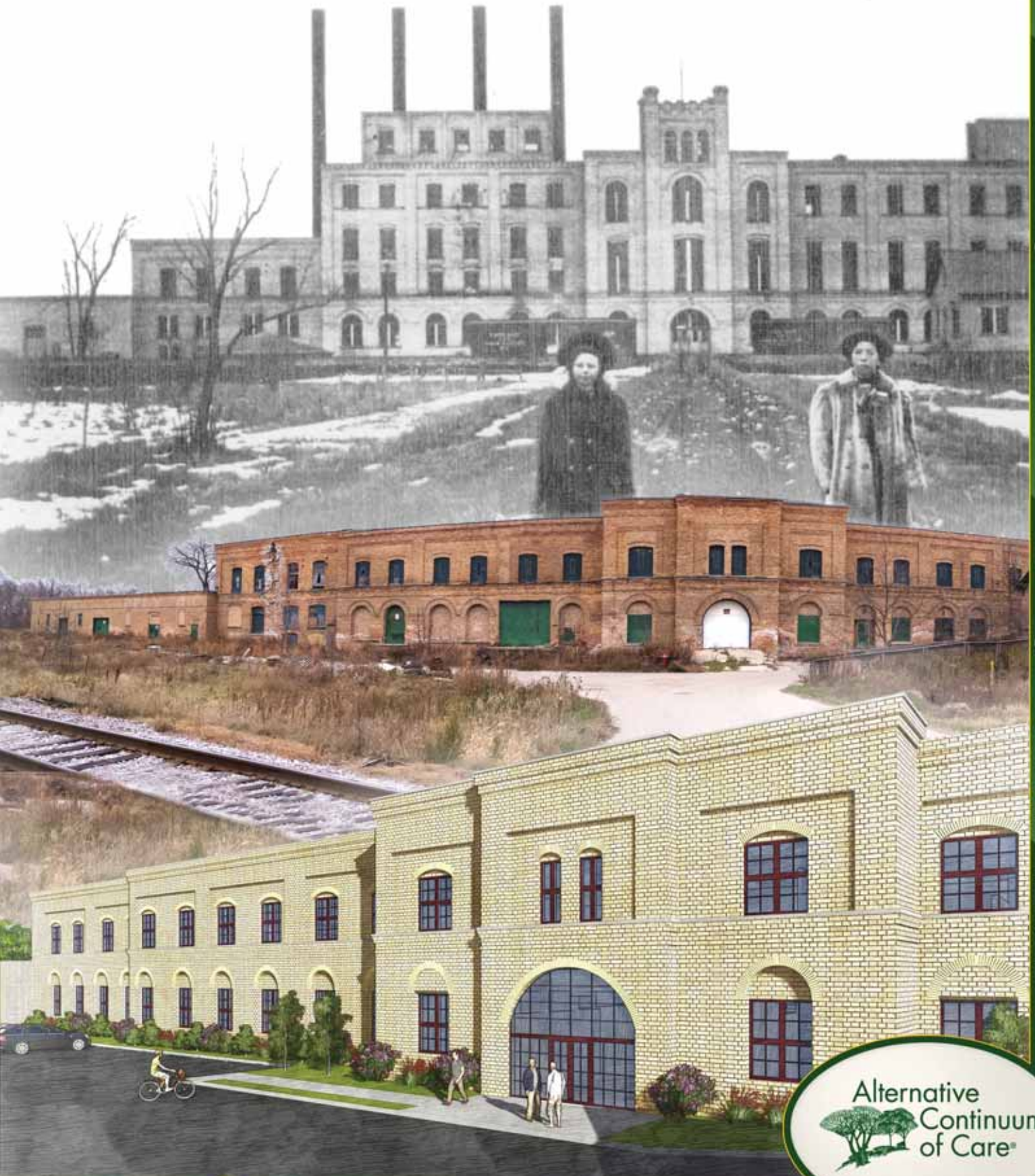


# Development Proposal for GARVER PLACE



Yesterday

Today

Tomorrow



December 18, 2014



December 18, 2014

Don Marx, Manager  
Office of Real Estate Services, Economic Development Division  
Department of Planning and Community and Economic Development  
215 Martin Luther King, Jr. Blvd., Room 332  
P.O. Box 2983  
Madison, WI 53701-2983

Dear Mr. Marx

Attached are 20 hard copies, and an electronic copy, of our proposal for redevelopment of the Garver Feed Mill. Our development team consisting of Alternative Continuum of Care, LLC, Dimension Development, LLC, ADCI Architects, and McGann Construction, bring the design, development, financing, construction, and operating experience to the Garver Feed Redevelopment.

Participating in this redevelopment is of significant personal interest to me. My father worked at the Garver Feed Mill for 44 years, and collectively my immediate family worked at Garver for over 90 years. I knew Mr. Garver personally. I saw first hand, how the operations of the feed mill, and the other business located on the grounds, contributed to the local economy. Many employees of the mill lived in the nearby neighborhoods and were able to walk to work. Being able to work with the City of Madison, and the neighborhood organizations, on the restoration of the mill, and the development of functional business on the site, brings much personal satisfaction.

Although not part of the Garver Mill Redevelopment RFP, I am also working to secure ownership of the nearby Kessenich property on Atwood Avenue. Ownership and redevelopment of this site will allow a better access to the Garver property, and also serve to add to the economic activity in the neighborhood.

The sixty day RFP timeline does not give us much time to go into great detail on our redevelopment plans. However, from the material we have included in the RFP, you will get sufficient detail to be able to see how our plans address the specific criteria laid out in the scoring guidelines.

We look forward to the opportunity to present our proposal in person to the evaluation committee. Do not hesitate to give us a call if you need additional information to aid in your review of our proposal.

Sincerely,

Scott Frank, CEO  
Alternative Continuum of Care, LLC





**Transmittal Acknowledgement Letter**

**Subject: City of Madison Garver Feed Mill Re-Use Request for Proposals**

The undersigned has read the City of Madison's Request for Proposals for the re-use and rehabilitation of the Garver Feed Mill. On behalf of our development team, we agree to and accept the terms, specific limitations, and conditions expressed herein. WE HAVE READ, RELY UPON ACKNOWLEDGE, AND ACCEPT THE CITY OF MADISON'S DISCLOSURE AND DISCLAIMER, AS PROVIDED ON IN THIS RFP, HERETO FULLY EXECUTED AND FULLY INCORPORATED INTO THIS LETTER. Also attached herewith is a checklist of the submission requirements of the City of Madison Request for Proposals for the re-use and rehabilitation of the Garver Feed Mill.

Sincerely, \_\_\_\_\_

(SIGNATURE) Scott Frank

(NAME AND TITLE) Scott Frank, CEO

(ORGANIZATION) Alternative Continuum of Care





## **Historic Garver Feed Mill Redevelopment Plan**

The development proposal contemplates a mix of uses for the existing Garver Feed Mill site. This mix includes reuse of the existing building as housing and community space, as well as construction of additional adjacent housing units on the five-acre parcel. These uses are identified on the site plans and other architectural drawings enclosed with the RFP response.

The developer's goal is to construct sufficient housing on the site to make the Garver Building reuse, along with the newly constructed units, financially viable over the long term. At the same time the developer intends to offer a wide range of personal services, including care, activities and nutrition services, to enable residents to remain on site for as long as possible.

