



Community Development Authority of the  
City of Madison  
Request for Proposals:  
Burr Oaks Senior Housing Project  
RFP No: RFP8052-0-2009/DR



## **NOTICE OF REQUEST FOR PROPOSALS**

The Community Development Authority of the City of Madison (CDA) will be undertaking redevelopment of property bounded by West Badger Road, Cypress Way and Hughes Place, shown in the Burr Oaks Neighborhood Senior Housing Plan. The redevelopment (the "Project") will include the design, development, financing, construction, ownership and management of 50-125 affordable senior housing apartment dwellings. The Project should conform to the general plan outlined in the Burr Oaks Neighborhood Senior Housing Plan, found at the weblink below:

Burr Oaks Neighborhood Senior Housing Plan:  
<http://legistar.cityofmadison.com/detailreport/?key=17341>

The CDA is soliciting proposals from developers for the design, development, financing (including but not limited to Low Income Housing Tax Credits (LIHTC)), construction, ownership and management of 50-125 affordable senior housing apartment dwellings. The CDA will acquire the site and sell it to the selected Developer as part of a public / private partnership.

The complete Request for Proposals can be obtained by contacting Mark A. Olinger at 608-266-4635 or at [molinger@cityofmadison.com](mailto:molinger@cityofmadison.com) or by going to:

<http://legistar.cityofmadison.com/detailreport/matter.aspx?key=17699>

**Developers wishing to be considered to for the Project shall submit seven (7) copies of their proposals and statements of qualification along with a CD containing the document as a PDF to Mark A. Olinger, Executive Director of the CDA, Room LL100, Madison Municipal Building, 215 Martin Luther King, Jr. Boulevard, Madison, Wisconsin, 53703, no later than 2:00 p.m., December 21, 2009. Questions should be directed to Mark A. Olinger at 608.266.4635, or [molinger@cityofmadison.com](mailto:molinger@cityofmadison.com) .**

Published: November 25 and December 2, 2009

## **Disclosure and Disclaimer**

This Request for Proposals (“RFP”) is being furnished to the recipient by the Community Development Authority of the City of Madison (the “CDA”) for the recipient’s convenience. Any action taken by the CDA in response to submissions, made pursuant to this RFP, or in making any awards or failure or refusal to make any award pursuant to such submissions, or in any cancellation of awards, or in any withdrawal or cancellation of this RFP, either before or after issuance of an awards, shall be without any liability or obligation on the part of the CDA and its officials and employees.

The CDA, in its sole discretion, may withdraw this RFP before or after receiving submissions, may accept or reject any or all submissions, and may waive any irregularities if the CDA deems it appropriate and in its best interest. The CDA shall determine the responsiveness and acceptability of any proposal submitted.

Prospective developers and their design teams should rely exclusively on their own investigations, interpretations and analyses in preparing and submitting proposals, and should not rely on communications with CDA staff or officials. The CDA makes no warranty or representation that any submission which conforms to the requirements of this RFP will be selected for consideration, negotiation, or approval.

The CDA and the selected developer will be bound only if and when a submission, as same may be modified, and any applicable definitive agreements and budgetary authorizations pertaining thereto, are approved by the Common Council of the City of Madison and then only pursuant to the terms of the definitive agreements executed among the parties.

**All submissions and supporting data shall be subject to disclosure as required by State law. All submissions shall be submitted in sealed form and shall remain confidential to the extent permitted by State statutes and ordinances of the City of Madison, until the date and time selected for opening the responses.**

## PRE-SUBMITTAL MEETING

A pre-submittal meeting will be held on **Friday, December 4, 2009, from 10 AM – Noon in Room 313 of the Madison Municipal Building, 215 Martin Luther King, Jr. Blvd., Madison, WI 53701.** Attendance at this meeting is not required but is highly recommended as staff will be present.

The selected Developer will oversee the comprehensive design, development, financing, construction and management of the Project. Teamwork and coordination will be the fundamental ingredient in the relationships among the parties. It is anticipated that the selected Developer will provide all traditional development services and ultimately own, operate and manage the final constructed Project.

