring minorities working on the project, and bringing emerging minority businesses into the development.



### **Paradise Point | Key Largo, Florida**



Paradise Point Senior Housing is an affordable housing development located in Key Largo at Mile Marker 106 in the Florida Keys. The development incorporates 42 units of senior housing, including one on-site manager's unit. The site is adjacent to a Winn-Dixie grocery store and pharmacy. Paradise Point will provide much-needed quality affordable housing for seniors in the Florida Keys. The development will include services and accessible features for its senior residents. Amenities include a community room, library, fitness center, service provider office, and walking paths.

### **Generations at West Mesa | Albuquerque, New Mexico**

Generations at West Mesa is a newly constructed senior-intergenerational multi-family development consisting of 54 units. This project serves households earning 30%, 50%, and 60% of the Area Median Income, as well as nine market rate units, and eleven units covered by Section 8 Project-Based Vouchers. At the heart of the development is a community building including property management and social service coordinators. There is a communal kitchen, multipurpose classroom, community pantry, conference room, computer room, and fitness/wellness area. Enrichment services are provided on-site to all residents at no cost. Child care and after-school programming services are available to all children.





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## NEW CONSTRUCTION

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### **Carbon at Union Corners | Madison, Wisconsin**

Carbon at Union Corners is an integral part of the overall Union Corners master development. Other phases on the site are to include a UW Health clinic, neighborhood retail, intergenerational housing targeted to grandfamilies, and market rate apartments. The 90-unit development is part of a mixed-use residential and neighborhood retail complex that includes two buildings connected by a pedestrian plaza, 20,000 SF of ground floor retail space, 76 affordable and 14 market-rate units, and 96 underground parking stalls. This development will also include an integrated supportive housing component in partnership with Lutheran Social Services that will target area veterans.



### **Terraza del Sol | Denver, Colorado**

Terraza del Sol was Gorman & Company's first project in Metro Denver. Starting out as a blighted lot in the Westwood neighborhood, this area was long recognized as one of Denver's most underserved neighborhoods. The beneficiaries of Terraza del Sol are 42 individuals and families which inhabit the one, two and three room, energy efficient apartments. Mi Casa Resource Center occupies first floor commercial space in the building, which adds an additional benefit to the residents and community. The Family Economic and Education Center on the main floor of the building provides a social service and launch pad for small businesses and careers.



### **Valor on Eighth | Tempe, Arizona**



quality housing and supportive services for female veterans and their families, which is currently a severely under-served segment of the Arizona population.

# EXECUTIVE TEAM

## **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.

## **MIKE REDMAN | CFO & COO**

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

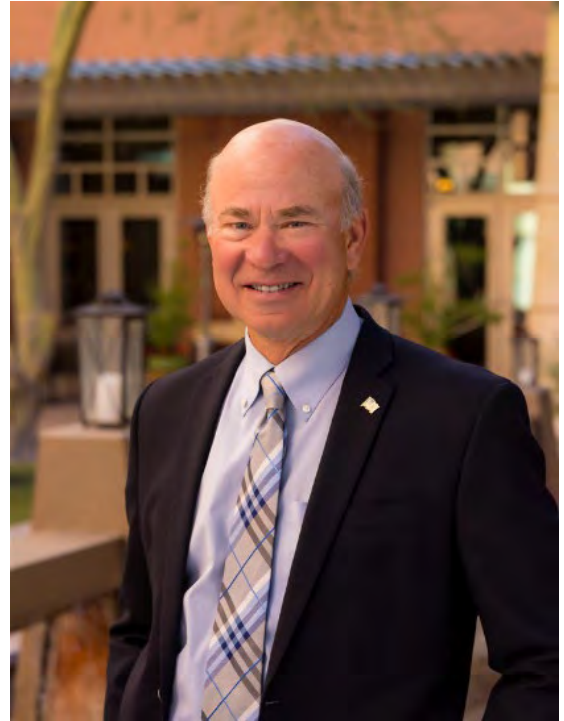




## **GARY J. GORMAN | CHAIRMAN OF THE BOARD**

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

Gorman & Company is now a major developer of affordable rental housing as well as historic renovations. Gorman & Company has in-house design and construction divisions that have successfully completed over two billion dollars of new construction and major renovations.



## **TOM CAPP | VICE CHAIRMAN OF THE BOARD**

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



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

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## DEVELOPMENT TEAM

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### **RON CLEWER | ILLINOIS MARKET PRESIDENT**

Ron Clewer joined Gorman & Company after working on several projects with the organization as the CEO of Rockford Housing Authority. Ron has more than 20 years of leadership experience and over 20 years of multi-use real estate development and asset management experience. Ron has been instrumental in developing creative community-building initiatives across the Midwest. He brings a vision and "can do" attitude to his work with a determination to merge the best practices for both private and public sectors to develop affordable housing that addresses the social determinants of health. His passion lies in quality... quality design, services, and quality environments. Ron earned his degree in Business Administration from Benedictine University and holds an Executive Leadership certificate through a partnership between the University of Michigan and the Alliance for Strong Families and Communities.



### **RACHEL SNETHEN | DIRECTOR OF DEVELOPMENT COORDINATION**



Rachel Snethen joined Gorman & Company in 2010, primarily focusing on Development, Marketing, and overseeing the EB-5 Regional Center. In her role as Director of Development Coordination, she oversees the development team by providing training, mentorship, quality assurance, and implementing best practices among the development team. She also serves a key role in development by working to manage efforts between various funding partners through closing, construction, and stabilization. In her role of overseeing the EB-5 Regional Center, she leads all activities including writing business plans, researching project job creation, and directing market/impact studies for projects. Ms. Snethen serves as a key communicator between attorneys, economists, developers, and marketing partners in and across the world, and has helped the firm raise \$30 million in EB-5 funds for the regional center. Ms. Snethen holds a M.B.A. and B.S. in Management and Business from Franklin University and an Associate

Degree in Real Estate from Madison College.

### **DUANE BUSCHER | SENIOR FINANCIAL ANALYST**

Duane Buscher serves as Financial Analyst for Gorman & Company, focusing primarily on underwriting Low-Income Housing Tax Credit projects. Mr. Buscher works closely with the Market Presidents and Construction Accounting team at all stages of the development process to evaluate project feasibility and conduct proforma analysis. Mr. Buscher joined the team at Gorman & Company in September 2014, having most



recently worked in a similar role as an Underwriter for the Missouri Housing Development Commission. Mr. Buscher has a BA in Psychology and a master's degree in Urban Planning from the University of Kansas.

#### **COLIN MALIN | DEVELOPMENT PROJECT MANAGER**

Colin began working at Gorman & Company as an intern for a summer position, and quickly became a fixture in the development department. He now serves as Development Project Manager for our Indiana, Illinois, and Ohio markets. Colin has a BA in Business Administration with a major in Real Estate and Urban Land Economics from the University of Wisconsin-Madison.

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### GORMAN ARCHITECTURAL

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Gorman Architectural was formed in 1998. It has designed many innovative affordable multifamily developments across the nation. Gorman's architects have specialized in historic adaptive reuse; mixed use, mixed income; and the preservation of existing affordable housing. Projects designed by Gorman Architectural have won numerous awards and have attained the highest standards of sustainable/green design and accessible design.

Gorman Architecture designs projects with the intention of creating a sense of community, vitality, and openness. Thoughtful and careful arrangement of the main functions is paramount to a successful project. Gorman's integrated design process includes high efficiency, healthy building, low-impact development techniques, and the incorporation of natural, social, and cultural elements in the design.

Working with stakeholders and future residents allows us to tailor amenities to accommodate not only required activities but to find the overlap or synergistic opportunities planned facilities provide. We also design for energy efficiency and ease of maintenance. We manage a great many residential projects and have learned a lot about upkeep and maintenance.

#### **RAFAEL TUDOR | DIRECTOR OF ARCHITECTURE**

Rafael Tudor recently joined Gorman & Company as Director of Architecture. Rafael was born in Romania but grew up in Chicago. Growing up in Chicago, experiencing all the great aspects of the city, gave him a keen interest in architecture. He went on to study at Architecture at Illinois Institute of Technology (IIT). After graduation from IIT, Rafael went to work for a real estate developer where he learned a great deal working in a firm that housed development, design, construction, and property management. He then went on to study Real Estate Development because of the influence working for a vertically integrated company. That helped him piece together design, construction, and development into one. Rafael has a deep appreciation for residential and mixed-use design.



He believes it is the most personal type of design that an architect can take on. Rafael was most excited to join Gorman & Company as they work to provide solutions to the country's growing housing crisis. He is very thankful to be able to help create shelter and solutions Gorman & Company's residents.

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## GORMAN GENERAL CONTRACTORS

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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 its own projects. This level of accountability leads to greater mindfulness and the ability to support each construction phase. Gorman continually improves its construction practices with each successive development because everything is done in-house. Gorman General Contractors, LLC has constructed 50+ multifamily communities and has often led the way with communities and with State Housing Authorities in establishing higher targets for minority and emerging sub-contractors. Because it continues to build superior relationships with strong subcontractors, Gorman General Contractors, LLC can achieve top quality results and often finishes its projects ahead of schedule. Gorman's construction team consists of project managers, on-site field superintendents, and a Director of Construction - all of whom daily oversee work in progress. When challenges arise on the job site, Gorman General Contractors is positioned to quickly resolve issues through close collaboration with its in-house architectural staff.

### **RON SWIGGUM | VICE PRESIDENT OF CONSTRUCTION**

Ron has over 30 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.



### **STACY KRONEBUSCH | DIRECTOR OF CONSTRUCTION COMPLIANCE**

Stacy has many years of experience in project management, construction office management, compliance management, and customer relations. Stacy's project experience includes single-family homes, multi-family, senior living, hotels, and waterparks. As Director of Construction Compliance, Stacy provides training, compliance management, management of policy and procedures for the construction field and office teams for all markets. Attention to detail and strong compliance skills help ensure the success of projects. Stacy



has worked with Gorman & Company for over a decade and her prior work experience was for a company that built waterparks and worked for an architect firm and at one time was part owner of a residential construction company.

#### **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 the Director of Preconstruction at Gorman & Company, Tom provides facility assessments, budgets (both conceptual and hard) and value engineering on projects for all 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.

#### **ROB PADLEY | SENIOR PROJECT MANAGER**

Rob has over two decades of experience in construction management roles, starting his career as a Field Superintendent and quickly ascending to the role of Project Manager. His background and field experience are important components when performing critical project functions such as conceptual estimating, scheduling, establishing comprehensive scopes of work, contract negotiation, field quality reviews and complete budget oversight. Rob has been involved in helping to develop innovative workforce development programs with select training centers in the Milwaukee area, including Northcott Neighborhood House, and fostering relationships with Small Business Enterprises (SBE's) registered with the City of Milwaukee. Since coming to Gorman & Company in 2010 Rob has overseen the construction of 800+ multi-family units across a broad range of project types including new ground up construction, urban infill sites, historical rehabs, adaptive reuse, and acquisition rehab of existing buildings.

#### **MIKE RITTER | SENIOR PROJECT MANAGER**

Mike has been working in the construction industry since 1997 and earned a BA in Environmental Design from University of Wisconsin-Green Bay. Mike worked as a laborer, carpenter, foreman, draftsman, designer, service technician, superintendent, project manager, and owner's representative. This broad experience allows a full understanding of all aspects of the project. Mike's strong field background lends to his strength in the project management position with an emphasis in estimating, scheduling, and communication. His design and drafting experiences lend well to working with Owners, Architects, City Inspectors and Reviewers. Mike's work as an Owner's Representative would showcase his skills in the financial side of the projects with skills including, draw preparation and review, change order process and review, overall budget tracking including multiple funding sources, and partners. Mike has worked to set initial budgets and schedules and then followed through to ensure the projects come in on time and on budget.

#### **JOE DELEO | PROJECT MANAGER**

With over 30 years of practical experience, Joe has been involved with numerous successful construction projects and a 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 thorough list of prestigious clients including Kraft – General Foods, AKZO-Nobel Chemicals, Union Carbide, PepsiCo and Novatis. In addition to an extensive list of private clients, Joe has an equal proven record of

accomplishment 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.

#### **KENT SWENSON | PROJECT MANAGER**

Kent Swenson been in construction over 13 years. Experiences include budgeting, project management, managing site day to day activities, planning, scheduling, estimating, and design support. Coordinating interaction and relationships among vendors, property managers, brokers, government agencies and clients. Since coming to Gorman in 2018 Kent has completed over 590 RAD units and 57 affordable housing units.

#### **KEN HANSON | PROJECT MANAGER**

Mr. Hanson brings a high level of detail, organization, and field knowledge to the project management position. Over Mr. Hanson's 20 years in the construction industry, he has managed the construction of a wide array of projects including restaurants, hotels, multifamily, office buildings, and warehouse and manufacturing facilities that have ranged from \$1-\$30 million. As a project manager, Mr. Hanson leverages His field knowledge to effectively communicate and negotiate with subcontractors, suppliers, and onsite management personnel. Hanson's attention to detail and organization provide for a smooth and accurate construction process.

#### **KURT SPAHN | ESTIMATOR**

Kurt has over several years of experience in residential and commercial construction estimating. Mr. Spahn focuses on multi-family apartments, adaptive reuse and acquisition of historic buildings, new construction, and remodeling single-family homes. Kurt assists in the pre-construction phase and provides conceptual and hard bid construction estimates on all projects for Gorman & Company. Kurt attended UW-Platteville and received a BA in Construction Management.

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## OPERATIONS

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Gorman & Company formed its property management division in 1991. Gorman & Company manages 60+ apartment communities, totaling over 6,000 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.

Gorman & Company also provides Asset Management services for projects. The scope of services provided by Gorman for asset management includes asset financial monitoring, performance review, tracking loans and reimbursements, stakeholder reporting, and reserve tracking. Asset management also tracks month to date, year to date, and quarterly NOI and DCR (Debt Coverage Ratio) tracking. They also review and approve budgets for assets.





### **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.



### **THOMAS PIACENTINE | FACILITIES MANAGER**

Upon Graduation from the Milwaukee School of Engineering, he worked in the electrical contracting field as a project manager for over 10 years, focusing on large construction, retail, housing, and low voltage projects. During that time, he also completed his Master's in Engineering Management from the Milwaukee School of Engineering. Moving into the General contracting field after that, he has worked as a project manager and Vice President on a wide variety of residential, office, and retail construction over a 20-year period throughout the United States. During that time, he was also active as the owner's representative on many of the projects. He joined Gorman as the Facilities Manager to bring a unique and diverse background of management, operations, and construction management to the property management division. Focusing on preventative maintenance projects, overall asset protection, and working with the design and construction teams to develop first-rate high-quality projects.