The older adult population is forecasted to continue increasing as a percentage of total population. Additionally, health care needs of these older adults frequently dictate relocating to a community that offers assistance with activities of daily living (ADLs) to support their independence. This may result in residents transitioning from senior apartments with no services to an area of the community on-site that is more suited to the personal needs of the resident. In others words, a continuum of care concept.

The Developer will own and manage all of these housing units. Presently, that is the Developer's core business, so the question of who will own it, and how will it be operated, has been addressed. The Developer has similar property in the City of Madison (Oak Park Place), and elsewhere in Wisconsin, Minnesota, and Iowa. The Madison property can be toured by City Staff and Evaluation Committee members to obtain a feel for the types of units, amenities, and operating practices of the Developer.

Members of the development team have worked on various aspects of historic restorations in the same scope and larger than the Garver building. Additionally, they have worked on development of non-historic structures, similar to the proposed adjacent new residential construction and Olbrich storage space.

Redevelopment of the Garver building presents significant challenges. However, while being significant, they are one time in nature. For the development concept to remain viable, the operating business at the site needs to be sustainable. This team brings development expertise and the operating business expertise needed for ongoing success.

The Developer is also in discussion with the owners of the adjacent "Kessenich site". The Developer intends to secure this site and develop it in conjunction with the Garver site. The Developer intends that the primary access to the Garver building and newly constructed housing will be through the existing Kessenich site and along the railroad tracks. Thus, no vehicular access is planned through the "North Plat" site.

In summary, the Developer believes that the Garver redevelopment concept, including the Kessenich property, needs to be substantial enough to sustain a viable business venture long term. The developer is assuming little or no revenue will be generated from, the "community space". The one-time costs to redevelop the community space are essentially funded





through the development and operation of the age-restricted older adult housing located on the Garver site.

Additionally, if, over time, some or all of the community space initially set aside in the Garver building is not fully utilized, the space can be reprogrammed to support the older adult housing or day care operations.

The following summarizes the conceptual details of the overall Garver Redevelopment concept:

1. A first step will be the preservation and stabilization of the existing shell of the Garver building. This preservation will be completed in manner consistent with the National Park Service Standards. The restoration will be described in detail in the National Park Service three-part application, to be processed through the Wisconsin State Historical Society.
2. Construction of 35 age restricted older adult affordable housing units, and related support services, inside a portion of the existing Garver building.
3. “White Box” development of approximately 7,000 square feet of special community event space. Final build out of this space will be determined based on discussions with staff from the City of Madison Parks Department, Olbrich Botanical Gardens, the adjoining Neighborhood Associations, Alderpersons, and the Developers Design, Financing, and Construction representatives. The goal will be to make this special event space available at minimal or no charge to public users. The special event space should accommodate groups as large as roughly 350 persons.
4. Redevelopment of roughly 3,000 square feet of additional community space in the form of central lobbies, meeting rooms, outside special use spaces on the north side of the building, and public restrooms.
5. Redevelopment of existing Garver building space to park 35 vehicles indoors, thus minimizing the need for new, exterior, hard surface parking stalls.
6. Construction of outside patio and special use space on the south side of the existing building for use by operators of the bike path and persons walking to the building from the Olbrich Botanical Gardens. For the most part, the Developer will follow the space use plans reviewed by the Garver Selection as a part of their planning process, and posted on the Garver RFP website.
7. Construction of an additional 113 units of age restricted senior housing on the north side of the existing building. This housing will have 53 underground parking spaces so as to minimize the hard surface aspect of the site redevelopment. This housing will be a mix of Independent Living, Assisted Living, and Memory Care units.





8. Services, including assistance with ADLs, activities and multiple nutrition and meal plans, will be available to all units on the site. The Developer intends to have staff of various background and training on site 24 hours per day, 365 days per year. Food would be prepared on site.
9. The onsite services needed to support the senior living food service program, in particular a commercial kitchen, will also be available for food preparation for events held in the community space (e.g. weddings and meetings).
10. The Developer contemplates a day care center on site. The facility is intended to handle child care needs for the traditional 8 – 5 time slot. However, the Developer intends to seek a provider that can also operate the facility to serve the needs of working parents, who are second and third shift employees.
11. Sufficient numbers of geothermal deep wells will be dug to provide substantially all of the heating and cooling needs of the exiting Garver building, as well as the newly constructed housing units. These wells will be located in the area immediately to the west of the existing building in what is referred to as the “garden maintenance area” shown on the Olbrich Park Land Use Plan.
12. Multiple rain gardens, and vegetated roofs, will be installed to retain storm water on site.
13. Open area “relic” spaces on the north side of the Garver building will be created to display equipment once used at the feed mill. This space will also be available for public use for meetings, picnics, and general relaxation.
14. Working with staff from MG&E, along with additional energy consultants, the Developer will incorporate cost effective principles found in the Energy Star, Green Built, LEED, and Enterprise Communities. These techniques will be in addition to the substantial investment being made in renewable energy systems. Given the mix of preservation and new construction, along with multiple living scenarios for older adults, the Developer does not intend to select a single certification program for the entire site. Rather, the Developer will select the most applicable and cost effective material, building systems, and concepts to achieve low energy use, with a heavy reliance on renewable energy.
15. The Developer will incorporate Green and Sustainable building design concepts, materials usage, management systems and long term maintenance concepts.
16. The Developer will construct a storage facility adjacent to the current Garver Cottage. This facility will house 14,000 square feet of unheated or conditioned storage space for the exclusive use of the Olbrich Botanical Garden staff. The actual footprint of the building will be smaller than 14,000 square feet due to the fact that some of the storage will be in multiple levels in the building. Final details of this construction will be determined after consultation with Olbrich staff.





## **Development Program Summary**

	Total SF	Covered Parking	Surface Parking	Total Apartments	% Affordable
Independent Living in Garver Building	43,884	35		35	90%
Independent Living New Construction	71,038	53	10	63	
Assisted Living	27,182		30	30	
Memory Care	14,834			20	
Olbrich Storage	14,000				
Public Use	10,750		120		

\*Apartments designated as affordable will have rent rates between 30% and 50% CMI





## **Green & Sustainable Building Initiatives**

**Design Team:** The overall plan of this project is to recycle the Garver facility into a vibrant part of the existing neighborhood and its planned park space. The close proximity to the pedestrian/bike path and planned paths into the overall neighborhood are supported by 45 stalls of bike parking on site. The design team is also planning on using long lasting, renewable materials which possess recycled content. The detailing and construction of the building envelope will be planned to maximize the thermal performance with a mixture of insulation types to minimize the bridging and thermal transfer of outside temperatures.

The windows are planned to have a solar heat coefficient under .34, a maximum u-value of .46 and air leakage will not exceed 0.4 cfm per square foot. The glazing will be limited to less than 35% of the overall window to wall ratio on the east, west and south elevation and 40% on the north elevation.

Prairie grasses and native planting will be utilized to minimize irrigation requirements and aid in the rain garden/detention areas.