**Please note that CDA, will not enter into any contracts or a development agreement on this project until such time as the complete financing package for the project; including tax credit sale and gap financing, prior to closing.**

Respondents are notified that any materials submitted to the CDA in response to this Request for Statements of Qualifications and Fee Proposals become public documents and are available to the public as governed by the “Open Records” statutes of the State of Wisconsin.

## THE PROJECT

The Project will be designed and constructed to reflect the needs of the CDA and the occupancy needs of the tenants of the Project. The Project will provide a high-quality senior residential environment for its residents. At the same time, the Project will reflect the CDA’s commitment to long-term affordability of the senior housing produced as part of the Project through long-lasting materials, high levels of energy efficiency, sustainability, and the ability of the Project to be maintained and managed by the Developer. The Project should reflect those goals and ideals expressed in the Burr Oaks Neighborhood Senior Housing Plan. The Project should create between 50 and 125 units of affordable senior housing. The developer may, with CDA approval, phase the development of the Project

## PROPERTY DESCRIPTION

<b>Addresses:</b>	2405, 2409 & 2413 Cypress Way and 826, 830, 834 & 838 West Badger Road
<b>Parcel Numbers:</b>	251-0709-352-0302-9 251-0709-352-0303-7 251-0709-352-0304-5 251-0709-352-0319-4 251-0709-352-0307-9 251-0709-352-0306-1 251-0709-352-0305-3
<b>Parcel Size:</b>	Approximately 85,867 sq. ft.
<b>Existing Buildings:</b>	Apartment buildings that will be removed by the CDA
<b>Frontage:</b>	West Badger Road, Cypress Way, and Hughes Place

**Zoning:** The Site is currently zoned R-4 and R-5. The complete text of the zoning ordinance can be found at: <http://www.cityofmadison.com/BI/zoning.html>. Proposals may propose a redevelopment project that would require a change in the current zoning.

**Land Acquisition:** The CDA will acquire the parcels noted above and shown on the attached maps.

**POTENTIAL DEVELOPERS ARE REQUIRED TO PROVIDE THE FOLLOWING INFORMATION:**

**1) FIRM PROFILE**

- a) Provide a brief history of your company.

**Please Note: The City of Madison has adopted a local preference purchasing policy that would grant a five percent scoring preference to local vendors. Proposers seeking to obtain local preference status must meet specific criteria and register online at:**

<http://www.ci.madison.wi.us/business/localPurchasing/index.cfm>

**To qualify your company must be registered at time of proposal submission.**

- b) Provide your team structure, their roles and their experience, and a single point of contact including name, phone number, address and relevant experience in senior housing.
- c) Describe what you see as affordable Green Initiatives for this project.
- d) Describe your Senior Resident Screening Procedures.
- e) Ability to create a marketing strategy for the successful lease-up of this proposed project and your estimated time for complete lease up
- f) Provide your input on other rental and marketing approaches the CDA should consider as a partner in this development.

**2) PROJECT CONCEPT**

- a) Provide conceptual architectural and land plans for the Project, including renderings.
- b) Commit to acquiring the Project Site no later than 15 days after financing is secured.
- c) Provide a financial analysis of the Project to include estimated construction costs (soft and hard costs to be included), income/expense of project, etc.
- d) Estimate of LIHTC market.

- e) Provide a general market analysis of the site for senior housing development.

### **3) EXPERIENCE**

- a) Provide your experience with financing Section 42 senior housing properties over the last 5 years. Identify any equity investor relationships that you may have and their current ability to provide equity to this transaction. Equity partners that can demonstrate that they have equity already raised will receive preference. Submittals that state a “soft” level of interest will receive lower preference.
- b) Provide a list of all age restricted Section 42 project experience.
- c) Demonstrate your experience with the develop-design-build delivery method and providing your clients with a “One Stop Shop” that includes development, financial, architectural, construction and property management services for a senior independent apartment community.
- d) Provide a description of your experience with creating and managing total project budgets for all hard and soft development and construction costs.
- e) Provide a resume of your real estate development experience.
- f) Demonstrate your ability to lead a project through the entitlement and permitting process, including any comprehensive checklists used on past projects.
- g) Describe your experience in fast tracking projects.
- h) Identify your company’s current work load and financial commitments. In addition, describe your ability to take on this project from a time and financial basis.
- i) Experience with multiple phase projects as this project will have at least one additional phase.
- j) Experience with working on in-fill sites.
- k) Experience with working with non-profits and grassroots development and local faith communities to market and lease units.
- l) Please provide us with a preliminary project schedule and major milestones.
- m) Identify when in the develop-design-build process your firm will be able to provide a Guaranteed Maximum Price (GMP) Contract.