### **SONJA DROSTE | REGIONAL DIRECTOR OF PROPERTY MANAGEMENT**

Sonja Droste joined Gorman & Company in 1998 and leads the Wisconsin, IL, MS, and FL Multifamily Market. Responsible for the supervision of the total operations of individual apartment communities in her 3,500+ unit portfolio. She oversees all facets of property operations for the portfolio to achieve financial goals and ownership objectives while adhering to all Gorman & Company policies, all applicable laws, and ordinances, including Fair Housing and equal employment laws. Prior to joining Gorman & Company, Sonja was a regional manager for 12 years with a National Company. She brings a wealth of experience of affordable housing experience, market rate housing and Section 8 housing. She has served in roles as compliance supervisor, regional manager, and new development specialist.

**KYLE CULOTTA | DIRECTOR OF ASSET MANAGEMENT**

Kyle joined Gorman & Company in 2018 as the Director of Asset Management. In his role he is responsible for developing and maintaining strategic asset management, financial management and risk management activities for the company's portfolio. In his role, he oversees portfolio performance, stakeholder reporting, and insurance administration. Working with external and internal partners, his responsibilities include multi-state oversight of third-party management companies, capital planning, and refinancing/disposition of assets.

Prior to joining Gorman, Mr. Culotta most recently worked with the Wisconsin Housing and Economic Development Authority where he was responsible for overseeing the Authority's Tax-Exempt Bond Portfolio. He has over 10 years of experience in asset management, valuation, development, acquisition/disposition and the aggregation and deployment of capital for high density multifamily, office, hotel, and retail properties. Mr. Culotta received his bachelor's degree in Economics as well as his MBA with an emphasis in Commercial Real Estate Finance from the University of Colorado's Leeds School of Business.

**WENDY WEISKE | COMPLIANCE MANAGER**

Wendy Weiske is Gorman & Company's Compliance Manager and is responsible for the Compliance performance of all Affordable Housing in the company. She supervises a team of Compliance Specialists that ensure accuracy and provide reporting for all Federal, State and Local Housing Agencies as well as Compliance audits and investors reporting. She and all the Compliance Specialists hold numerous Compliance Certifications and Designations including COS®, COS-P®, HCCP®, TCS® and C3P®. Wendy has over 25-year experience in Compliance oversight working with companies and agencies nationwide to ensure ongoing file and reporting accuracy and quality.





Renderings by:  
Nathaniel Hollister, AIA

**GORMAN**  
& COMPANY  
*Integrity. Innovation. Community.*



JOHNSON LASKY KINDELIN  
ARCHITECTS

Mr. Quinn Adamowski  
Regional Advocacy Manager  
Landmarks Illinois  
30 North Michigan Avenue, Suite 2020  
Chicago, IL  
60602-3402

Mr. Adamowski,

Johnson Lasky Kindelin Architects, Inc. (JLK) is pleased to submit this response to the exploratory Request for Expressions of Interest (RFEI) issued by Landmarks Illinois and Courthouse Preservation Partnership on January 18, 2023 for purposes of compiling and sharing potential reuse ideas with Will County officials.

JLK is a full-service certified Women Business Enterprise (WBE) historic preservation architecture firm based in Chicago, IL with proven history working with communities across the state, including Joliet. We're currently proud to be working at another prominent architectural gem in the city, the Rialto Square Theater, which is a local preservation success story. Forward-thinking members of the community undertook what seemed like an impossible task: revitalization of an abandoned building into a destination for the community and beyond. How could the transformation of the Will County Courthouse impact the future of Joliet as it continues to grow in the face of its diverse and marvelous history?

As architects, historians, and preservationists, we see great value and potential at the Will County Courthouse, which is an architecturally and culturally significant Brutalist building locally and beyond. The Will County Board is in a position with incredible opportunity to be a leader and set a precedent in the preservation of Brutalist buildings.

Among the various historic building, structures, and sites that make Joliet unique, the Will County Courthouse stands alone in its Brutalist style which is locally unmatched. Just as the limestone commercial buildings and Rialto theater characterize the city, the Will County Courthouse occupies an important place in the fabric of the built environment; it's form and design convey the power of government and the sensitivity in which it can be enacted through textures, materials, and light which fashion a unique and powerful expression.

Like local and regional organizations, including Landmarks Illinois, prominent national preservation organizations, such as the National Trust for Historic Preservation, and even international organizations, like Docomomo, are elevating the significance of Brutalist buildings and advocating for their retention and reuse around the world. The Will County Courthouse is significant to Joliet and Illinois, but it also plays a part in this larger, global conversation.

Great opportunity also lies in the reuse possibilities at the Will County Courthouse. A noteworthy feature of the building, which retains a high degree of physical integrity throughout, is that it lacks



interior load-bearing walls which provides flexibility in the way space is configured. As noted in the REFI, local advocates identified several adaptive reuse options for the building, including a boutique hotel. The size and configuration of many rooms, coupled with the lack of load-bearing interior walls, is amenable to this use, which could also feature bar/restaurant, recreation, and even small theater space.

Precedents for this kind of reuse could include the Game Room at the Chicago Athletic Association Hotel (12 S. Michigan Avenue, Chicago, IL) which presents a flexible lounge, gaming, and dining space for various groups. Another precedent in the region includes the Saint Kate Arts Hotel in Milwaukee, WI (139 E. Kilbourn Avenue) where dining options and rotating special exhibitions at dedicated gallery spaces attract both local and out-of-town guests.

In addition to a hotel use, the Will County Courthouse appears amenable to many other public or private uses, including:

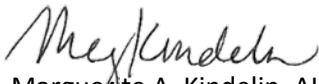
- a. Residential use: The REFI describes advocates have proposed the idea for market-rate or mixed-income housing with commercial space at the first floor. This is certainly a viable option to be explored further.
- b. Office use: The building could provide additional public or private office space to support the growing county and city.
- c. Educational Use: The building could support school functions or serve as an incubator lab. The size and configuration of many rooms lend themselves to seminar, classroom, or collaboration functions.
- d. Entertainment: The building could provide a variety of practice and performance spaces for theater, dance, entertainment, and exhibition. Similar to a hotel function, this could also include bar/restaurant and recreation opportunities.
- e. Cultural Institution: The building could support a museum, archive, library or other cultural institution seeking to relocate or expand.

From a technical perspective, any issues with the building, such as water infiltration or failing windows, are typical problems faced by historic preservation architects and not exclusive to buildings of any particular style or age. As such, these issues are of little concern when presented in the face of detrimental alternatives such as demolition, which ignore not only the architectural and cultural significance of the building, but also the environmental costs associated with such an act.

A significant step was taken to secure the future of the Will County Courthouse with the unanimous vote by the Illinois Historic Sites Advisory Council on February 24<sup>th</sup> to nominate the building for individual listing on the National Register of Historic Places. If listed, the opportunity for future development to take advantage of the 25% Illinois Historic Preservation Tax Credit Program (IL-HTC) and the 20% Federal Historic Rehabilitation Tax Credit (F-HTC) will be instrumental in the reuse of the building. JLK has successfully led tax credit projects for buildings of various styles and sizes through the tax credit process and witnessed the impact these programs can have at the community level.

Much like the Rialto Square Theater, a coalition of preservationists and community members have assembled and are asking the question: How could the Will County Courthouse shape the continued growth and development of Joliet and serve as a destination within the community? The Will County Board can seize this unique opportunity to work with the community, preservationists, architects, and developers to set the standard when it comes to the preservation of our Brutalist buildings.

Sincerely,  
Johnson Lasky Kindelin Architects, Inc.



Marguerite A. Kindelin, AIA  
President

Enclosures:

1. Resumes of Secretary of the Interior-Qualified JLK Staff
2. JLK Services Information
3. Select JLK Project Information





## Meg Kindelin, AIA

President | Historic Preservation Lead

Meg is the President of JLK and leads the Historic Preservation Studio. She is an accomplished and recognized architect with 24 years of experience. Meg brings enthusiasm, passion, and creative problem solving to projects. Her actionable insights and hands-on approach ensure projects and teams of myriad size and scope are delivered on time and on budget. As an established leader in the preservation field, she sits on committees for Landmarks Illinois and the Illinois State Historic Preservation Office.

### Education

Master of Architecture in Design  
University of Texas at Austin

Master of Science in Architectural History  
University of Texas at Austin

Bachelor of Science in Anthropology  
University of Illinois, Urbana

### Registrations

Registered Architect in  
States of Illinois, Indiana, and Kentucky

### Qualifications

SOI-Qualified Historic Architect and Architectural  
Historian, as codified 36 CFR Part 61

### Professional Affiliations

American Institute of Architects

AIA Historic Resources Committee

Society of Architectural Historians

Association for Preservation Technology  
International

Chair, Illinois Historic Sites Advisory Council  
(SHPO)

Landmarks Illinois, Easements Committee

WB Griffen Society

Society for Industrial Archaeology

Construction History Society of America

Chicago Architecture Foundation, Newhouse  
Curriculum Program

National Trust for Historic Preservation

Society of Architectural Historians

Transportation Women, Member

### Relevant Experience

**Rialto Square Theatre**  
Renovation and Rehabilitation  
Joliet, Illinois

**KAM Isaiah Israel Synagogue**  
Interior Sanctuary Rehabilitation  
Chicago, Illinois

**St. Nicholas Ukrainian Catholic  
Cathedral**  
Feasibility Assessment and Report  
Chicago, Illinois

**Chicago Department of  
Transportation**  
Little Village Arch Restoration  
Chicago, Illinois

**Order of Saint Francis Headquarters**  
Rehabilitation and Tax Credit Project  
Historic Preservation Consulting  
Peoria, Illinois

**Chicago Transit Authority**  
Chicago, Illinois  
Red Line Extension  
Section 106 Consultation  
State/Lake Station  
Section 106 Consultation and Design  
of Interpretive Element

**Joliet Public Library**  
HABS Documentation  
Joliet, Illinois

**Ragdale House**  
Restoration  
Lake Forest, Illinois

**Capitol Development Board**  
Illinois & Michigan (I&M) Canal Nettle  
Creek Aqueduct Reconstruction  
Morris, Illinois

**Amtrak**  
Union Station Power Plant, Section 106  
and Section 4(f)  
Chicago, Illinois

**Northern Illinois University**  
Sven Parson Hall  
Parapets and Roof Assessment and  
Replacement  
DeKalb, Illinois  
Holmes Student Center  
Condition and Envelope Assessment  
DeKalb, Illinois

**University of Illinois at Chicago**  
Historic Preservation Architect  
Retainer Contract  
Chicago, Illinois

Façade Investigation Study  
Theater Roof Replacement

**Chicago Cultural Center**  
Chicago, Illinois

Randolph Lobby and Reception Hall  
Restoration

Feasibility Assessment and Report:  
Tiffany Stained Glass Domes  
Restoration

**Battledeck House**  
Restoration  
Highland Park, Illinois

**Glessner House**  
Wood Window, Door, and Courtyard  
Restoration  
Chicago, Illinois

**The Governor Duncan Mansion  
and Park**  
Historic Structures Report  
Jacksonville, Illinois

**Garfield Farm**  
Historic Barn Restoration  
Kane County, Illinois

**The White House**  
Rehabilitation and Addition  
Barrington, Illinois

**Darlington Hotel**  
Adaptive Reuse  
Chicago, Illinois

**Mercy Housing SRO Hotel Conversion**  
1918 Darlington Hotel Tax Credit project  
Chicago, Illinois

**Motor Row Properties**  
2215, 2229, 2245 S. Michigan Avenue  
Chicago, Illinois

**Robertson House**  
Reuse and Addition  
Barrington, Illinois

**Solomon Cottage**  
Adaptive Reuse  
Park Ridge, Illinois

**Martin Mitchell Mansion**  
Naper Settlement  
Naperville, Illinois

**Glenview Park District**  
Wagner Farm Barn and Out Building  
Stabilization Report  
Glenview, Illinois

**Widow Clarke House**  
Building Envelope Inspection and Report  
Chicago, Illinois

**Bishop Hill**  
Steeple Building Preservation Symposium  
Bishop Hill, Illinois

**Botanic Gardens**  
Facility Assessment  
Cook County, Illinois

**Chicago History Museum**  
Wrigley Gallery and Associated Upgrades  
Chicago, Illinois

**Fabyan Villa Museum**  
Interior Renovation and Systems Upgrade  
Kane County, Illinois

**Landmark District Designation Survey**  
Research of prospective landmark  
districts in historic river town  
Quincy, Illinois

**Nation Register District Expansion**  
Research of properties for  
Landmark District Update  
Naperville, Illinois

**National Park Service**  
Gettysburg, Fredericksburg, Spotsylvania  
National Battlefields  
Survey of Monuments, Sites, & Structures  
Philadelphia, Pennsylvania

**New Faith MB Church**  
Matteson, Illinois

**Pullman Administration Building**  
Building Stabilization  
Chicago, Illinois

**St. Procopius Abbey**  
HVAC upgrades Feasibility Study  
Lisle, Illinois

**United Lutheran Church**  
Masonry Restoration  
Oak Park, Illinois





## Katie McNamee

Associate | Project Architect

With a varied portfolio in architectural design, historic preservation, condition assessments, and facility programming, Katie has a unique understanding of the built environment. She has experience with a variety of project types including higher education institutions, churches, military installations, government agencies, and civic buildings. She has worked on all aspects of project phases. She is proficient in historic research, HABS/HAER/HALS historic building documentation, Section 106 mitigation, as well as condition assessment and feasibility studies.