**HVAC Engineer, HVAC Contractor:** While the HVAC system has not been designed, the team is currently planning on utilizing the adjacent space around the building for geothermal heat pumps. Heat exchangers are also being planned to create greater efficiencies and reducing the overall size of the plant. The minimum efficiencies of AFUE (annualized fuel utilization efficiency) and SEER (seasonal energy efficiency ratio) will be a minimum of 90 and 14 respectively. Space heating equipment will be size to maintain 70 degrees inside air temperature when outside air temperature is -11 in all regularly occupied areas. Space cooling equipment will be sized to maintain 75 and 50 percent relative humidity indoors when outdoor air temperature is 90 with 74 mean coincident wet bulb.

**ADCI, General Contractor, Painting Contractor:** The VOC limits will be held within U.S. Green Building Council Standards for primers (50 gram/liter), paints (50 to 150 grams/liter), adhesives (50 grams/liter), sealants (250 grams/liter), varnishes (350 grams/liter), sealers (250 grams/liter) shellacs (730 grams/liter), stains (250 grams/liter) and lacquers (550 grams/liter). The carpets will meet the certification requirements by the Carpet and Rug Institute (CRI) Green Label Plus program.

**Plumbing Engineer, Plumbing Contractor:** The Plumbing design will utilize low flow toilets with a maximum of 1.6 gallons per flush and the shower and sink faucets will use aerators and be limited to .5 gallons per minute. Hot water will be provided through sealed combustion, fully condensing hot water heater having a minimum 90% efficiency.

**Electrical Engineer, Electrical Contractor:** As currently designed, the buildings as well as the grounds will utilize LED lighting. The goal within the buildings is a maximum of .9 watts per square foot. All electric motors will comply with the Energy Policy Act of 1992 and all electric feeders and branch circuits are designed to have a full load voltage drop of 2% or less. Our initial plan is to also utilize "solartube" type skylights to provide natural light.







**Contractors (General, Plumbing, HVAC):** Minimum Construction recycling goals will be set at 75% and recycling of concrete, metals, wood, drywall, cardboard, paper, bottles and cans will be required during construction. Gypsum board panels will be created from recycled materials and there will be no smoking within the facility or within 25 feet of the exterior after framing is complete. Care will be taken to seal all portions of the building after framing and any birds or vermin will be removed immediately and droppings will be thoroughly cleaned with a mild bleach solution. The contractor will not use the heating, ventilation or air conditioning system at any point during construction and the registers, diffusers and duct openings will be sealed until the end of construction. The plumbing contractor will be required to cap open sewer lines prior to final fixture installation. Care will be taken to keep all building materials dry and the wallboard or other absorbent materials will not be installed until the building is weather tight. The HVAC subcontractor shall keep ventilation system components wrapped and sealed, weather tight, away from standing water, off-ground on wooden pallets and under cover until these components can be unwrapped inside the building after the building envelope is complete.