#### **4) REFERENCES**

- a) List all non-profit clients for which you have completed similar projects.
- b) Provide a resume of your residential property management experience with special emphasis on Tax Credit Senior Housing
- c) Concept of Equity that can be provided by developer to CDA to assist in the acquisition, demolition, and relocation of additional properties if needed – over and above capital money committed already. What additional properties would you consider and why?
- d) Proposed Private/Public partnership concepts between developer and CDA to include fee sharing, etc.
- e) Phasing concept of this entire project, if needed, and what other market type products might be proposed over and above the senior housing concept. Include phasing numbers for senior total units, additional amenities, etc.
- f) Provide a complete list of companies outside of yours that will be part of the development-design-build-finance management team and include a brief summary of their credentials and why you have chosen them to be part of your team.

#### **5) FINANCE**

- a) At the request of the CDA Proposer shall make available for review by CDA staff or agent copies of the company's financial statements.
- b) Provide financial / bank references.
- c) Describe your bonding capacity and history.
- d) Estimated cost to build based upon your history and experience.
- e) Provide a plan to finance the project including LIHTC, mortgage debt, bonding, and other applicable State and Federal programs.
- f) Provide a financial analysis of the Project to include estimated construction costs (soft and hard costs to be included), income/expense of project, etc.

## **6) AFFIRMATIVE ACTION**

- a) Provide a statement of your intent to comply with the Affirmative Action Ordinances of the City of Madison.
- b) Describe your company's familiarity and experience with Small Business Enterprise ("SBE"), Minority Business Enterprise ("MBE"), Disadvantaged Business Enterprise ("DBE"), Minority/Women Business Enterprises ("M/WBEs") and Emerging Business Enterprises (EBE) programs to ensure maximum feasible opportunities to compete for contracting, subcontracting, employment and procurement opportunities in the Project. While the EBE percentage will not be known until later, the CDA's experience is that WHEDA will set a 25% EBE target for this Project.
- c) Describe your firm's experience in outreach and work with minority and disadvantaged residents, sub-contractors, and others involved in job training and hiring during the Project.

## **SELECTION AND EVALUATION PROCESS**

Evaluation of qualifications will be based upon the following criteria. The weight for each criteria is noted in parentheses.

1. Conformance to the Burr Oaks Neighborhood Senior Housing Plan (20)
2. Company Profile and Experience (10)
3. Financial Strength and proposed terms of site acquisition (10)
4. Preliminary Project Schedule (10)
5. Demonstrated experience with LIHTC senior projects (15)
6. Demonstrated capacity to implement and complete the proposal as submitted, including quantified experience in sustainable design, and LEED certified building design (10)
7. Local Preference (5%) (5)
8. Identification of opportunities for SBEs, MBEs, DBEs and M/WBEs (10)
9. Community outreach (10)

CDA Staff will review all proposals to ensure that the required items are included. Following that, they will be scored by the Scoring Committee made up of:

- 1) CDA Commissioners
- 2) CDA Staff
- 3) Experienced members of the community

CDA staff and CDA Members will evaluate all of the proposals per the evaluation criteria factors stated in this section. Firms may be invited to participate in an interview via a letter sent to the selected firm. The CDA anticipates conducting such interviews, if needed, during the week of December 28, 2009. At the interview, the selected firms will be asked to provide more specific information about qualifications, proposed design, methodology, and costs and to answer questions asked by the review team.

After the interviews are completed, the CDA may select a developer. The selected developer will work with CDA staff to craft a development agreement. The development agreement must be approved by the CDA.