### Education

Master of Historic Preservation,  
University of Kentucky

Bachelor of Science in Architecture, University  
of Illinois at Urbana-Champaign

### Qualifications

SOI-Qualified Architectural Historian, as  
codified 36 CFR Part 61

### Professional Affiliations

Landmarks Illinois, Skyline Council

### Relevant Experience

**University of Illinois  
at Urbana-Champaign**  
Champaign-Urbana, Illinois

Architectural Retainer

Historic Preservation Retainer

Police Training Institute  
Feasibility Study

Bevier Hall Window Replacement

Oglesby Hall Window Replacement

Trelease Hall Window Replacement

Harker Hall Feasibility Study

**University of Illinois at Chicago**  
Chicago, Illinois

Historic Preservation Architect  
Retainer

Four Façades Investigation Study

**University of Illinois System**  
Discovery Partners Institute Office  
Renovation Assessment  
Chicago, Illinois

**University of Kentucky**  
Memorial Coliseum Condition  
Assessment Study  
Lexington, Kentucky

**Northern Illinois University**  
DeKalb, Illinois

Swen Parson Hall  
Parapets and Roof Assessment and  
Replacement

Holmes Student Center  
Condition and Envelope Assessments

Music Building and Gabel Hall Roof  
Replacement

**Public Building Commission**  
Chicago Public Library, Hall Branch  
Assessment and Renovation  
Chicago, Illinois

**KAM Isaiah Israel Synagogue**  
Interior Rehabilitation  
Chicago, Illinois

**Joliet Public Library**  
HABS Documentation  
Joliet, Illinois

**Rialto Square Theatre**  
Assessment, Restoration, and  
Renovation  
Joliet, Illinois

**OSF Healthcare Headquarters**  
Rehabilitation and Tax Credit Project  
Historic Preservation Consultant  
Peoria, Illinois



## Kelsey Kuehn

Associate | Architectural Historian

Kelsey is a multidisciplinary Architectural Historian with over three years of experience in architectural studies, historic preservation, and cultural resources management. She exceeds the Secretary of the Interior's Professional Qualifications for Architectural History and is experienced with conducting archival research, surveying and documenting historic buildings, and authoring various technical reports. Having contributed to Section 106 and Section 110 compliance efforts for diverse projects in 16 states, Kelsey is well-versed in successfully navigating these processes.

### Education

Master of Art History  
University of Wisconsin-Milwaukee

Bachelor of Science, Architectural Studies  
*Art History and Criticism Minor*  
University of Wisconsin-Milwaukee

### Qualifications

SOI-Qualified Architectural Historian, as codified 36 CFR Part 61

### Professional Affiliations

Docomomo US/Wisconsin, Founding Board Member

Landmarks Illinois, Skyline Council

### Relevant Experience

**Illinois State Armory**  
HABS Documentation  
Springfield, Illinois

**Cook County Department of Transportation**  
Pulaski Road/Crawford Avenue Improvements, Section 106  
Rockford, Illinois

**City of Aurora**  
New York Street Bridge Rehabilitation, Section 106  
Aurora, Illinois

### Amtrak

Project Management Oversight  
Historic Preservation and Section 106 Compliance  
Various Chicagoland Locations, Illinois  
Union Station Power Plant, Section 106 and Section 4(f)  
Chicago, Illinois  
ADA Station Program, Section 106\*  
Contributed to projects in: AL, AZ, CO, IA, LA, MA, MI, MT, NY

Niles Station Salt Shed Construction Project, Section 106\*  
Niles, Michigan

### Metra

Rock Island Third Main and Yard Improvements Project, Section 106  
Chicago, Illinois

### City of Chicago

Chicago, Illinois  
AIS Section 106 Review for Programs Funded by US Department of Housing and Urban Development  
Alexander Von Humboldt Elementary School HABS Documentation

**Chicago State University**  
Master Plan Facilities and Ground Condition Assessment  
Chicago, Illinois

### Times Theater

Historic Tax Credits Consultation  
Rockford, Illinois

**Chicago Department of Transportation**  
Chicago, Illinois

Chicago Pedway Improvements Project, Section 106

Riverwalk South Branch Extension, Section 106

South Western Avenue Bridge Rehabilitation Project, Section 106

**Nevada Department of Transportation**  
Downtown Access Project, Section 106\*  
Las Vegas, Nevada

Henderson Interchange Project, Section 106\*  
Henderson, Nevada

*\*Project completed prior to JLK*



**Clark County, Nevada Department of Public Works**

Tropicana Avenue and University Center Drive Roadway and Drainage Improvements Project, Section 106\*  
Clark County, Nevada

**Duke Energy**

Line EEOO Replacement, Section 106\*  
Cincinnati, Ohio

**Union Pacific Railroad**

Bridge Replacement Projects, Section 106\*  
Contributed to projects in: IA, KS, TX

**Wisconsin Department of Transportation**

I-41 Maintenance and Repair Project, Section 106\*  
Brown and Outagamie Counties, Wisconsin

**Pacific Gas & Electric**

Ravenswood-Ames Transmission Line Replacement Project, CEQA Compliance\*  
Mountain View, California

**Forest Home Library**

HABS Documentation\*  
Milwaukee, Wisconsin

**Garner-Ranney-Schutz House**

Local Historic Designation Report\*  
Milwaukee, Wisconsin

**General Services Administration**

Byrne-Green Federal Building and Courthouse Complex Determination of Eligibility, Section 110\*  
Philadelphia, Pennsylvania

**NextERA**

Battery Energy Storage System Project, CEQA Compliance\*  
Alameda County, California

**Golden Hills Transmission Line**

Replacement Project, CEQA Compliance\*  
Alameda County, California

**United States Air Force**

Minneapolis-St. Paul Air Reserve Base Historic Building Inventory, Section 110\*  
Minneapolis, Minnesota

**Wisconsin Department of Transportation**

I-94 East-West Freeway Corridor Project, Section 106\*  
Milwaukee County, Wisconsin

*\*Project completed prior to JLK*

[www.jlkarch.com](http://www.jlkarch.com)



## Tim Scovic, AIA

### Senior Associate | Project Manager

Tim has 15 years of architecture experience, including work on over 24 properties listed in the National Register of Historic Places. He has specific expertise in pre-design services such as historic research, preservation master plans, historic structure reports, conservation management plans, feasibility studies, HABS/HAER documentation, and historic preservation tax credit applications. Tim masterfully and efficiently manages assessment, restoration, and rehabilitation projects of varied sizes and budgets through all phases of design and construction administration.

#### Education

Master of Architecture,  
Historic Preservation Concentration  
University of Illinois at Urbana-Champaign

Bachelor of Science in Architecture  
University of Cincinnati

#### Registrations

Licensed Architect, State of Illinois

NCARB Certified

#### Qualifications

SOI-Qualified Historic Architect and  
Architectural Historian, as codified 36 CFR Part  
61

#### Professional Affiliations

American Institute of Architects

Co-Chair, Historic Resources Committee, AIA  
Chicago, January 2012 – April 2016

Association for Preservation Technology  
Vice President, APT Western Great Lakes  
Chapter, January 2012 – January 2014

Board Member, APT Western Great Lakes  
Chapter, May 2010 – December 2011

National Trust for Historic Preservation

Landmarks Illinois

#### Relevant Experience

##### University of Illinois at Urbana-Champaign

Champaign-Urbana, Illinois

Altgeld Hall Rehabilitation\*

Natural History Building  
Rehabilitation\*

Davenport Hall Master Plan\*

Illini Hall HABS Documentation\*

Assembly Hall HABS Documentation\*

##### University of Illinois at Chicago

College of Medicine Nurses' Building

Facade Assessment and Repairs

Chicago, Illinois

##### Northern Illinois University

DeKalb, Illinois

Swen Parson Hall  
Parapets and Roof Assessment and  
Replacement

Holmes Student Center  
Condition and Envelope Assessments  
Music Building and Gabel Hall Roof  
Replacement

##### Columbus Elementary School\*

Renovation

Chicago, Illinois

##### Illinois Institute of Technology\*

Engineering One Building Master Plan  
Chicago, Illinois

##### Illinois Capital Development Board

Springfield, Illinois

Illinois State Capital Dome Condition  
Assessment Study\*

Illinois State Fairgrounds Coliseum  
Rehabilitation\*

##### Rialto Square Theatre

Assessment, Restoration, and  
Renovation

Chicago, Illinois

##### KAM Isaiah Israel Synagogue

Interior Sanctuary Rehabilitation

Chicago, Illinois

##### St. Nicholas Ukrainian Catholic Cathedral

Feasibility Assessment and Report  
Chicago, Illinois

##### Public Building Commission

Chicago Public Library, Hall Branch  
Assessment and Renovation

Chicago, Illinois

##### Taliesin West, including Music Pavilion\*

Preservation Master Plan

Scottsdale, Arizona

*\*Project completed prior to JLK*



**Unity Temple\***

Restoration  
Oak Park, Illinois

**Wrigley Field\***

Assessment and Rehabilitation  
Chicago, Illinois

**Simmons Library\***

Kenosha, Wisconsin

**Elks Veterans Memorial\***

Chicago, Illinois

**Emil Bach House\***

Restoration  
Chicago, Illinois

**Carson Pirie Scott/Sullivan Center\***

Exterior Restoration  
Chicago, Illinois

**Charnley-Persky House\***

Conservation Management Plan  
Chicago, Illinois

**Beth Sholom Synagogue\***

Condition Assessment Report  
Elkins Park, Pennsylvania

**Carr Memorial Chapel\***

Restoration  
Illinois Institute of Technology  
Chicago, Illinois

**U.S. Department of State\***

Bosch Palace  
(U.S. Ambassador's Residence)  
Historic Structure Report  
Buenos Aires, Argentina

**Lake Forest Train Station\***

Exterior Restoration  
Lake Forest, Illinois

**Olympia Fields Country Club\***

Condition & Planning Assessment  
Olympia Fields, Illinois

**General Services Administration\***

Melvin Price U.S. Courthouse  
Seismic Feasibility Study & Building  
Preservation Plan  
East St. Louis, Illinois

Potter Stewart U.S. Courthouse  
Exterior Doors Replacement  
& Exterior Façade Study  
Cincinnati, Ohio

John W. Peck Federal Building  
Exterior Door Replacement  
& Exterior Façade Study  
Cincinnati, Ohio

**General Services Administration****(Continued)\***

Grant U.S. Courthouse & Federal  
Building  
Interior Marble Stabilization  
South Bend, Indiana

Peoria U.S. Courthouse  
& Federal Building  
Exterior Bronze Doors Restoration  
Peoria, Illinois

Loop Post Office  
Wood Paneling Restoration  
Chicago, Illinois

Hawthorne Federal Building  
National Register of Historic Places  
Determination of Eligibility Report  
Hawthorne, California

Celebrezze Federal Building  
National Register of Historic Places  
Determination of Eligibility Report  
Cleveland, Ohio

Kluczynski Federal Office Building  
& U.S. Post Office Loop Station  
Building Preservation Reports  
Chicago, Illinois

*\*Project completed prior to JLK*

[www.jlkarch.com](http://www.jlkarch.com)



## Carri Andrews, AIA

### Associate Principal | Historic Preservation

With 14 years of experience in architectural design and historic preservation, Carri leads JLK's Historic Preservation Studio and specializes in rehabilitation projects, existing building assessments, historic research, and report writing. She has built strong relationships with local and state historic preservation officials, and artfully navigates the Section 106 process. She is also well-versed in historic building documentation (HABS/HAER/HALS) and preparation of historic preservation tax credit applications for adaptive reuse projects. She is a skilled project manager and savvy teaming member, guiding projects of diverse sizes, budgets, uses, and scopes to successful and timely completion.

#### Education

Master of Architecture,  
University of Illinois at Urbana-Champaign

Bachelor of Arts in Art History,  
University of Iowa

#### Registrations/Certifications

Licensed Architect, States of Illinois  
and Kentucky

#### Qualifications

SOI-Qualified Historic Architect and  
Architectural Historian, as codified  
36 CFR Part 61

#### Professional Affiliations

American Institute of Architects, Historic  
Resources Committee  
Association for Preservation Technology  
International  
AIA HABS/HAER/HALS Coordinating  
Committee

#### Relevant Experience

##### HISTORIC BUILDINGS

**Ragdale House**  
Restoration  
Lake Forest, Illinois

**The White House Event Center**  
Rehabilitation and Addition  
Barrington, Illinois

**Fort Riley**  
B211 Rehabilitation  
Fort Riley, Kansas

**Chicago Department of  
Transportation**  
Lake Street Bridge Houses  
Reconstruction  
Chicago, Illinois

**Building Preservation Plans**  
202, 220, and 230 South State Street  
Chicago, Illinois

**Garfield Farm**  
1842 Barn Restoration HSR and  
Feasibility Study  
La Fox, Illinois

##### CULTURAL

**KAM Isaiah Israel Synagogue**  
Interior Rehabilitation  
Chicago, Illinois

##### Chicago Botanic Garden

Facility Assessments  
Wilmette, Illinois

**Douglas Park**  
Fieldhouse Rehabilitation  
Chicago, Illinois

**Fosco Park**  
Fieldhouse Rehabilitation  
Chicago, Illinois

##### CORPORATE

**Cadence Logistics Offices**  
Joliet, Illinois

**Wintrust Bank**  
1931 City Post Office Adaptive  
Reuse, National Register Nomination,  
and Historic Tax Credits Project  
Naperville, Illinois

1940 Pure Oil Building Adaptive  
Reuse, National Register Nomination,  
and Historic Tax Credits Project  
Geneva, Illinois

**Urban Kayaks**  
Recreational Facility and Cantina  
Chicago, Illinois

##### GOVERNMENT

**General Services Administration**  
Federal Center OSHA Office Expansion  
Chicago, Illinois



**General Services Administration**  
Federal Center National Labor Relations  
Board Offices  
Chicago, Illinois

**General Services Administration**  
Federal Center US Department of Fish  
and Wildlife Offices  
Chicago, Illinois

**Battle Creek Veterans Affairs\***  
Various Buildings Demolition, Mental  
Health Office Suite, and  
Window Replacement  
Battle Creek, Michigan

**Detroit Veterans Affairs\***  
OT/PT Wing and Office Renovation  
Detroit, Michigan

**Indianapolis Veterans Affairs\***  
Building 9 Renovations  
Indianapolis, Indiana

**Marion Veterans Affairs\***  
Various Buildings Demolition  
Atrium Renovation  
Marion, Indiana

## **EDUCATION**

**University of Illinois**  
**Historic Architect Retainer**  
Champaign-Urbana, Illinois

Graduate Library Window Replacement  
and Facade Rehabilitation

Illini Union Window & Door  
Replacement

Main Library Exterior Rehabilitation

Main Library Redevelopment Plan

Undergraduate Library Redevelopment  
Plan

Architecture Building  
Redevelopment Plan

David Kinley Hall Window Replacement

ISR Window and Facade Replacement

Reading Room Rehabilitation

President's House Assessment  
and Master Plan

**Columbia Elementary School\***  
Renovation  
Rochester, Indiana

**Haley Elementary School\***  
Renovation  
Fort Wayne, Indiana

**Westville Schools\***  
Facility Assessment  
Westville, Indiana

## **INFRASTRUCTURE & TRANSIT**

**City of Aurora**  
New York Street Bridge, Section 106  
Aurora, Illinois

**Amtrak**  
Union Station Power Plant, Section 106  
and Section 4(f)  
Chicago, Illinois

**Chicago Department of Transportation**  
Chicago, Illinois

Lake Street Bridge Rehabilitation

Wells Street Bridge Rehabilitation

Cicero Avenue Bridge Rehabilitation

Columbia Drive Bridge

Rehabilitation and Section 106

Van Buren Street Bridge over the Main  
Branch Rehabilitation

**Chicago Transit Authority**  
Chicago, Illinois

Red Line Extension  
Section 106 Consultation

State / Lake Station  
Section 106 Consultation and Design  
of Interpretive Element

**Great Lakes Naval Station**  
Sampson Bridge Renovation Studies  
Great Lakes, Illinois

**Illinois Department of  
Natural Resources**  
Hennepin Canal Historic Structure Report  
and Feasibility Study  
Henry County, Illinois

**Illinois Department of Transportation**  
MacArthur Bridge Section 106  
Peoria, Illinois

**Capitol Development Board**  
Illinois & Michigan (I&M) Canal Nettle  
Creek Aqueduct Reconstruction  
Morris, Illinois

**Village of Long Grove**  
Robert Parker Coffin Bridge Rehabilitation  
Feasibility Study  
Long Grove, Illinois

*\*Project completed prior to JLK*

[www.jlkarch.com](http://www.jlkarch.com)



Your partner in  
architecture since 1992



JLK Architects is a Chicago-based full-service WBE architecture firm specializing in historic preservation, transit/infrastructure, renovation, and adaptive reuse.