**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





- = COMMUNITY SPACE  
10,750 SF TOTAL
- = OLBRICH STORAGE  
BUILDING

PUBLIC SPACE PLAN



GARVER PLACE - MADISON, WI



**Architectural Design  
Consultants, Inc.**









**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI









**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI

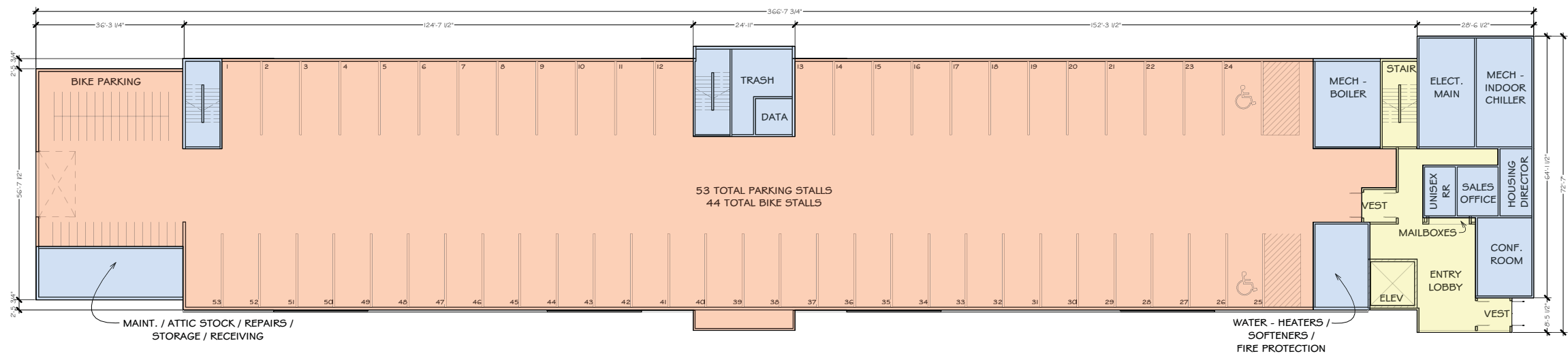




**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





## INDEPENDENT LIVING FIRST FLOOR

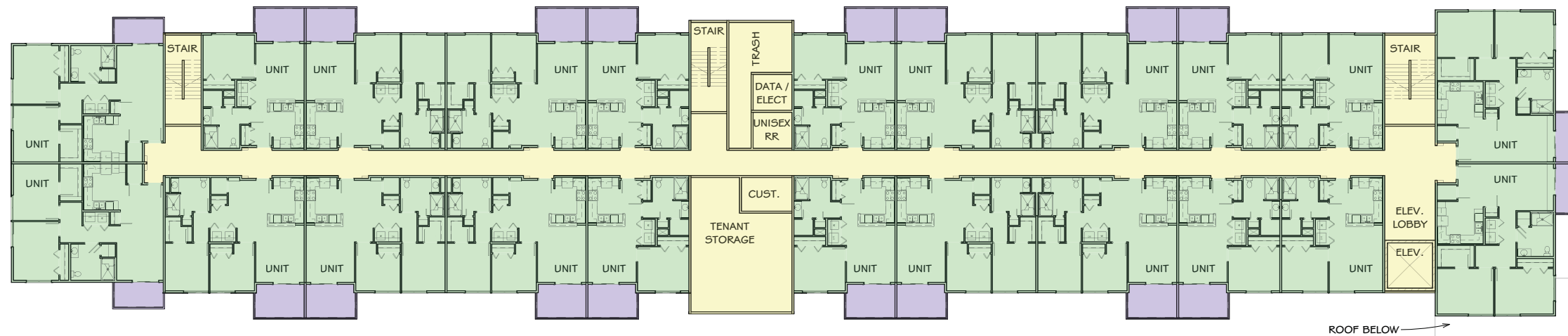


**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI



DECEMBER 18TH 2014



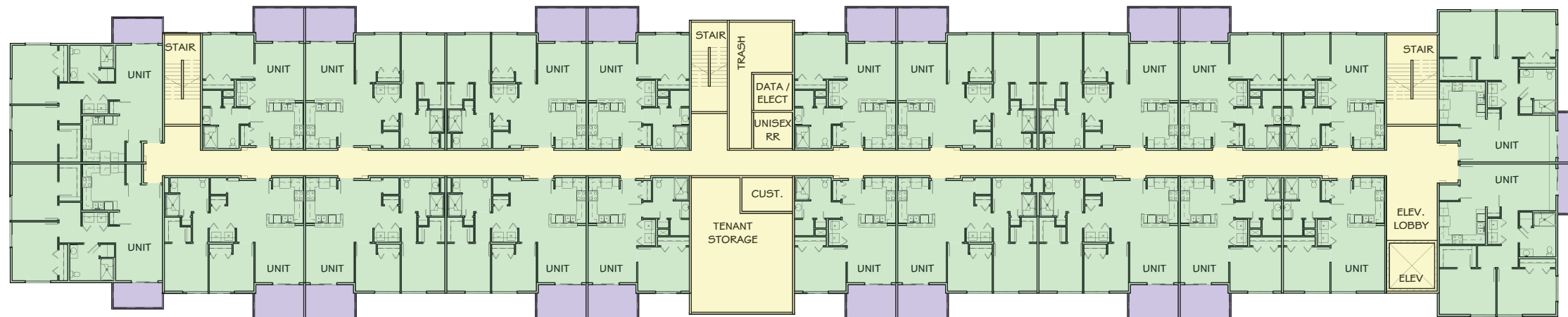
## INDEPENDENT LIVING SECOND FLOOR



**Architectural Design  
Consultants, Inc.**

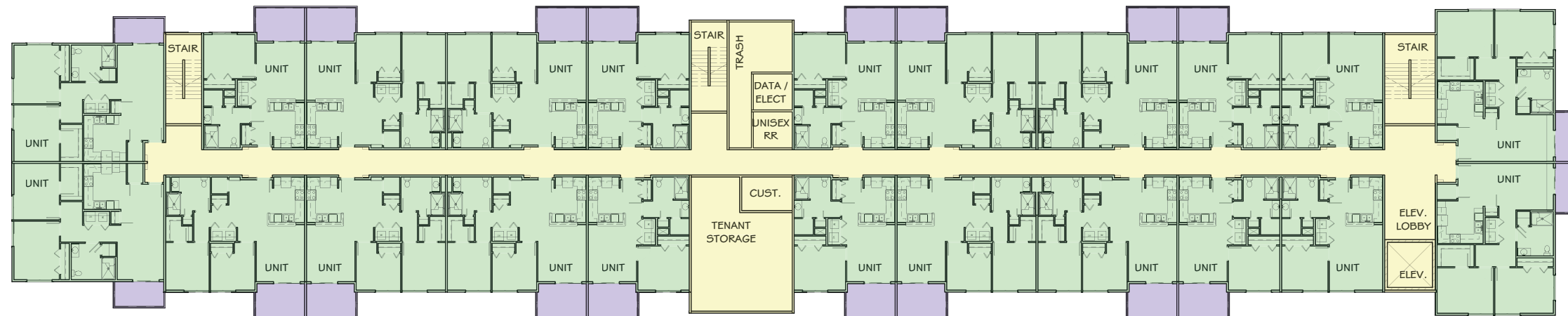
## GARVER PLACE - MADISON, WI





INDEPENDENT LIVING THIRD FLOOR





## INDEPENDENT LIVING FOURTH FLOOR

---



**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI





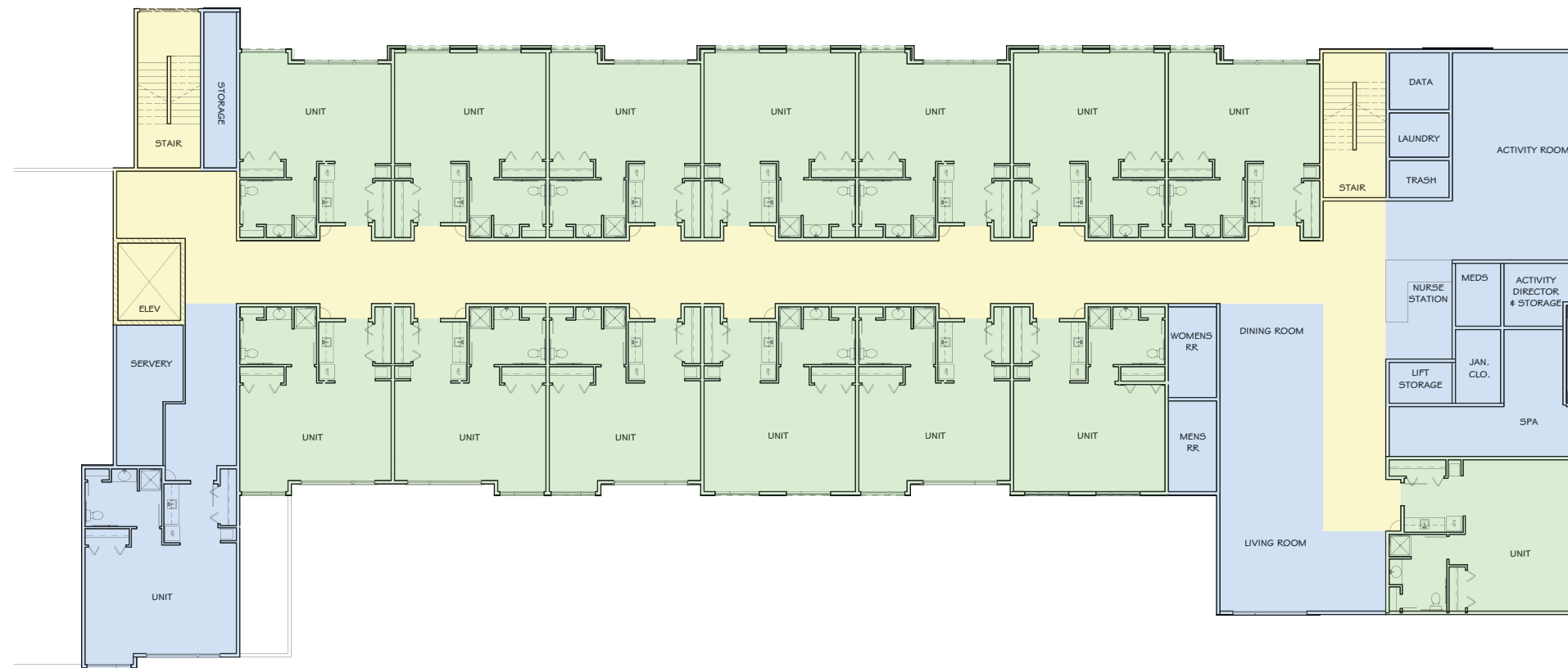
AL/MC FIRST FLOOR

GARVER PLACE - MADISON, WI



**Architectural Design  
Consultants, Inc.**





**AL/MC SECOND & THIRD FLOOR**

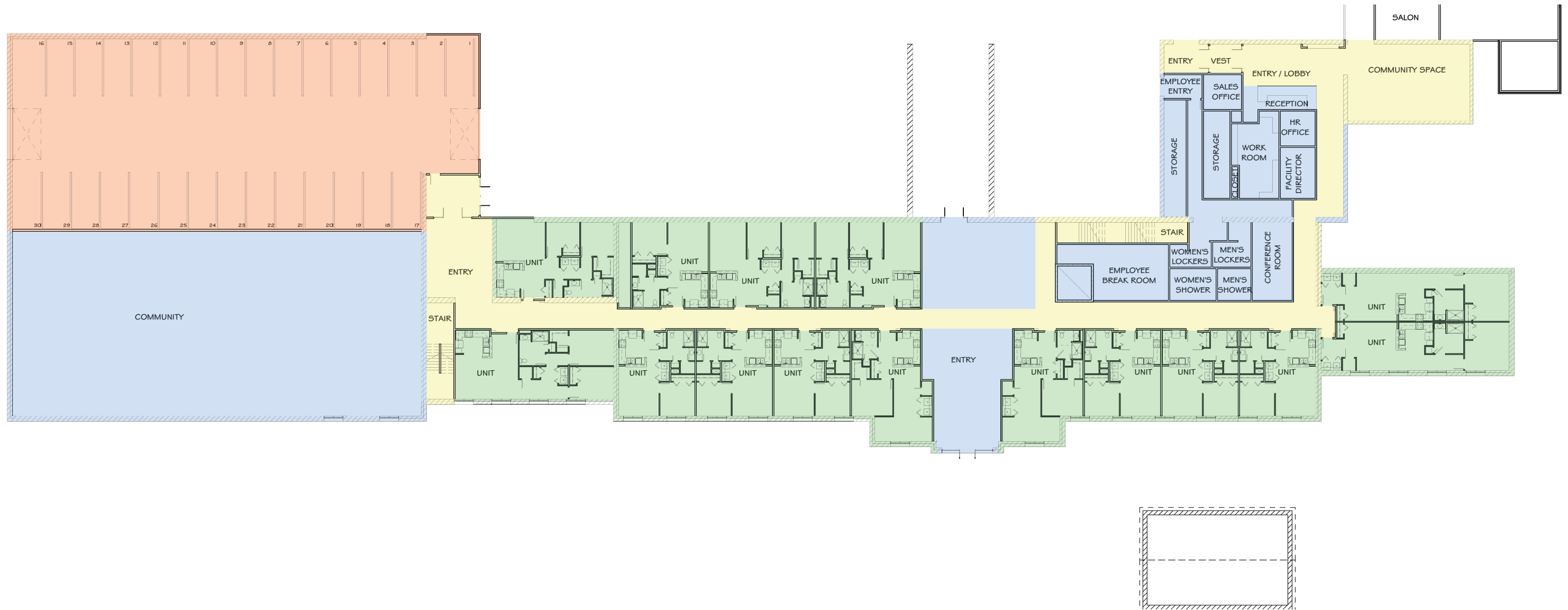


**Architectural Design  
Consultants, Inc.**

**GARVER PLACE - MADISON, WI**



**DECEMBER 18TH 2014**



## GARVER FIRST FLOOR



GARVER SECOND FLOOR



**Architectural Design  
Consultants, Inc.**

**GARVER PLACE - MADISON, WI**



## UNIT SUMMARY

	UNIT TYPE	UNIT AREA	UNIT DESCRIPTION	FIRST	SECOND	THIRD	FOURTH	TOTAL
ASSISTED LIVING / MEMORY CARE	MC-1	346 SF	"ACCESSIBLE" UNIT	11	---	---	---	11
	MC-2	325 SF	"ACCESSIBLE" UNIT	9	---	---	---	9
	AL-1	532 SF	"ACCESSIBLE" UNIT	---	6	6	---	30
	AL-2	511 SF	"ACCESSIBLE" UNIT	---	9	9	---	30
	<b>TOTAL PER FLOOR</b>				<b>20</b>	<b>15</b>	<b>15</b>	<b>---</b>
INDEPENDENT LIVING BUILDING	IL-A1	675 SF	"ACCESSIBLE" 1 BEDROOM UNIT	---	9	9	9	27
	IL-B1	925 SF	"ACCESSIBLE" 2 BEDROOM UNIT	---	8	8	8	24
	IL-C1	1,007 SF	"ACCESSIBLE" 2 BEDROOM UNIT	---	2	2	2	6
	IL-C2	1,007 SF	"ACCESSIBLE" 2 BEDROOM UNIT	---	2	2	2	6
	<b>TOTAL PER FLOOR</b>				<b>---</b>	<b>21</b>	<b>21</b>	<b>21</b>
GARVER BUILDING	IL-GA1	668 SF	"ACCESSIBLE" 1 BEDROOM UNIT	7	7	---	---	14
	IL-GA2	1,546 SF	"ACCESSIBLE" 2 BEDROOM UNIT	---	2	---	---	2
	IL-GB1	804 SF	"ACCESSIBLE" 2 BEDROOM UNIT	2	1	---	---	3
	IL-GB2	1,262 SF	"ACCESSIBLE" 2 BEDROOM UNIT	---	1	---	---	1
	IL-GC1	910 SF	"ACCESSIBLE" 2 BEDROOM UNIT	2	2	---	---	4
	IL-GC2	899 SF	"ACCESSIBLE" 2 BEDROOM UNIT	1	1	---	---	2