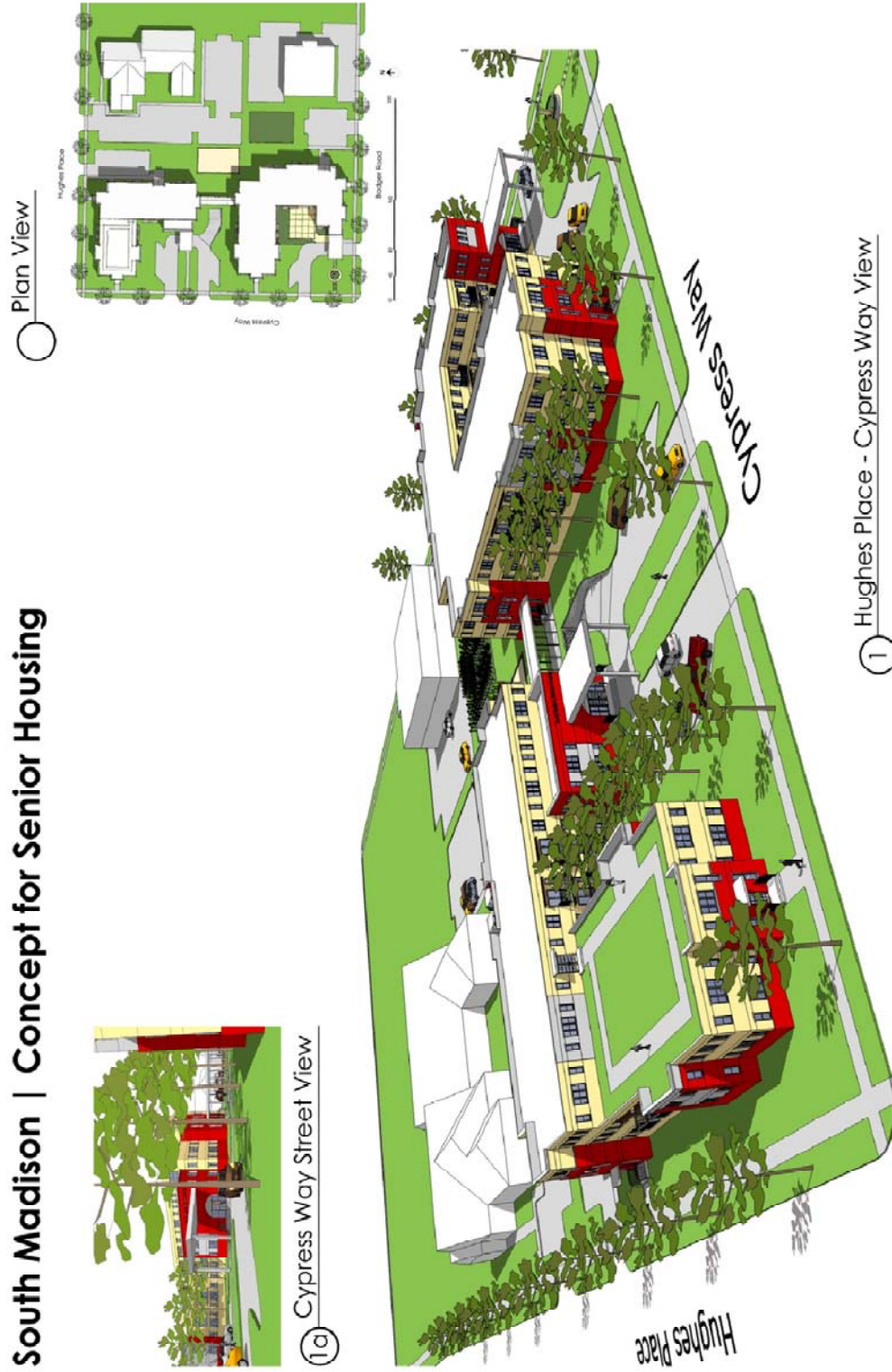
After a selection is made, each firm that submitted a proposal will receive a written acknowledgement of its proposal. The CDA will not reimburse firms for any expenses associated with the submission of proposals or participation in the interviews.

The CDA reserves the right to negotiate the final development agreement details prior to finalizing a contract with the selected developer. The CDA retains the right to reject any or all proposals.

## Site Map



## South Madison | Concept for Senior Housing





② Badger Road - Cypress Way View

②a Badger-Cypress Street View



③ View Looking West



③a Badger Road Street View