We are a team of close-knit collaborators who enjoy creating, designing, and maintaining the built spaces that make up our neighborhoods and communities.

### Practices

Historic Preservation  
Transit & Infrastructure  
Existing Building Evaluation  
Construction Phase Services  
Development & Adaptive Reuse  
High-Rise & Commercial  
Higher Education  
Education  
Recreation  
Planning



### Contacts

Meg Kindelin, President  
[mkindelin@jlkarch.com](mailto:mkindelin@jlkarch.com)  
312 357 1221 ext. 208

Terry Sullivan, Principal  
[tsullivan@jlkarch.com](mailto:tsullivan@jlkarch.com)  
312 357 1221 ext. 207





## Select Awards

### ***Honor Award, Association of Licensed Architects***

Barrington White House Restoration and Reuse

### ***Honor Award, ACEC- Illinois Engineering Excellence Awards***

Wells Street Bascule Bridge Rehabilitation

### ***AIA Honor Award for Restoration, Illinois American Institute of Architects***

Ragdale House Restoration

### ***Silver Medal Honor Award, Association of Licensed Architects***

Navy Building 13 Rehabilitation

### ***Honor Award DH Burnham Citation of Merit, American Institute of Architects, Illinois***

William J. Donovan Bridge Design

### ***Biennial Design Awards Citation for Conservation, U.S. General Services Administration***

United States Custom House Exterior Renovation

### ***AIA Chicago Honor Award American Institute of Architects, Chicago***

Wacker Drive Reconstruction

### ***Richard Driehaus Foundation Preservation Awards: Rehabilitation Landmarks Preservation Council of Illinois***

Martin Mitchell Mansion & Carriage House Restoration



## Specialties

### **Project Start-up**

Programming and Space Planning  
Feasibility Studies  
Conceptual Design and Estimating  
ADA Analysis  
Existing Building Analysis

### **Presentations**

Conceptual Design Renderings  
Photo-Realistic Renderings  
3D Animations  
Graphics for Public Presentations

### **Sustainability**

LEED Registered Projects  
Non-registered Sustainable Projects  
Peer Review and Consultation  
Storm Water Innovation

### **Project Facilitating**

Liaison for Agencies and Engineers  
Facilitators of Public Outreach Process  
Community Outreach  
Implementing Local Guidelines

### **Historic Preservation**

Rehabilitation of Historic Buildings  
HSRs (Historic Structures Reports)  
Grant Proposals  
National Register Nominations  
Historic Research and 106 Reports  
Historic Tax Credits

### **Historic Consulting for Transit**

Illinois Historic Preservation Agency  
Requirements  
Completion of 106 and HABS  
Documentation  
Preparation of Local, State, and Federal Reports



*Wells Street Bridge, Rehabilitation Chicago, Illinois*

## The Leader in Historic Preservation

JLK understands how older buildings and structures were built, how they can fail, and how they need to be repaired and modernized. Our knowledge of older construction practices and expertise in compatible design strategies allow us to preserve and enhance existing spaces and places. We approach each project with a diverse toolbox, creatively integrating research, documentation, analysis, and design methods that lend to our holistic understanding of how the historic built environment can work within the modern world. We are proud to have worked with buildings and structures dating from 1840 to 1975, spanning the current horizon of historic preservation.

### Select Projects

- Ragdale House Restoration
- Wells Street Bridge Rehabilitation
- Barrington White House
- Lake Street Bridge Rehabilitation
- Wacker Drive Rehabilitation
- Battledock House Restoration
- Damen, Western, and California Blue Line Stations
- Chicago Custom House
- Pure Oil Station for Wintrust
- St. Nicholas Ukrainian Catholic Cathedral
- Glessner House
- Essanay Studios





*Frank Lloyd Wright's Dana Thomas House Renovations*

## Stewardship

As Preservation Architects, we are stewards of the built environment. We find sustainable and creative answers to the unique questions faced in every project. We preserve the character that defines historic buildings and structures and ensure that local and federal guidelines are followed in the treatment of these irreplaceable assets.

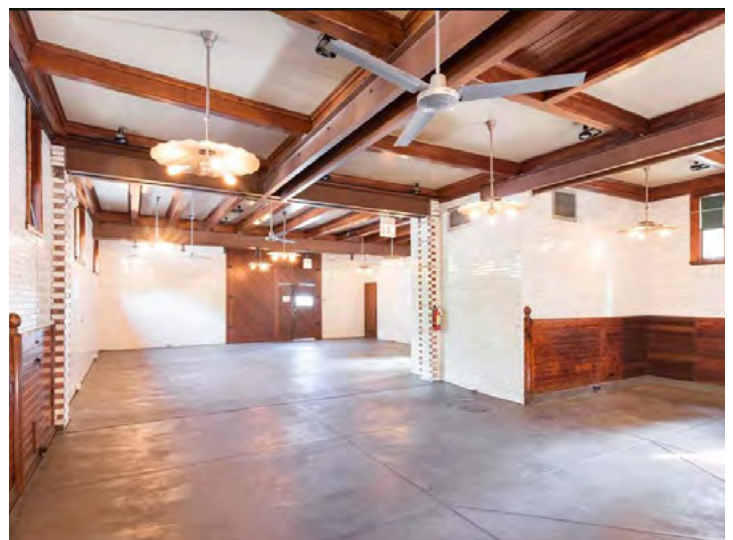
Our reputation for high quality, award-winning work is reflected by a diverse portfolio of projects ranging from high-end house museums to budget-sensitive, developer-led reuse projects funded by historic tax credits. We are adept at tailoring our services and skills to each project and budget, but our personal, hands-on approach to preservation remains consistent throughout our practice.

## Services

- Rehabilitation, Renovation & Preservation
- Historic Research and Reports
- Field Surveys of Existing Structures
- HABS/HAER Documentation
- Condition and Materials Assessments
- Assessment of Historic Materials and Determinations of Historic Significance



*Barrington White House Rehabilitation*



*Glessner House Coach House Rehabilitation*





*St. Nicholas Ukrainian Catholic Cathedral, Chicago, IL*

## 30 Years of Reports, Recordation, and Research

Since 1992, JLK has researched and recorded significant buildings and structures. Our work includes an 1850 settlement barn in Kane County, the historic Columbia Drive Bridge in Chicago, which predates the renowned World's Columbian Exposition of 1893.

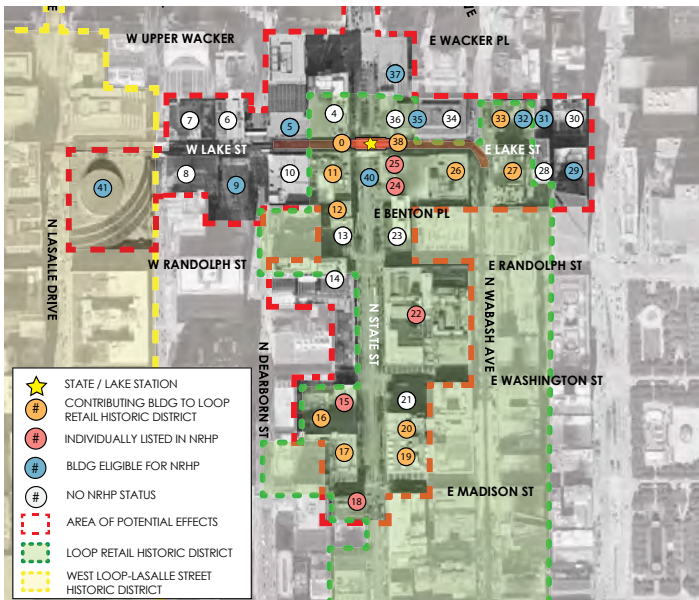
Our in-house team of architectural historians and preservation architects works with skilled architectural photographers to produce HABS and HAER documentation following the standards set forth by the Library of Congress. Experienced with archival research, field surveys, and digital documentation, our team brings a diverse set of skills to each project.

The results of our work can be found at the Library of Congress, where several HABS and HAER records produced by our experienced team of architectural historians and preservation architects are stored.

### Services Offered

- Research narratives
- Architectural descriptions
- Library of Congress formatting
- Large format photography
- Primary research





State & Lake Station APE Map, Chicago, IL



Joliet Library, Joliet, IL



Jefferson Street Scherzer Rolling Lift Bridge, Joliet, IL



Wacker Drive Bridge, Chicago, IL

## Select Recordation Projects

- CTA Lake Street Bridge Rehabilitation
- Joliet River Scherzer Rolling Lift Bridges
- Chicago Cultural Center Glass Domes
- OSF HealthCare Ministry Headquarters Historic Tax Credits
- Rockwell Elevated Railway HAER, 14 Bridges
- Amtrak Union Station Power Plant Reuse
- St. Nicholas Ukrainian Catholic Cathedral
- Illinois State Armory HABS
- Glessner House Museum Restoration
- Wintrust Bank Historic Tax Credits
- Columbia Drive Bridge



Metra, Chicagoland, IL

**Local, State, and Federal  
Certified  
WBE / DBE / SBE**



# Historic Preservation Recordation & Reporting

## BUILDINGS

**Chicago Cultural Center**  
Feasibility Assessment and Report:  
Tiffany Stained Glass Domes Restoration  
Chicago, Illinois

**124 NW Adams**  
Historic Preservation and  
Tax Credits Documentation  
Peoria, Illinois

**Adlai Stevenson Residence**  
Historic Structure Report and  
Physical Project Completion Report  
Libertyville, Illinois

**Joliet Public Library**  
HABS Documentation  
Joliet, Illinois

**Glessner House**  
Wood Window, Door and  
Courtyard Restoration  
Chicago, Illinois

**Illinois Department of Natural Resources**  
Hennepin Canal Historic Structure Report  
and Condition Assessment  
Henry County, Illinois

**Crispus Attucks Elementary School**  
HABS Documentation  
Chicago, Illinois

**Division Street Properties**  
HABS Documentation  
Chicago, Illinois

**Essanay Studios**  
Assessment and Feasibility Study  
Chicago, Illinois

**Fabryan Villa Museum**  
Interior Renovation and Systems Upgrade  
Kane County, Illinois

**Garfield Farm**  
Historic Barn Restoration  
Kane County, Illinois

**Glenview Park District**  
Wagner Farm Barn and  
Outbuilding Stabilization Report  
Glenview, Illinois

**Governor Duncan Mansion and Park**  
Historic Structures Report  
Jacksonville, Illinois

**Great Lakes Naval Station**  
Building 521 Section 106  
Great Lakes, Illinois

**Martin Mitchell Mansion and Carriage House**  
Historic Structure Report and Restoration  
Naperville, Illinois

**May Whitney School**  
HABS Documentation  
Lake Zurich, Illinois

**Ragdale House**  
Historic Structure Report and Restoration  
Lake Forest, Illinois

**James R. Thompson Center**  
HABS Documentation  
Chicago, Illinois

**University of Illinois  
at Urbana-Champaign**  
Allerton Park Renovations  
Monticello, Illinois

Platt Farmhouse HABS Documentation  
Monticello, Illinois

**Wintrust Bank**  
1931 City Post Office, Adaptive Reuse  
and Historic Tax Credits Project  
Naperville, Illinois

1940 Pure Oil Building, Adaptive Reuse  
and Historic Tax Credits Project  
Geneva, Illinois

**Great Lakes Naval Station**  
Steam Decentralizations Project  
Section 106  
Great Lakes, Illinois

## TRANSIT

**Amtrak**  
Union Station Power Plant Section 4(f)  
Alternatives Development  
Chicago, Illinois

**Chicago Department of Transportation**  
Austin Green Line Station  
Rehabilitation, Sections 106 and 4(f)  
Chicago, Illinois

Historic Movable Railroad Bridge  
Survey  
Chicago, Illinois

**Chicago Department of Transportation**  
Cicero Avenue Bridge House  
Rehabilitation, Sections 106 and 4(f)  
Chicago, Illinois

Columbia Drive Bridge, Sections  
106 and 4(f)  
Chicago, Illinois

Lake Street Bridge Rehabilitation,  
Sections 106 and 4(f)  
Chicago, Illinois

Wacker Drive Rehabilitation  
and Riverwalk  
Chicago, Illinois

Western Avenue Bridge Rehabilitation,  
Sections 106 and 4(f)  
Chicago, Illinois