	IL-GD1	1,829 SF	"ACCESSIBLE" 2 BEDROOM UNIT	1	1	---	---	2
	IL-GD2	1,105 SF	"ACCESSIBLE" 2 BEDROOM UNIT	1	1	---	---	2
	<b>TOTAL PER FLOOR</b>				<b>14</b>	<b>16</b>	<b>---</b>	<b>---</b>



**Architectural Design  
Consultants, Inc.**

## GARVER PLACE - MADISON, WI



DECEMBER 18TH 2014



## **Development Team**

- Master Developer:** Alternative Continuum of Care, LLC
- Master Architect:** Architectural Design Consultants, Inc.
- Historic Preservation Architect:** Charles J. Quagliana
- General Contractor:** McGann Construction, Inc.
- Financial Consultant:** Dimension Development LLC
- Legal General:** Whyte Hirschboeck Dudek S.C.
- Market Research:** Lexington Realty, Dale Mussatti

## **Management Team**

- Proposed Management Team:** Alternative Continuum of Care, LLC





**719 Jupiter Drive**  
Madison WI 53718  
www.oakparkplace.com

### **Management Structure\***

CEO/President/Founder

COO

VP Clinical Services

Nursing Home  
Administrator

Memory Services Director

Director of HR  
Development

Regional Director of  
Operations

Director of Development  
and Construction

Controller

Director of Accounting  
(CPA)

Regional Marketing Director

Dietary Director

*\*Management Team  
backgrounds available  
upon request*

### **Owned/ Managed Campuses**

Madison, WI  
Baraboo, WI  
Albert Lea, MN  
Dubuque, IA  
Wauwatosa, WI

### **The Company**

Alternative Continuum of Care (ACC), established in 1999, excels in the planning, development and management of senior housing communities.

ACC strives to create a rewarding experience for its residents by providing services:

- Tailored to individual needs
- Focused on attention to detail
- Committed to comprehensive oversight of nursing services

The ACC model for success includes:

- Quality products
- Outstanding amenities
- Unique activities and services

All of this ensures a positive experience for residents, visiting family members and the entire adjacent community.

Alternative Continuum of Care strives to build communities that blend with and complement the surrounding neighborhoods. This is reflected not only in the physical structure but the inclusion of neighbors in activities and special events.

*ACC embraces the local neighborhoods as part of its senior living communities.*

### **Management Experience / Model / Successes**

The senior management team has Fortune 200 expertise in start-up and turnaround management operations with combined experience of over 50 years in the healthcare industry.

The senior team management model encompasses:

- Financial trending & modeling
- Healthcare regulation analysis & implementation
- Turnaround strategies for underutilized facilities
- Operational innovations & efficiencies
- Cutting-edge assisted living dynamics
- Sub acute and transitional care programming
- Independent living trend analysis
- Alzheimer's & Dementia regulatory expertise
- Outpatient rehabilitation expertise
- \$4,000,000 to \$50,000,000 project successes







## Scott Frank – CEO/President/Founder

Mr. Frank has a B.S. in Health Care Administration and a MBA, with over 22 years of experience in health care management and 10 years experience in development. He has worked for two fortune companies. His experience includes developing new senior assisted living communities and building sub-acute and transitional care programs in centers that were underutilized. His successes have included five turn-around projects, which were losing from \$40,000 - \$100,000 per month and are now profitable centers and most recently a group of 12 centers, which were close to bankruptcy and became profitable. His experience has included participation in capital budget and product development for over 52 centers, including laying the groundwork for senior living communities, which include independent living, assisted living, Alzheimer's, sub-acute and rehabilitation units. Mr. Frank has developed communities from \$4,000,000 to \$50,000,000 in scope.

## James Scott – COO

Mr. Scott has over 25 years' experience in Health Care Management. He has operated as a regional manager for two fortune companies and most recently directed operations for 46 facilities in Pennsylvania, Kentucky, North Carolina, Indiana, Tennessee, Michigan, and Wisconsin. He is a forward-thinking and results-oriented, **TOP HEALTHCARE OPERATIONS EXECUTIVE** with profit and loss responsibility, as well as extensive experience in clinical outcomes, physician relations, personnel management, regulatory compliance, community outreach to referral sources, and services program development. Recognized as a strong coach, he uses all members of a team to improve all aspects of operations and fosters a focus toward a common goal. He remains current in new governmental reimbursement changes, and following a merger with his previous company LaVie Healthcare, took three facilities that were on the SFF list back to compliance, with removal from the list at the earliest opportunity.

## Brenda Brandl – VP of Clinical Services

Prior to joining Oak Park Place, Ms. Brandl was most recently responsible for 36 communities (12IL/AL and 24 SNFs) for Tutera nationwide. She began her career with this same company as DON and Regional Nurse. As RNC, Brenda had clinical oversight over facilities in Illinois, Missouri, and Michigan assisting facilities in preparation for surveys, providing ongoing education and training, as well as reviewing, advising, and approving reports, plans of correction and any other forms of communication to identify any potential risk areas. She is also wound care certified and created the standards for the company's wound care program. As the Director of Clinical Services she supervised Regional Clinical Educators, created CNA programs and implemented electronic health records for SNFs.

## Jean Bachhuber – Director of Memory Services

Ms. Bachhuber holds a degree in Sociology with an emphasis in Gerontology from the University of Wisconsin Madison. She is involved with helping residents and families through the Alzheimer's journey. She has worked in long term care a total of 22 years with a focus on residents with Memory Care. Ms. Bachhuber is an active volunteer with the Alzheimer's Association and had been involved with fund raising projects, education and the Public Policy Committee. She was involved in the opening and directing the first skilled nursing Memory Care Unit in Madison. The Alzheimer's Association for the state of Wisconsin chose Ms. Bachhuber as the 2004 Professional Care-giver of the Year.





## Greg Halford – Director of HR Development

Mr. Halford has a B.S. and a MBA in Human Relations. He worked for two Fortune 200 companies: Gateway 2000 and Ericsson, Inc. during their growth periods. At Ericsson, he provided human resources support to a 2,250 employee consumer products manufacturing facility and distribution center for North and South Americas. While at Gateway 2000, he was the Senior Human Resource Manager providing direction to five technical support and customer support centers for 3,000 employees. Over the last six years, Mr. Halford has provided outstanding leadership and focus in personnel development and management training.

## Shawn McKibben - Director of Development and Construction

Shawn is a highly versatile performance driven leader, who has a personal vision for excellence and strives to achieve it, has a commitment to continuous improvement and reinforces and demonstrates high standards of excellence. He worked for McDonalds as their Midwest Director of Development completing 30 projects per year. He also worked with three other large companies as a Project Manager, Director of Projects. Shawn is a strategic planner with strong analytical skills who effectively manages risk. An effective communicator who builds relationships and works collaboratively. An intensely disciplined and driven professional who has the vision to look ahead, the skills to map the path, the leadership to shepherd it through and the perseverance to drive it to results.

## Amy Seils – Controller

Amy Seils is a CPA and CMA with 15+ years of accounting experience which includes reimbursement, audit, budgeting, and cost accounting, primarily in long term care. Prior to joining the Oak Park Place team, Amy was Group Controller with Extendicare where she provided oversight for financial statement presentation and monthly close process for 75 facilities. Before being promoted to Group Controller, Amy was Manager of Reimbursement Services at Extendicare, where she was responsible for overseeing the processing of ancillary invoices for all owned facilities to assure that consolidated billing rules were followed which saved the company \$4M which was over 25% per patient day improvement. Additionally, Amy was responsible for the Medicaid/Medicare reimbursement for 20 skilled nursing facilities located on the West Coast (Washington, Idaho, Oregon).



# Oak Park Place Albert Lea, MN



Constructed in the Contemporary Traditional architectural style, Oak Park Place Albert Lea is centrally located for convenience.

Featuring the supportive services of assisted living and specialized memory care services, the community offers choice between private living space and a variety of living and enrichment areas in an atmosphere with all the comforts of home.



## Assisted Living

39 Apartments

## Memory Care

16 Apartments



Assisted Living  
Memory Care  
1615 Bridge Avenue  
Albert Lea, MN 56007  
[www.oakparkplace.com](http://www.oakparkplace.com)

# Oak Park Place Baraboo, WI



Oak Park Place Baraboo is a vibrant community offering lifestyle and care services for seniors. Centrally located, but tucked away from busy thoroughfares, the community provides a balance of convenience with all the seasonal beauty of the bluffs.



Constructed in the Modern Mountain architectural style, Oak Park Place Baraboo offers choice between private living space and a variety of support and enrichment areas in an atmosphere with all the comforts of home.

## Independent Living

55 Apartments

## Assisted Living

33 Apartments

## Memory Care

34 Apartments



Independent Living  
Assisted Living  
Memory Care  
800 Waldo Street  
Baraboo, WI 53913  
[www.oakparkplace.com](http://www.oakparkplace.com)



# Oak Park Place Dubuque, IA

Oak Park Place Baraboo is a vibrant community offering lifestyle and care services for seniors. Centrally located, but tucked away in a quiet residential neighborhood, the community provides convenience away from the bustle.



Constructed in the Contemporary Traditional architectural style, Oak Park Place Dubuque offers choice between private living space and a variety of support and enrichment areas with all the comforts of home.

## Independent Living

51 Apartments

## Assisted Living

47 Apartments

## Memory Care

32 Apartments



Independent Living  
Assisted Living  
Memory Care  
1381 Oak Park Place  
Dubuque, IA 52002  
[www.oakparkplace.com](http://www.oakparkplace.com)



# Oak Park Place Madison, WI

Oak Park Place Madison is a progressive community for seniors encompassing the full continuum of care. Constructed in a variety of complimentary architectural styles, the three areas of the community offer choice between private living and public gathering spaces in an atmosphere with all the comforts of home.