**Chicago Transit Authority**  
State & Lake Station, Section 106  
Chicago, Illinois

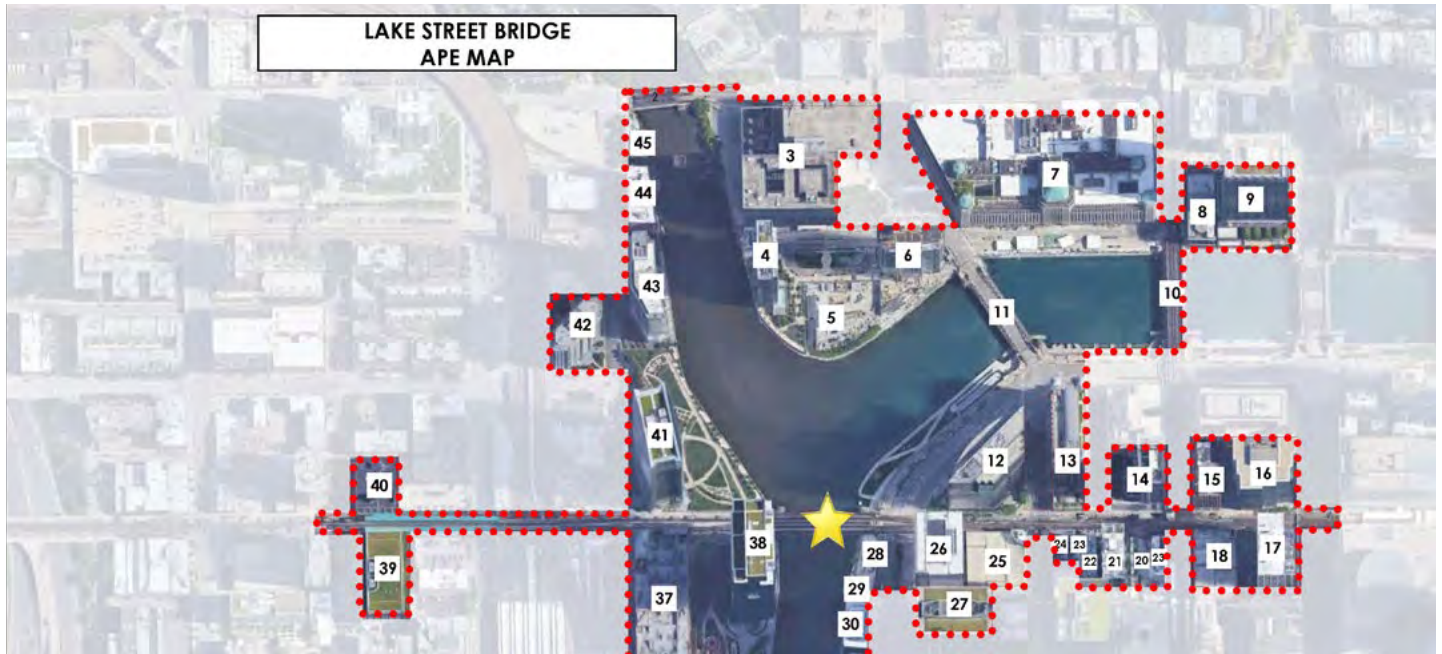
Damen Green Line Station  
Historic Study  
Chicago, Illinois

Red Line Extension, Section 106  
Chicago, Illinois

**Illinois Department of Transportation**  
MacArthur Bridge Replacement  
Study, Sections 106 and 4(f)  
Peoria, Illinois

Rockwell Street Bridges  
HAER Documentation  
Chicago, Illinois





*Lake Street Bridge APE Map, Chicago, Illinois*

## Seamless Historic Preservation Teaming

Let JLK's Historic Preservation Studio guide you through compliance with preservation regulations including Section 106, State 707, and USDOT Section 4(f).

Federal and State of Illinois regulations require that any project utilizing federal funding or state funds, permits, licensure, or other approvals must consider the effect the undertaking has on historic properties.

The resulting consultation process requires a thorough understanding of its different forms and outcomes. This includes detailed historic research, evaluation of integrity and significance, assessment and mitigation of project effects, and consultation with the public and historic preservation officials following the national regulations.

We have 30 years of experience with major state and federal agencies, preparing the necessary materials and guiding clients of all sizes through the compliance process.

### Select Clients

- Chicago Transit Authority
- Illinois Department of Transportation
- Chicago Department of Transportation
- Amtrak
- Metra
- City of Chicago
- Cook County Department of Transportation
- Illinois State Armory
- Nevada Department of Transportation
- Wisconsin Department of Transportation
- Union Pacific Railroad
- General Services Administration

### Services

- Federal Section 106
- State (IL) Section 707
- USDOT Section 4(f)
- Design consultation for no adverse effect
- Design for MOA requirements:  
HABS/HAER, Interpretive Plans, etc.



*Nettle Creek Aqueduct, Morris, Illinois*



*Lake Street Bridge, Chicago, Illinois*

## **A Foundation of Relationships**

We are a one-stop shop for projects subject to compliance with historic preservation regulations. Our Studio teams are experienced in the design and technical aspects of historic preservation as well as the regulatory side.

Our staff includes architectural designers and historians with decades of experience in preserving and rehabilitating properties, researching, technical writing, evaluating integrity and significance of cultural resources, and coordinating with all stakeholders and consulting parties. This unique combination of skills has made us adept project partners and designers who will meet the regulatory requirements or design for the mitigations required when historic standards cannot be met.

Our relationships with federal agencies, the State Historic Preservation Office, and other statewide preservation entities allow us to work efficiently and skillfully through the design and consultation processes, which results in the best possible outcome for all involved.



*Chicago Botanic Garden, Glencoe, Illinois*



*Fort Riley Building 223, Fort Riley, Kansas*

**Local, State, and Federal  
Certified  
WBE / DBE / SBE**





*Western Avenue, S&S Canal Bridge Rehabilitation, Chicago, IL*

## Your Section 106 Experts

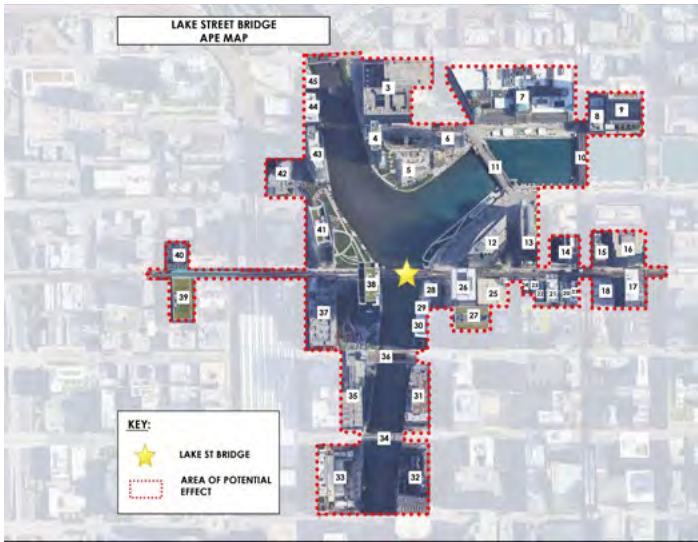
The Section 106 process is complex. Team with experts! Federal and state regulations require that any project utilizing federal funding or state funds, permits, licensure, or other approvals must consider the effect the undertaking has on historic properties.

Our Historic Preservation (HP) Studio includes six Secretary of the Interior-qualified architectural historians, offering decades of combined experience in navigating agency processes. This includes preserving and rehabilitating properties, researching, technical writing, evaluating integrity and significance of cultural resources, and coordinating with consulting parties.

In addition, our HP architects can assist in designing a project that will meet the regulatory requirements. If historic standards cannot be met, we'll help you to design for the mitigations required.

### Services Under Section 106

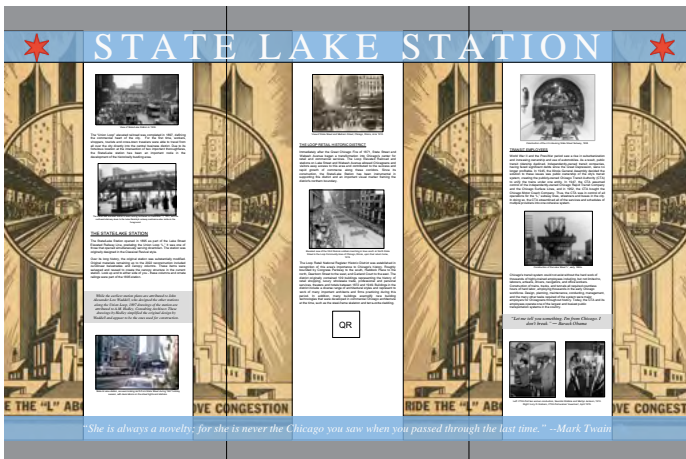
- Historic research & context reports
- Historic preservation architecture
- Condition & material assessments
- Historic properties identification & evaluation
- Consulting party coordination
- Area of Potential Effects (APE) delineation
- Assessment of Effects (AOE)
- Memorandum of Agreement (MOA)
- Mitigation products (e.g., documentation, brochures, booklets, signs, plans, exhibits, etc.)
- Memorandum of Understanding (MOU)
- Programmatic Agreements (PA)



Lake Street Bridge APE Map, Chicago, IL



MacArthur Highway Bridge 106 Consulting, Peoria, IL



State/Lake Station Interpretive Element, Chicago, IL



Chicago Transit Authority Red Line Extension APE Map, Chicago, IL

## Select Project Experience

- CDOT Lake Street Bridge 106 Consulting & HP Architecture
- CDOT Wacker Drive Roadway Viaduct Documentation and 106 Consulting
- CDOT Wells Street Bridge HP Architecture
- CDOT Chicago Movable Bridges Survey
- CDOT State & Lake Station 106 Consulting & HP Architecture
- CDOT Jackson Park Mobility Plan HP Architecture
- CTA Red Line Extension 106 Consulting
- CTA Green Line Austin Station 106 Consulting
- CTA Blue Line Racine & Loomis Station HP Consulting & Arch
- CTA California Blue Line 106 Consulting & HP Architecture
- IDNR Hennepin Canal Historic Structure and Condition Assessment
- IDOT MacArthur Highway Bridge 106 Consulting
- IDOT William J. Donovan Bridge Historic Redesign
- IDOT Joliet River Scherzer Rolling Lift Bridges 106 Consulting
- IDOT Woodbine Bridge Redesign & HP Consulting
- IDOT IL I-74 Partial Reconstruction & HP Consulting

**Local, State, and Federal  
Certified  
WBE / DBE / SBE**



March 10, 2023

Mr. Quinn Adamowski  
Regional Advocacy Manager  
Landmarks Illinois  
30 North Michigan Avenue, Suite 2020  
Chicago, Illinois 60602

Re: Professional Support for Exploratory Request for Expressions of Interest (RFEI) for the Will County Courthouse, Joliet  
Will County Courthouse  
100 West Jefferson Street  
Joliet, Illinois 60432

Dear Mr. Adamowski:

Klein and Hoffman, Inc. (K&H) would like to formally express our interest in assisting with the perseveration and reuse for the Will County Courthouse in Joliet, Illinois. This letter and interest were sparked when Landmarks Illinois released the Exploratory Request for Expressions of Interest (RFEI) on behalf of Will County Courthouse.

Our firm has a long history of providing facade consulting and structural engineering services for the rehabilitation and adaptive reuse of historic and architecturally significant buildings. We have serviced many historic and vintage buildings in the greater Chicago, Philadelphia, and Milwaukee area that have landmark or soon-to-be landmark status and are experienced with retrofitting these older systems to meet current performance requirements and programs. K&H has provided professional services as either architect, building enclosure consultant, and structural engineers for projects with similar scale and construction type as the Will County Courthouse. With this letter of support, we provide an overview of our firm and examples of our work for your review.

K&H is interested in teaming up with other interested team members to find a potential reuse for such a unique piece of modern style of architecture. As leaders within our profession, the Will County Courthouse provides a wonderful example of concrete design as well as serve as a pivotal example how modern architecture can hold historic importance and sustainability by providing reuse to an existing building.

We thank you for the opportunity to provide our support for the Will County Courthouse.

Sincerely,  
**Klein and Hoffman, Inc.**

A handwritten signature in black ink, appearing to read 'Terry McDonald', with a stylized, flowing script.

Terry McDonald, S.E.  
Principal

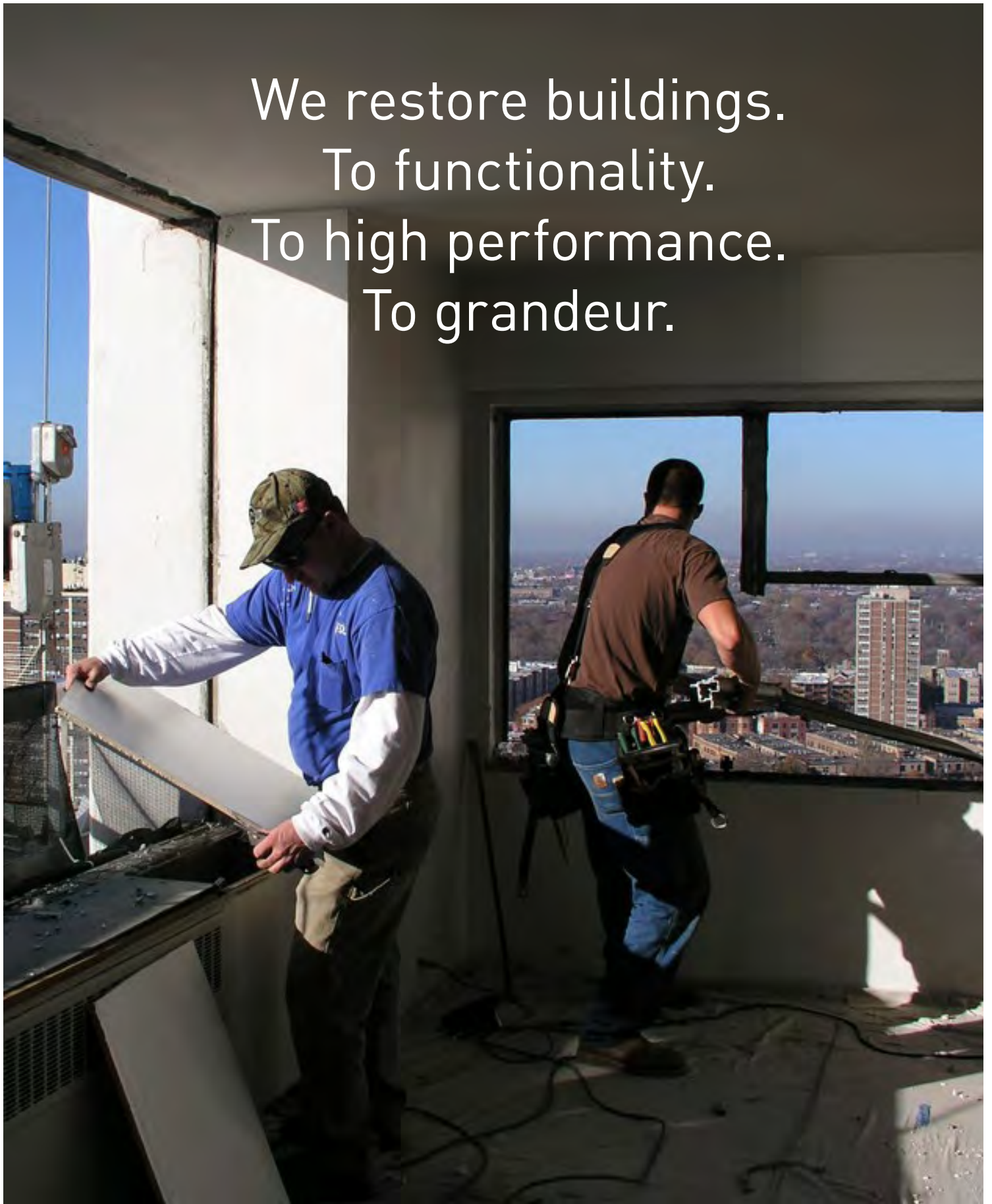
# Klein & Hoffman

ARCHITECTURAL & STRUCTURAL ENGINEERING





We restore buildings.  
To functionality.  
To high performance.  
To grandeur.