Contemporary Traditional Architecture



Craftsman Style Architecture



Mission Style Architecture

## Independent Living

91 Apartments

## Assisted Living

68 Apartments

## Memory Care

58 Apartments

## Skilled Nursing Facility

100 Beds



Independent Living  
Assisted Living  
Memory Care  
Skilled Nursing  
Rehabilitation Services  
618-719 Jupiter Drive  
Madison, WI 53718  
[www.oakparkplace.com](http://www.oakparkplace.com)

# Oak Park Place Wauwatosa, WI

Constructed in the Mission architectural style, Oak Park Place Wauwatosa is close to everything, but tucked away in a quiet residential neighborhood away from busy city life.

Featuring the supportive services of assisted living and specialized memory care services, the community offers choice between private living space and a variety of living and enrichment areas in an atmosphere with all the comforts of home.



## Assisted Living

47 Apartments

## Memory Care

20 Apartments



Assisted Living  
Memory Care  
1621 Rivers Bend  
Wauwatosa, WI 53226



Statement of Qualifications



Architectural Design Consultants, Inc.

30 Wisconsin Dells Pkwy Lake Delton, WI 53940  
608.254.6181  
[www.adcidesign.com](http://www.adcidesign.com)





# Organization Type

Architectural Design Consultants, Inc (ADCI). is a Wisconsin corporation submitting this proposal as a prime consultant with engineering sub-consultants for HVAC Engineering, Electrical Engineering, Plumbing Engineering, and Scope Fire Protection Design.

# Firm History & Background

## Legal Organization

Date of Incorporation: March, 1987

State of Incorporation: Wisconsin

Established in 1987 by Robert W. Nagel, ADCI began as a five person hometown architectural firm designing the local projects such as assisted living and healthcare facilities, educational, municipal and service facilities, libraries, hotels, retail outlets, and banks. Since that time, ADCI has grown into a substantial Architectural firm designing Senior Living projects across the United States, as well as the same general architecture services listed above that we now provide throughout the State of Wisconsin. With projects in our portfolio that exceed 1.1 million square feet and with estimated construction costs in excess of \$250,000,000.00, ADCI has learned that the same hometown service and care are invaluable to municipalities and private developers of every size.

ADCI offers full service **integrated** architecture, interior design and engineering services. The success achieved through innovative and integrated designs and project management shape our knowledge base and contribute to our award winning stature among professionals in the architecture industry. ADCI prides itself on delivering complete, high quality documents within budget and on schedule. Our repeat client base provides proof that this focused effort is highly successful.

## **Key Personnel**

Founder/President, CEO .....	Robert W. Nagel, PE
Partner/Executive Vice President, COO.....	William J. Ryan
Partner/Vice President, Treasurer, CFO.....	Jason C. Sorci, PE, SE
Partner/Managing Director of Design Services.....	Russell A. Eilers, AIA
Partner/Project Architect .....	Raymond Bolton, AIA, NCARB
Partner/Director of Interior Design.....	Susan W. Govier, ASID
Controller .....	Dana M. Bremer
Senior Project Architect .....	Stephen A. Kroon, AIA, LEED AP
Project Architect .....	Margaret (Meg) E. Roback, AIA, LEED AP
Project Architect .....	Josh Johnson, AIA, NCARB
Construction Administrator .....	Jon Sandeman, AIA



# Capabilities

ADCI is an Architectural Design team of 40 creative, committed, and economical design professionals. Many of our clients have made the comment “You’re not too big, and you’re not too small” and we couldn’t agree more. Our team isn’t so big that we lose the personal relationship and intimate knowledge of our client’s projects. Commitment, Communication, and Accessibility are three key elements we won’t compromise on. At the same time, we have sufficient resources to lead projects from coast to coast, some in excess of \$200 Million in total budget.

ADCI approaches projects from the point of view that budget and design must develop together. We will work with you to determine the size of the project and budget for the work, and subsequently design to meet these guidelines. Our path would generally be as follows:

- Establish the program
- Assign a budget which corresponds to the program
- Develop a milestone schedule
- Create a design concept for review
- Verify budget based on concept
- Start working drawings
- Review 50% drawings with client
- Review budget based on advanced design
- Complete design
- Bid/Build

## Effective Project Management

This process in any project starts with three items:

- \* Communication
- \* Collaboration
- \* Creativity

ADCI will develop the following for your review: details, building evaluations, budgets, program development, schedules, material evaluations, and designs. All while keeping your needs in mind.

A detailed operational format can be provided upon.

## Project Cost Control

Detailed budgets will be provided for review at the following project intervals;

- \* Initial Programming
- \* Schematic Design Phase
- \* Design Development Phase
- \* Construction Development Phase (Prior to Bidding)

These will be based on extensive project history which ADCI tracks from all past project types! Our Company history indicates our 1st budget is always within 5% of the of the final project cost unless the owner changes the project program.



Each successful project is achieved through communication, commitment, and creativity—ADCI's 3-Cs of Service.

## Building Design Approach

Efficient · Creative · Value Based

ADCI's project deliveries are as unique as the clients we work for and they are fine tuned to meet the specific needs of each and every client. The delivery method will be discussed at the beginning of your project to ensure that we meet or exceed your project needs.

The one element that stays consistent with every project is the high level of care that ADCI's design teams put into ensuring that their plans are



as complete and fully coordinated to the greatest extent possible. This level of client care has allowed ADCI to consistently

average **less than one percent** in designer initiated change orders. This means that not only are construction change order costs greatly reduced, but so are the sometimes costly and annoying construction schedule delays.



We make it our mission to ensure that your vision becomes the reality that you have dreamed it could be and we will do it on time and on budget.



**Architectural Design Consultants, Inc.**

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181

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

Each successful project is achieved through communication, commitment, and creativity—ADCI's 3-Cs of Service.

## Sustainable Design

Adaptive · Collaborative · Innovative

Sustainability may be today's buzzword; however at ADCI it has been a standard practice that we have been implementing for the past 25 years. Sustainable design doesn't just happen, it is a conscious decision that is made at project conception and carries through the lifecycle of the building.



ADCI's LEED Accredited Professionals are uniquely qualified to lead the process, whether it be incorporating a few sustainable elements into a



project or obtaining certification through one of the many certification systems available, including - LEED, Green Globes, Green Seal, Ecotel and Energy Star.

Sustainability at ADCI includes existing

buildings as well. ADCI believes there is great opportunity to reduce the negative global impact buildings have on the environment.



Through sustainability assessments performed on existing buildings, ADCI is able to discover opportunities for buildings to reduce their energy consumption. These may include increasing the energy efficiency of the building envelope, improving indoor air quality, reducing the amount of water used, and many other exciting possibilities.



**Architectural Design  
Consultants, Inc.**

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181

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



Each successful project is achieved through communication, commitment, and creativity—ADCI's 3-Cs of Service.

## ADCI Interior Design

Attentive • Resourceful • Value Based

ADCI's

Interior Design Division brings all the details together. As a collaborative architectural team, total project design is fully integrated providing clients with the most cost effective and coordinated project possible.

Working from schematic design along side the architect, our concept is applied in space planning, building orientation and exterior aesthetics as they relate to the interior environment resulting in a product that considers the total client experience, each building block supportive of the next.



Creativity is key for ADCI Interiors. Working hand in hand with clients marketing and branding divisions, or assisting directly in marketing and brand discussions early in the design process integrates all considera-



tions into every decision, lending creative opportunity to selections throughout the interior environment from color scheme to theme.