**At Klein & Hoffman, we work collaboratively to deliver value-driven architectural and structural engineering solutions. Innovative yet practical, we listen to you, develop creative solutions and find ways to go from “no” to “yes,” all while being mindful of budgets and timelines.**

**Since 1953, we have worked with building owners, campus and facility managers, condominium association boards and architectural firms to consistently deliver superior results in high-rise buildings, campus environments, condominium buildings and famous landmarks. If you are in the Chicago or Philadelphia areas, call on—and count on—Klein & Hoffman.**



# Our Services

## Building Envelope

For old and new, historic and modern, Klein & Hoffman develops innovative solutions to the investigation, repair or replacement of masonry facades, roofs, windows, and curtainwalls. Whether addressing deterioration, moisture/water infiltration or safety hazards, we strive to maintain the integrity and character of the original façade.

- Investigation, Repair and Restoration
- Ordinance and Special Inspections
- Curtainwall/Window Performance
- Roofing and Waterproofing
- Enclosure Commissioning/Peer Review
- Energy Modeling and Performance Analysis
- Expert Witness/Litigation Support

## Structural Engineering

A building's condition and function are impacted by time. The stability and integrity of a structure or its components should not be taken for granted. We will partner with you to provide sound structural engineering solutions that consider life span, budgetary constraints and owners' expectations. Whether you are expanding, removing, relocating or repairing structural elements, we can provide you with innovative and unique solutions to adapt your building to your current and future needs. Let us help you protect your investment and complete your projects on budget and on schedule.

- New Design and Renovations
- Strengthening and Repair
- Peer Review/Code Review
- Davit and Tie Back Certification
- Roof Deck Design
- Parking Structures/Plazas Repair
- Expert Witness/Litigation Support

## Evaluation, Planning & Project Coordination

For buildings of all shapes, sizes and uses, Klein & Hoffman provides evaluation, planning and project coordination services that can help you maintain or improve your building's performance and functionality. We combine architecture, engineering and financial strategies to assess existing conditions, develop plans and implement creative solutions to preserve value now and into the future.

- Reserve Studies/Transition Studies
- Condition Assessments/Feasibility Studies
- Life Safety Evaluation/Violation Correction
- Elevator/Riser/Building Systems Modernization
- Due Diligence Assessment
- Plan Review/Code Compliance Reviews



Residential



Institutional



Commercial



Healthcare

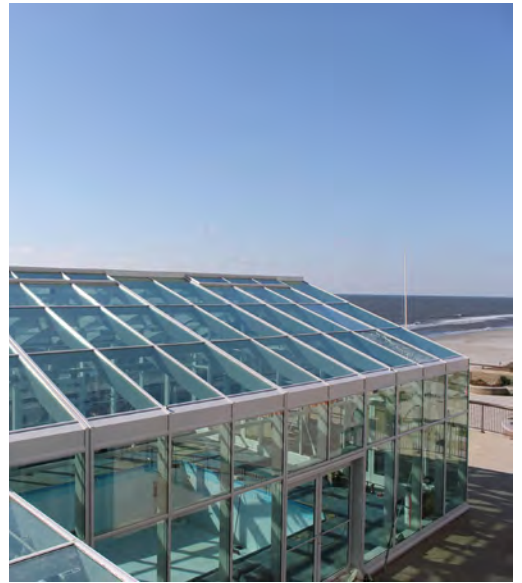
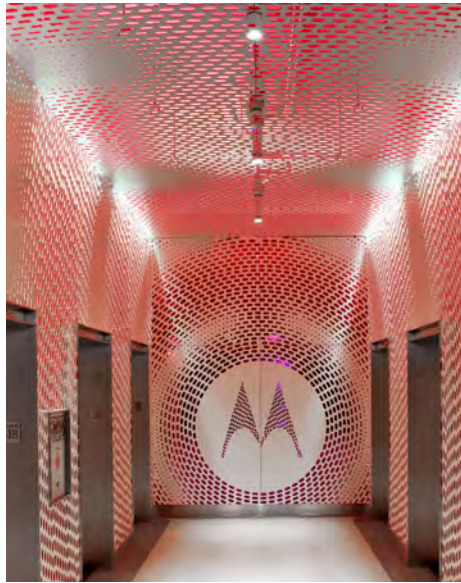
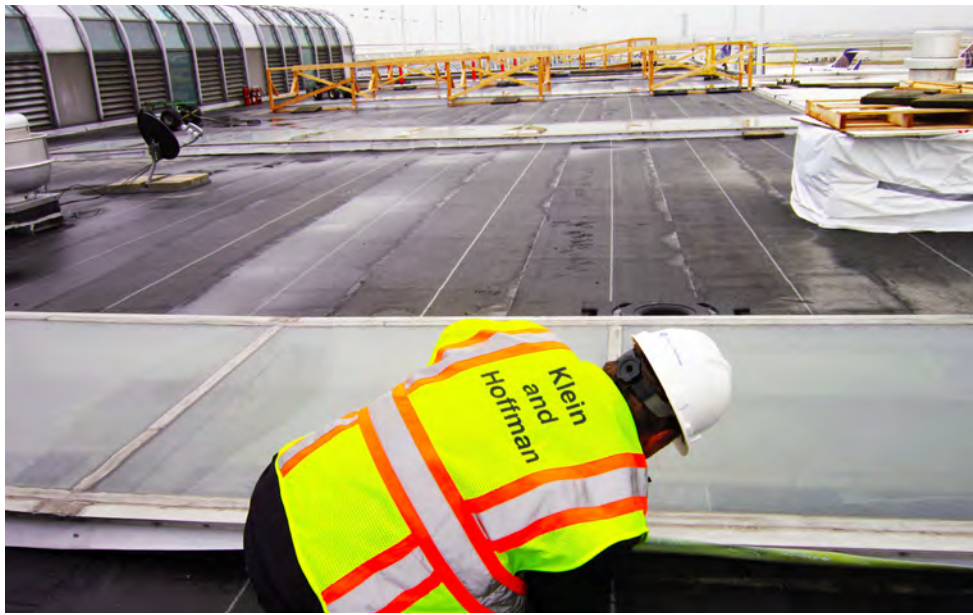


Education



Municipal





# How We're Different

## **Creatively Collaborative.**

At Klein & Hoffman, we work collaboratively to deliver value-driven architectural and structural engineering solutions. Innovative and practical, the Klein & Hoffman team listens to you, develops creative solutions and finds ways to go from “no” to “yes.”

## **Pragmatic and Practical.**

We work with building owners, campus and facility managers, condo association boards and architectural firms. We approach every project with our client's best interest in mind, pushing the envelope while being mindful of budget and schedule.

## **Consistently Exceptional Results.**

Founded in 1953, Klein & Hoffman delivers consistently exceptional results. Whether restoring the façade of a historic building, replacing the windows of a condominium, or removing columns to open up a floor plan, Klein & Hoffman is counted on to deliver every time.





# Klein & Hoffman

150 S Wacker Drive, Suite 1900  
Chicago, IL 60606  
312.251.1900

1818 Market Street, Suite 1810  
Philadelphia, PA 19103  
215.563.7787

[KLEINANDHOFFMAN.COM](http://KLEINANDHOFFMAN.COM)

# Façade Inspection & Repair

MILWAUKEE COUNTY COURTHOUSE, MILWAUKEE, WISCONSIN



## SERVICE AREA

Building Envelope Consulting  
Historic Preservation

## MARKET

Municipal

## PROJECT DURATION

06/2016 – Current

## K&H ROLE

Prime / Architect of Record

## DELIVERY METHOD

Not Applicable

## SIZE

350,000 sf

## CLIENT

Milwaukee County  
Department of Administrative Services  
Architecture and Engineering

## REFERENCE

Philip Schmidt  
Project Manager / Architect  
Milwaukee County  
414.278.4936  
Philip.schmidt@milwaukeecountywi.gov

## TOTAL CONSTRUCTION VALUE

\$1,000,000

## KEY PERSONNEL

Todd Gorrell, Principal  
David Weirick, Associate V  
Mark Danielson, Chief Inspector

## Building Description

Milwaukee County Courthouse is a monumentally scaled neoclassical structure designed by architect Albert Randolph Ross and completed in 1931. The courthouse was envisioned as the grand centerpiece of a new Civic Center designed according to City Beautiful principles which were popular in the 1920s. The fact that it is nine stories belies its great height at 255 feet tall. The building has a concrete encased steel structure which is clad with over 36,000 limestone blocks, many of which were carved into a great variety of highly decorative forms at column capitals and cornices.

## Project Overview & Challenges

In 2016, Milwaukee County sought proposals to perform up-close inspections of 100% of the building's limestone facades to assess their general condition and complete a Critical Exam report required by the City of Milwaukee. Each proposing architecture or engineering firm was instructed to team with a masonry restoration contractor who would provide access for the inspections and complete "make-safe" repairs as needed. K&H served as the Architect of Record, with the masonry restoration contractor serving as a subcontractor to K&H. K&H worked closely with the contractor to develop a winning plan for access to the facades, which was made challenging by the great depth of the façade at colonnades and cornices.

## Professional Services & Solutions

K&H was selected to complete the façade inspections and reports for Milwaukee County. Our team was on site throughout the project to perform the inspections from a boom lift and swing stages, document our findings for later reporting and designate make-safe repairs as needed. After inspections, a Critical Exam Report per City of Milwaukee requirements was completed and submitted. As a subsequent project, K&H was retained by Milwaukee County to provide recommendations for a long-term, phased façade repair program. Construction documents, including drawings and specifications, were prepared for Phase I of the repair program and K&H consulted with Milwaukee County throughout the contractor pre-qualification and bidding phases.



# Facility Condition Assessment Report

OLD JOLIET PRISON, 1125 COLLINS STREET, JOLIET, ILLINOIS



## SERVICE AREA

Building Envelope  
Façade Restoration  
Historic Preservation

## MARKET

Municipal

## PROJECT DURATION

01/2019 – 05/2019

## K&H ROLE

Prime / Engineer/Architect of Record

## DELIVERY METHOD

Not Applicable

## SIZE

30+ Buildings  
30 Acres

## CLIENT

City of Joliet  
150 W Jefferson Street  
Joliet, IL

## REFERENCE

Jayne Bernhard  
City of Joliet  
815.724.4052  
[jbernhard@jolietcity.org](mailto:jbernhard@jolietcity.org)

## TOTAL CONSTRUCTION VALUE

Not Applicable

## KEY PERSONNEL

Todd Gorrell, Principal  
Terry McDonald, Principal  
Tom Gabel, Senior Associate II  
Alex Perez, Inspector III

## Building Description

Built in the 1850's and abandoned in 2002, the Old Joliet Prison is a former correctional facility with a rich history predating the Great Chicago Fire. Made up of over 30 separate buildings, the fortress-like exterior is clad with the locally mined Joliet Limestone. Since the State of Illinois shutdown, the facility almost two decades ago, ongoing deterioration and vandalism have resulted in substantial damage to the facility.

## Project Overview & Challenges

Our team was selected to conduct a condition assessment of the select historically significant buildings. The objective of the assessment was to determine the general condition of the selected building structures and provide recommendations for short-term improvements for stabilization, mitigation of future deterioration, and electrical safety enhancements. Included in the assessment was the Administration Building, East and West Cell Blocks, Chapel, Hospital and the smokestack of the Power House.

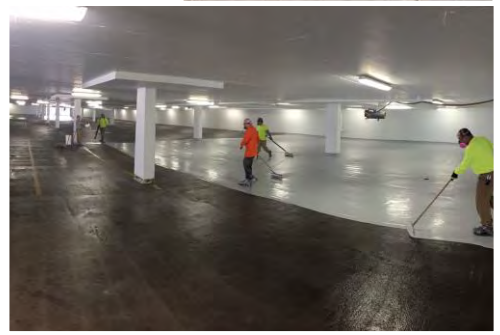
## Professional Services & Solutions

K&H utilized multiple service areas to evaluate the structural stability of the unstable buildings and façade/roofing consulting architects to assess the exterior stone, masonry, windows, and roofing. A comprehensive report was developed outlining our findings and recommendations for stabilization. In general, significant deterioration has occurred at each building mostly related to moisture infiltration due to deferred maintenance and vandalism. Roof deterioration and broken windows have allowed excessive amounts of water to enter the buildings. Partial collapses of the floors, stairs, attics, and roof structures have occurred making access difficult and dangerous in some locations. UAVs (drones) were utilized to assess areas which were difficult or dangerous to access. K&H's team included assistance from McGuire Engineers for the electrical safety enhancements and Berglund Construction for cost estimating.

K&H provided recommendations prioritized in Immediate, 1-3 year, and 3-5-year time frames. Our general recommendations include temporary roofing, window sealing, shoring, bracing, stone and masonry repairs, and cordoning off portions of the facility. This report is a key first step in developing a roadmap to future rehabilitation and transformation of tourist attraction.

# Rehabilitation of Wheaton Center Apartments

2 WHEATON CENTER, WHEATON, ILLINOIS



## SERVICE AREA

Building Envelope  
Façade Restoration  
Historic Preservation

## PROJECT DURATION

07/2014 – 04/2015

## K&H ROLE

Structural Consultant

## DELIVERY METHOD

Not Applicable

## SIZE

6 Buildings; 3 Parking Garages

## CLIENT

Draper and Kramer, Inc.  
33 West Monroe Street  
Chicago, IL 60603

## REFERENCE

Graham Lawson  
Senior Project Manager  
Draper and Kramer  
312.795.2304  
lawsong@draperandkramer.com

## TOTAL CONSTRUCTION VALUE

\$19,000,000 (Rehabilitation)

## KEY PERSONNEL

Terry McDonald, Principal  
Mike Naponelli, Senior Associate II  
Zelina Johnson, Senior Associate II  
Alex Perez, Inspector III

## Building Description

Wheaton Center Apartments is a complex of six buildings and three parking garages built in the mid 1970's. Due to extensive deterioration and structural issues, the owner undertook a major \$19 million rehabilitation project, the largest component of the \$40 million property renovation, to revitalize the complex.

## Professional Services

K&H provided services for three major projects at the apartment complex, from investigation through bidding and construction. Although the repairs involved two different contractors, versatility offered by K&H's engineers and technicians allowed for sharing the expertise and manpower, reducing costs and coordination efforts and shortening the schedule.

## Project Overview

Our scope of services included repairing the 20-story Tower 2 exterior façade, which represented the centerpiece of K&H's repair program. The rehabilitation program also included concrete repairs to three parking garages and the unique repair and lifting solution to counteract the differential settlement of Building 6. To accommodate the Client's needs for the concrete repair work to be completed in one construction season, an aggressive and cost-effective Work Plan was developed. Pipe scaffolding was erected around the entire exterior of Tower 2 to facilitate the top-down repair method. K&H utilized a full-time engineer onsite to resolve field issues quickly for the full duration of the project.



# Ongoing Structural Improvements

JOHN G. SHEDD AQUARIUM, CHICAGO, ILLINOIS



## SERVICE AREA

Infrastructure Maintenance  
Façade Repairs  
Building Envelope Consulting  
Structural Engineer for Additions /  
Modifications

## MARKET

Municipal

## PROJECT DURATION

03/2015 – 12/2015

## K&H ROLE

Prime / Architect of Record

## DELIVERY METHOD

Design-Bid-Build

## SIZE

225,740 SF  
4 Floors

## CLIENT

John G. Shedd Aquarium  
1200 S. Lake Shore Drive  
Chicago, Illinois 60605

## REFERENCE

Bob Wengel  
Vice President Facilities  
312.692.3296  
[bwengel@shedd Aquarium.org](mailto:bwengel@shedd Aquarium.org)

## TOTAL CONSTRUCTION VALUE

\$95M overall; ongoing

## KEY PERSONNEL

Homa Ghaemi, CEO / Senior Principal  
Terry McDonald, Principal  
Kathleen Strnad, Senior Associate II

## Building Description

Inspired by Daniel Burnham's famous charge, "make no little plans," Shedd founders got down to business making plans for the world's largest aquarium. From Naples to Berlin, San Francisco to Boston, a research team spent months examining the design and operation of leading aquariums across the globe. Only the best and most modern techniques would be incorporated into Chicago's aquarium. Groundbreaking took place on November 2, 1927, and construction of the grand Beaux Arts building was completed in a remarkable two years.

## Project Overview & Challenges

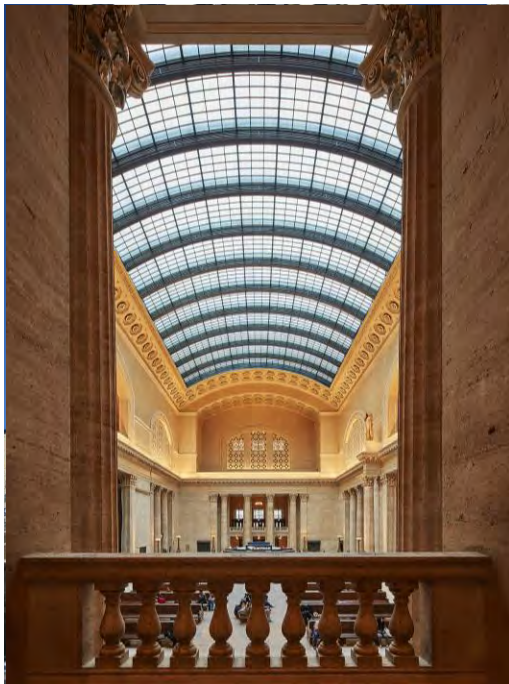
Klein and Hoffman, Inc. has been providing ongoing engineering services related to restoration and infrastructure improvements for the Shedd Aquarium since 1997. Representative projects include the structural engineering for the south expansions of the aquarium which included The Wild Reef and Amazon exhibits in addition to modifications for accessible entry and other interior infrastructure improvements. Other projects include reinforcement of the East Mezzanine floor slab, replacement of new chiller units, northwest stair and Sodexho Tunnel renovation, gift shop renovations, skylight rotunda rehabilitation, and structural services for special and new exhibits including Jellies, Komodo Dragon, Amazon and Great Lakes upgrades, Stingray Experience, and Sea Lion Exhibit. K&H also developed a master plan for restoration and maintenance of the exterior envelope which has continued to be implemented and updated.

## Professional Services & Solutions

K&H's structural engineering services at the Shedd Aquarium range from reinforcement of existing structural systems for new exhibits or equipment to façade rehabilitation and interior restoration of concrete exhibit tanks and back of house functional spaces. Unique challenges include working in an active facility with staff, visitors, and live animals, and sensitivity to the Aquarium's status as a National Historic Landmark, while working with late 1920's era design and construction.

# Replacement of Roof & Skylight over Great Hall

CHICAGO UNION STATION, CHICAGO, ILLINOIS



## SERVICE AREA

Building Envelope  
Structural Engineering  
Historic Preservation

## MARKET

Municipal

## PROJECT DURATION

2016 – 12/2018

## K&H ROLE

Prime / Structural Engineer

## DELIVERY METHOD

Design-Bid-Build

## SIZE

Skylight – 22,000sf  
Lower Roofs – 9,000sf

## CLIENT

AMTRAK

## REFERENCE

Wally Kruce  
General Manager  
312.655.2482

## TOTAL CONSTRUCTION VALUE

Confidential

## KEY PERSONNEL

Terry McDonald, Principal  
Robert Lau, Senior Associate I

## Building Description

The Headhouse building of Chicago Union Station was completed in 1925 and the Great Hall is located right at its center, both landmarked in 2000. The austere limestone office tower rises 8 stories above the ground level colonnade, with a large light-court in the center with a separate enclosure that includes 220 feet long barrel-vaulted skylight which allows natural light into the Great Hall below. The built-up steel girders of the skylight span 100 feet across the hall with a cast-iron skylight that spans between the steel girders, and the exterior walls of the enclosure system are comprised of clay-brick masonry. The bottom of the interior light court adjacent to the Great Hall enclosure has multiple roof types/levels, with complex roofing and drainage requirements.

## Project Overview & Challenges

K&H has been providing ongoing engineering services related to interior improvements for the Union Station Headhouse building, as well as assessments of conditions within the train shed located to the north and south of the building at 222 S. Riverside. Representative projects at the Headhouse include the design of interior renovations for a new Metropolitan Lounge, the renovation of the Great Hall Stairs that access Canal Street, and an assessment and exploratory investigation of the existing Great Hall skylight.

## Professional Services & Solutions

The skylight/roofs of the Great Hall enclosure long had chronic water infiltration issues, which have historically been difficult to address due to the complexity of the skylight/roof and access constraints. As a consultant to the design architect, K&H was asked to perform a survey of the low-slope areas of the existing Great Hall roofs in order to design a replacement. K&H spent time in the field to document the wide variety of existing conditions, so that a clear and comprehensive set of repair documents could be prepared. Reviews of the existing structural steel and exterior masonry were also performed.

Professional services for the Great Hall Restoration include architectural engineering for the assessment of the existing structure, roofs and masonry conditions, and design of a new skylight structure, façade repairs and replacement of the lower roofs. The new roofing system is designed to include current energy code requirements and many non-standard roofing details at the numerous terminations, transitions, and penetrations. Due to the landmark status of the existing skylight, a new modern/watertight skylight was designed to be located above it.



# Exterior Assessment and Treatment Strategy

MAYSLAKE HALL (PEABODY ESTATE), 1717 31<sup>ST</sup> STREET, OAK BROOK, ILLINOIS



## SERVICE AREA

Building Envelope  
Façade Restoration  
Historic Preservation

## MARKET

Municipal

## PROJECT DURATION

07/2020 – Current

## K&H ROLE

Building Envelope Restoration  
Consultation

## DELIVERY METHOD

N/A

## ACCESS CONTRACTOR

Bulley & Andrews – Masonry Restoration

## SIZE

26,000 SF Estate

## CLIENT

Forest Preserve District of DuPage  
County  
3S580 Naperville Road  
Wheaton, IL

## REFERENCE

Mark Decker, PLA, ASLA  
Landscape Architect  
Office of Planning  
630.742.8142  
[mdecker@dupageforest.org](mailto:mdecker@dupageforest.org)

## TOTAL CONSTRUCTION VALUE

Confidential

## KEY PERSONNEL

Peter Power, President / Senior Principal  
Tom Gabel, Senior Associate II  
David Weirick, Associate V

## Building Description

Built between 1919 and 1921, the Francis Stuyvesant Peabody Estate, named “Mayslake” for Peabody’s deceased first wife and daughter, was designed by architect Benjamin H. Marshall. The mansion was designed in the Tutor Revival style and was intended to serve as Mr. Peabody’s country retirement estate. Following Mr. Peabody’s sudden death in 1922, the property was transferred to the Franciscan Order in 1924 and was used for religious retreats. The Forest Preserve District of DuPage County acquired the property, including almost 90 acres of land, in 1992. Mayslake Hall was entered into the National Register of Historic Places in 1993.

## Project Overview & Challenges

Our team was selected to conduct a condition assessment of the building envelope. The objective of the assessment was to determine the general condition of the building envelope and develop an appropriate historic treatment strategy for the restoration, rehabilitation or replacement of the various building envelope components. The assessment included a review of the foundation, brick and limestone masonry, exterior wood and stucco, exterior doors and windows, and roofing systems. The challenge of determining the appropriate rehabilitation treatment strategy lies in balancing the desire to maintain the historic character while considering upfront repair costs and future maintenance/energy expenses.

## Professional Services & Solutions

K&H performed a visual survey of the building’s envelope and related interior areas / components to develop a condition assessment and treatment strategy report. The inspections were performed from ground and roof levels, along with up-close, hands-on inspection via boom lift. Exploratory openings were utilized to confirm the condition of the underlying building elements. Diagnostic water testing was performed at select areas experiencing continual water infiltration. K&H is currently developing a comprehensive report and cost estimate outlining our findings and recommendations for various degrees of rehabilitation / replacement. K&H’s team included assistance from Bulley and Andrews Masonry Restoration and Jones & Cleary Roofing contractors to assist with the site inspections, exploratory openings and cost estimating.

# Rosenwald Courts Apartments

4639 SOUTH WABASH, CHICAGO, ILLINOIS



## SERVICE AREA

Structural Engineering  
Building Envelope Consulting

## MARKET

Residential

## PROJECT DURATION

12/2014 – 07/2016

## K&H ROLE

Structural Engineer/Façade Architect

## DELIVERY METHOD

CM At-Risk

## SIZE

5 Floors  
340,000 Square Feet  
231 Units

## CLIENT

Lightengale Group  
140 South Dearborn, Suite 1500  
Chicago, IL 60603

## REFERENCE

David Smith  
Solis-Russell (owner rep)  
563.459.4600  
dsmith@russellco.com

## TOTAL CONSTRUCTION VALUE

\$75,000,000

## KLEIN & HOFFMAN TEAM

Todd Gorrell, Principal  
William Ipema, Senior Associate II  
Rhocel Bon, Senior Associate I

## Building Description

Rosenwald Courts Apartments is a cluster of 5 story walk-up apartments listed on the National Register of Historic Places. Originally built by Julius Rosenwald, then president of Sears Roebuck and Company, for better housing of minorities on the near south side, the development occupies an entire city block. The apartments are bounded on the North by 46th Street, on the East by Michigan Avenue, on the South by 47th Street, and on the West by Wabash Avenue. The structural framing is comprised of reinforced concrete joists supported by interior concrete beams and columns, with exterior load-bearing masonry walls.

## Project Overview & Challenges

The apartment complex had been abandoned for approximately 10 years at the time of the renovation efforts and had fallen into serious disrepair. The massive apartment complex had become a blight to the local community. The investors, which includes the Lightengale Group and National Park Service's Historic Preservation board, believe that renovating this complex will be a catalyst to revitalization of the entire area.

## Professional Services & Solutions

Our team was retained to perform multiple services that catered to our expertise as a firm in the adaptive-reuse sector. K&H provided structural engineering services to achieve the various desires of the owner – from removing entire floors, infilling basements, providing new stair and elevator shaft openings, to strengthening the floor with a bonded overlay and providing concrete restoration work for the deteriorated framing system. Also provided were façade services – including restoration drawings, details, and meeting with the Historic Preservation representatives to find exact matches for the replacement bricks and terra-cotta elements. The owner valued K&H's services to the point that they requested we step in to assist the design team at the adjacent Rosenwald Flats, a concurrent renovation of wood-framed three flat buildings on the northeast corner of the property.



**METROPOLITAN PROPERTIES OF CHICAGO LLC  
RESPONSE TO LANDMARKS ILLINOIS RFEI FOR  
The Former Will County Courthouse**

March 10, 2023

Metropolitan Properties appreciates the opportunity to respond to Landmarks Illinois' Request for Expressions of Interest regarding the former Will County Courthouse building in downtown Joliet, Illinois. Metropolitan Properties believes that the building may be suitable for adaptive reuse.

**Proposed Reuse.**

Metropolitan Properties has extensive experience with adaptive reuse, transforming historic office buildings to luxury residential condominiums in downtown Chicago. We successfully converted over 1,000,000 square feet of office space at 310, 318 and 332 South Michigan Avenue. We also have a deep understanding of many of Chicago's CBD submarkets and can anticipate future trends. Further information about our projects can be found at [MetropolitanProperties.com](https://www.MetropolitanProperties.com).

Our principal and founder, Louis D. D'Angelo, became familiar with this opportunity during his many visits to the current County courthouse in Joliet as a volunteer legal mediator. Since Will County has authorized the demolition of the former Courthouse, Metropolitan Properties has not invested resources to analyze the structure and study market demand for private sector office, residential, hotel, retail or other potential uses. We are told that the County is currently abating asbestos and other hazardous materials from the building. We have not had the opportunity to tour the building.

Even though we have not toured the property, we believe that this building (once abated) could successfully be preserved by introducing new uses.

Our *initial impression* of downtown Joliet does not – presently - inspire us with lofty visions of hotel and retail adaptive reuse. Our approach would preserve the structure and allow the current owner, Will County, to remain in control of the asset. Metropolitan Properties would propose that we assist Will County to relocate County departments which directly service the public to this convenient location. We would consider partnering with an established restaurateur to explore the viability of a full-service restaurant, fast casual or curated food hall for the first floor or lower level. We would also maintain and program the plaza and surrounding landscape with year round activities.

### **Potential Partners/Funding Sources**

Metropolitan Properties would propose advising Will County to assess all of its options: reuse the property by relocating County offices, demolishing the property, or issuing (and evaluating responses to) an RFP to sell the property to private developers. Metropolitan Properties would be interested in acquiring and redeveloping the property – employing historic tax credits and possibly other incentives – only if Will County withdraws its authorization to demolish the structure. Metropolitan Properties and its team would thoroughly examine the feasibility of repurposing the building and relocating County offices. We would collaborate with County officials to develop and implement a plan to relocate County offices to the former courthouse.

If Will County desired to privately fund the renovation costs, Metropolitan Properties could source the necessary capital to renovate the property. We would structure a short term public-private partnership or contractual relationship with the County to allow our investment to be paid back with market returns.

### **Conclusion.**

By retaining ownership and relocating some of its offices, Will County would preserve the building and would remain in control of the land, improvement and air rights for the County's future needs. There may be cost saving by relocating offices to County owned facility. Metropolitan Properties is positioned to assist Will County in reusing this notable property.





March 9, 2023

Dear Will County Board,

Studio GWA is very much interested in, and concerned for, the fate of the historic Will County Courthouse. Our firm was founded in 1982 on the principles of historic preservation and adaptive reuse, all for the sake of retaining significant architectural structures that have shaped our communities for generations. We are a team of architects and designers that has a passion for the redevelopment of historic and architecturally significant structures. In our 40 years of existence, we have teamed with dozens of developers to help revitalize downtowns all across the Midwest. With all that experience, we have developed a keen eye for reimagining the forgotten, dilapidated, and underutilized buildings in our midst. In our professional opinion, the Will County Courthouse has inarguable historic significance, retains extraordinary architectural importance, and has unlimited potential for redevelopment and adaptive reuse.

Below are a few of the many reuse options possible for the Will County Courthouse as well as a few tools we have used in partnership with developers to ensure projects are financially viable and sustainable. Projects of this scale are giant undertakings for even the largest developers and therefore require time and patience to execute the required feasibility studies and build the capital stack.

***Proposed Reuse.*** Attached are some of the buildings that Studio GWA has repurposed, renovated, and reinvented. The value of these buildings have proven time and again how important they are in a community's revitalization efforts. These structures have inspired and encouraged others to reinvest in adjacent and nearby structures. Reinvestment in existing structures has a proven track record of success.

Built of reinforced concrete, a fine example of the Beton Brut architectural style, the harbinger of the Brutalist movement, the Will County Courthouse is a one-of-a-kind building with exposed coffered ceilings. The structure provides flexibility to be adapted to many uses. Based upon our review of the existing drawings we are firmly convinced of its adaptability to multiple uses.

***Potential Use: Hospitality.*** We believe the building could easily be adapted for hospitality as a boutique hotel that could fill a significant need in downtown Joliet. There is a void that could be filled much like the development of the Embassy Suites Hotel in downtown Rockford, Illinois. Rockford had no downtown hotel for 40 years. The Friends of Ziock, an advocacy group, saw a need and surveyed surrounding businesses if they would use a downtown hotel. The need for 30,000 room nights was identified and given to the developer, Gorman and Co. The results were a 160-room Embassy Suites Hotel that has been extremely successful. We identified Gorman and Co. as a significant force in the redevelopment of this 12-story industrial structure because of their familiarity with using Historic Tax Credits as well as the EB- 5 Investment program. These were critical financial resources to make the project happen. A feasibility study would need to be undertaken that would be critical to finding financing for the project. Hospitality financing is difficult to find in the current climate, but a compelling



study of need would be of great help. Identifying and working with a development team that can bring multiple resources to a project like this can be essential to a project's successful redevelopment.

**Potential Use: Housing.** Studio GWA has been involved in redeveloping over 500 residential loft units in downtown urban spaces over the past 7 years in communities similar to Joliet. When done well, urban residential units are a community asset that attracts talent to a community's workforce. It offers a very desirable lifestyle alternative to conventional apartment housing. This building could lend itself to unique housing opportunities.

**Potential Use: Office.** The other opportunity is to use the building for Will County offices. It is understood that the county has a need for additional office space. The current space can be re-adapted as imaginative office space that could surpass a new construction building for almost half the cost, thanks to Historic Tax Credits. The building's eligibility to be listed on the National Register of Historic Places opens up the opportunity for Historic Tax Credits to be used. Up to 45% of the qualified rehabilitation expenses would qualify. In other words, county taxpayers could potentially spend 45% less than a new conventionally built office space. There is a tremendous opportunity for imaginative design that can enhance worker productivity and give the taxpayer a great sense of value with creative financing.

Flexibility is key in adaptive reuse projects of this nature, and we have experience updating historic buildings with modern systems that are compatible with the historic features of the building. For example, a new mechanical, electrical, and plumbing system would introduce a more energy efficient and sustainable vision to the building. Architectural assets and materials that have given the building its identity can be readapted, repurposed, and even relocated elsewhere in the building – all while keeping in compliance with the Secretary of the Interior's Standards for Rehabilitation.

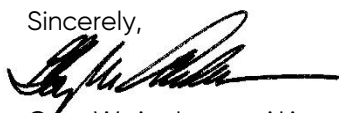
**Funding Sources.** There are several financial resources that can assist in the redevelopment of the Will County Courthouse. The greatest potential impact is the use of the Historic Tax Credits program. As stated earlier, this building is eligible to have 45 % of the qualified rehabilitation expenses qualify as a tax credit.

To emphasize again: The Historic Tax Credits can be passed through to private investors of those credits, who in turn pay the developer, instead of having the State and Federal Government invest those funds directly into the redevelopment project. The investors retain an ownership interest in the project for five years. The County can lease or partner with the developer for those five years or longer if desired. The purpose of the partnership is to take advantage of these significant financial incentives.

Depending on the need of the financial stack to fill the financial gap, the use of a TIF can be requested to offset the increase in property taxes the property would generate if it was a private property. These are discussions that can be negotiated with the developer based on need.

It is with great urgency and passion for Will County to consider this amazing public asset and seek continued qualifications from qualified developers that could take advantage of all the possibilities that could occur at the Will County Courthouse. The financial and economic ramifications of this historic structure are extraordinary.

Sincerely,



Gary W. Anderson, AIA



# Prairie Street Brewhouse

Historic Preservation • Adaptive Reuse • Historic Tax Credits



## a landmark mixed-use facility, and a catalyst for downtown revitalization



Located on the east bank of the Rock River, the Prairie Street Brewhouse has become synonymous with the revitalization of downtown Rockford. Originally the home of the Peacock Brewery, this landmark building is on the National Register of Historic Places, the [AIA Illinois Great Places](#) list, and is the recipient of a [2015 Preservation Award](#) from [Landmarks Illinois](#).

Studio GWA played an integral role in the redevelopment and restoration efforts of the 81,000 square foot Brewhouse. The renovation features a banquet center, a microbrewery, and a restaurant on the first floor and lower level. Commercial office space occupies the 2nd floor, and upscale loft-style residences on the 3rd-5th floors enjoy unparalleled views of the Rock River. Behind the scenes, a geothermal system delivers sustainable heating and cooling.

Our team understands how mixed-use programming makes for a vibrant, welcoming, and productive use of space, and the Prairie Street Brewhouse is no exception. Informal hangouts and scheduled events happen seamlessly, both inside and out. Commercial office space and loft-style residences enjoy all the benefits of a restaurant on the ground floor along with exceptional views of downtown Rockford and the Rock River.



## Project Information



Loyd Koch

Phone: 815-739-0502 (c)

Email: [loydkoch@comcast.net](mailto:loydkoch@comcast.net)



2011-2012



### Studio GWA Role:

Architectural Design

Historic Tax Credit Consulting



### Studio GWA Team:

Gary Anderson, AIA

Jennifer Spencer, AIA



# Old McHenry County Courthouse

Adaptive Reuse • Historic Tax Credits • Cultural Facilities



a community gem on the square goes from underutilized to active, adaptable space



Since 1857, the Old McHenry County Courthouse has been the centerpiece of the town square in Woodstock, Illinois. Consisting of the original Courthouse and Sheriff's house, these landmark buildings are undergoing a complete renovation that will include retail, restaurant, event, and community spaces.

Studio GWA was selected by the City of Woodstock to provide a wide range of services for the project, including architecture and interior design, financial feasibility, and historic tax credit consulting. The final building program is based on our pro forma analysis of uses that were deemed both financially viable and complementary to the buildings.

A unique feature of this project was the creation of a public-private partnership between the city and a for-profit entity so that the project could accept historic tax credits.







This resulted in over \$3 million in historic tax credits and has proved to be a critical funding mechanism for the project. Our initial work on the Part 1 and Part 2 applications as well as our current construction administration work ensures that the project will meet the Standards for Rehabilitation.

For over 10 years, Studio GWA has worked alongside the City of Woodstock in their efforts to restore and redevelop the Old McHenry County Courthouse. Our team has provided design assistance for critical items including restoration of the copper cupola, lightning protection, structural modifications, woodwork restoration, and entry stair restoration to both buildings. The renovation of the Old McHenry County Courthouse is anticipated to be complete by the second quarter of 2023.



## Project Information



**Darrell Moore, AICP**  
City Planner, City of Woodstock  
Phone: 815-338-4305  
Email: [dmoore@woodstockil.gov](mailto:dmoore@woodstockil.gov)



**Studio GWA Role:**  
Architecture  
Interior design  
Financial feasibility, pro forma analysis  
Historic Tax Credit consulting



**2013-2020:**  
Ongoing rehabilitation  
**2020 - present:** Full renovation  
(anticipated completion June 2023)



**Studio GWA Team:**  
Gary Anderson, AIA  
Aaron Holverson, AIA  
Erin O'Keefe  
Emily Christiansen



# Company 251

Adaptive Reuse • Historic Tax Credits • Hospitality • Interior Design



## a 1900s industrial building is transformed into a luxury event space



Company 251 is a 20,000 square foot event space that is imbued with industrial charm and modern luxury. Formerly the home of the International Harvester Company, this 1912 industrial building retains a raw and historic character with ghost lines of the original building's use. The building embodies the shift and expansion of agriculture, rail, and the Industrial Revolution. Today, the building has been transformed into an elegant yet approachable venue for special events.

Studio GWA led a number of tasks in the development process for Company 251, including:

- Managing the necessary documentation for listing the property on the National Register of Historic Places;
- Assisting with historic tax credit consulting;
- Providing architectural services.

Our team designed the first two floors of Company 251 to include open banquet space, a kitchen, and restrooms. Our aim was to provide a flexible, modern venue space that emphasized the building's industrial elegance and original architectural elements: wood columns, exposed brick walls, and much more. The use of marble, brass, and custom lighting highlight the attention to detail employed throughout Company 251.

Company 251 is an excellent example of how historic preservation can revitalize communities and enhance the character of a district. From tax credit analysis to event programming, our team is adept at enlivening existing structures.



## Project Information



**Matt Marquez**

Email: [matt@moveablefeastgeneva.com](mailto:matt@moveablefeastgeneva.com)



2016-2017



**Studio GWA Role:**  
Architectural Design  
Historic Tax Credit Consulting  
Interior Design



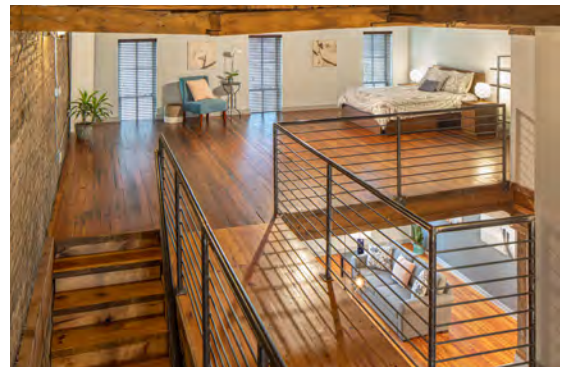
**Studio GWA Team:**  
Aaron Holverson, AIA  
Jennifer Spencer, AIA  
Emily Christiansen  
Ashley Sarver, AICP





# Metropolitan Hall Lofts

Adaptive Reuse · Retail/Restaurant



## raw materials and historic elements take center stage in one of Rockford's oldest buildings



The history of Metropolitan Hall is intertwined with the history of Rockford. Built in 1856, this pre-Civil War building was the largest entertainment venue of its time and was host to a variety of speakers including Frederick Douglass and Herman Melville. After years of vacancy, Metropolitan Hall has been transformed into a mixed-use facility that includes eight residential lofts on the upper floors.

The top floor lofts incorporate the fundamental elements of the former venue space: 20-foot ceilings, 15-foot triple-hung windows, and exposed trusses that span over 100 feet. Original wood floors and stamped tin ceiling panels are defining features of the space.

Studio GWA assisted the owner with the Federal and State Historic Tax Credit application processes to secure this critical financing tool. Our team balanced the needs of preservation and accessibility throughout the project. Our design retained critical features for maintaining the building's historic status while incorporating modern requirements including a new elevator and interior circulation access points that serve multiple commercial and residential tenants.



## Project Information



**Location:** Rockford, IL  
**Size:** 13,000 SF  
**Date of Completion:** 2015



**Studio GWA Role:**  
Architectural Design  
Historic Tax Credit Consulting



**Studio GWA Team:**  
Gary W. Anderson, AIA  
Jennifer Spencer, AIA  
Emily Christiansen, Interior Designer