As the stewards of interior product specifications, we apply sustainable best practices to everything we do. From day-lighting and air quality, considered by the entire project team, to sustainable interior finish material selection, our LEED certified designers review each project. As a member firm of the



USGBC (United States Green Building Council), ADCI applies this knowledge in guiding the client towards material selections that are not only durable and beautiful, but have responsibly considered the impact to future generations.



**Architectural Design Consultants, Inc.**

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181

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

Each successful project is achieved through communication, commitment, and creativity—ADCI's 3-Cs of Service.

## Project Management

Proactive · Adaptive · Cooperative

Detailed project management is essential to achieving project success; project success is defined as achieving your vision. The process begins by listening to your thoughts, ideas, and concerns, asking a lot of questions, and identifying and understanding your goals. Of course, your goals and desires will likely evolve throughout the life of your project, which is why communication is paramount.



ADCI's project managers are holistic thinkers that adopt and champion your vision from concept design until you turn the key. Great project management involves keeping project details in order, the design team on task, project budgets on track, and project schedules on target. Exceptional project management goes beyond organizational skills and includes the ability to anticipate project difficulties and respond pro-actively to avoid them.

### Phases of Development

#### Phase I: Big-Picture Consultation and Project Analysis

Understand client needs and dreams

Consider long-range planning

Create master site/use plan

#### Phase II: Project Planning

Develop program requirements

Plan space use and circulation

Develop concept design and budget

Prepare milestone schedule

#### Phase III: Project Design

Construction documents

Integrate interior design

Collaboration quality control assurance, design & budget

#### Phase IV: Project Construction Phase

Bidding supervision/coordination

Owner's representation through construction

Quality assurance and reporting



### Architectural Design Consultants, Inc.

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181

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

# Vendor Experience and Qualifications

ADCI has completed a significant number of projects similar to the facility you describe in the RFP, which are listed below. We have extensive experience leading teams on these types of projects and are capable of designing you a facility that is not only up to SNF standards, but a facility your community will be proud of for years to come. Our design will incorporate the small neighborhood unit concept with no unit containing more than 20 residents. The design will also include a master plan for future expansion as the community needs develop. Our past designs have incorporated private rooms (each having their own baths), separate distinct wings or neighborhoods that are attached to the core of the building, and secure attractive outdoor courtyards. Staffing efficiency is critical to any facility. Our design effort will allow for staff members to move easily between units in different neighborhoods. Lastly, energy efficiency and sustainability are always a priority. We look for “low hanging fruit” that is economical and will ensure project affordability getting our clients a payback within 15 years of their investment.

## **Projects Completed and Currently In Design**

- Independent, Assisted, Memory Care, SNF Facility - Shorewood Hills, WI
- Assisted Living & Memory Care Facility - Wauwatosa, WI
- Independent, Assisted, Memory Care, Facility - Baraboo, WI
- Memory Care addition - Baraboo, WI Phase 2
- Independent Living addition - Baraboo, WI Phase 3
- Dining Area addition - Dubuque, IA
- Assisted Living & Memory Care Facility - Green Bay, WI
- Assisted Living - Dubuque, IA
- Independent Sr. Living - Johnston, IA
- Assisted Living & Memory Care Facility - Hillsboro, WI
- Assisted & Independent Living - Coralville, IA
- Assisted Living & Memory Care Facility - Cross Plains, WI
- Memory Care, Assisted & Independent Living - Council Bluffs, IA
- Assisted Living & Memory Care Facility - Woodruff, WI
- Assisted Living & Memory Care Facility - Westfield, WI
- Assisted Living - Darlington, WI
- Memory Care - Merrville, IN
- Assisted Living & Memory Care Facility - Tomahawk WI



# Relevant Project Experience

## Senior Living Facility Baraboo, WI

**Project Scope:**  
36 Memory Care Units  
26 Assisted Living Units  
57 Independent Living Units

**Year Constructed:** 2008/2009  
Phase II; 2013/2014

**Cost of Construction:**  
Confidential

**Key Personnel:**  
Bill Ryan - Project Manager  
Bob Nagel - Quality Control



**Architectural Design  
Consultants, Inc.**

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181  
www.adcidesign.com



# Relevant Project Experience

**Project Scope:** New Construction Of a 47 bed SNF facility with an Additional 20 Units designated For Memory Care.

**Year Constructed:** 2012

**Budget:** Confidential

**Key Personnel:**

Bill Ryan - Project Manager

Brad Servin - Architect

Bob Nagel - Quality Control

## Senior Living Facility Wauwatosa, WI



**Architectural Design  
Consultants, Inc.**

30 Wisconsin Dells Parkway

P.O. Box 580

Lake Delton, WI 53940

608.254.6181

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

# Relevant Project Experience

**Project Scope: 12,600 SF  
New Facility**

**Year Constructed: 2012**

**Cost of Construction: \$1.8 Million**

**Key Personnel:**

Bill Ryan - Project Manager  
Raymond Bolton – Architect  
Sue Govier - Interior Designer

- \*2012 Award Winning Design
- \*Building 100% LED Lighting
- \*Project On Time
- \*Equipped with electric car charging stations
- \*Very Low Change Orders (Owner had money to spend on upgrades)

## Community Senior Center Richland Center, WI



**Architectural Design  
Consultants, Inc.**

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181  
www.adcidesign.com

## Relevant Project Experience

**Project Scope:** New Construction Of a 62 Unit 97,000 SF Senior Living Facility.

\* Heated and Cooled with a Geothermal system.

**Year Constructed:** 2012

**Budget:** Confidential

**Key Personnel:**

Bill Ryan - Project Manager

Ray Bolton - Architect

Bob Nagel - Quality Control

### Senior Living Facility Johnston, IA



**Architectural Design  
Consultants, Inc.**

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake Delton, WI 53940

608.254.6181

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

# Staff Resumes & Experience

## Robert W. Nagel, PE

President/CEO - Founder

### Project Assignment

Quality Control

### Education

Bachelor of Science, Civil Engineering from University of Wisconsin, Platteville

### Registrations

WSPE - Wisconsin Society of Professional Engineers, NSPE - National Society of Professional Engineers, SWWBIA - Southwest Wisconsin Building Inspectors Association, BOCA-Building Officials & Code Administrators, ICBO - International Conference of Building Officials, IAAPA - International Association of Amusement Parks & Attractions, WWA - World Waterpark Association.



Mr. Nagel is a registered engineer and President of Architectural Design Consultants, Inc. He has over 25 years experience in the design/construction industry including the positions of project superintendent, estimator, project manager, civil and architectural engineer, project designer and structural engineer. As president of the corporation he has many diversified duties including overseeing all management and administration of the corporation. He involves himself in all stages of planning and project development and prides himself in his ability to keep a personal one-on-one relationship with his clients. Mr. Nagel has also held the position of Municipal Building & Zoning Administrator for a local municipality for the past 20 years. The position adds greatly to his already diverse experience.

## William J. Ryan

Vice President/COO - Partner

### Project Assignment

Team Management / Cost Control / Contract Administration

### Education

Associate Degree - Architecture, Madison Area Technical College

### Professional Affiliations

Member of Wisconsin Architect Community, Green Council, Construction Professionals of Wisconsin, Hotel Development Council, I.W.R.R.



Mr. Ryan is a Project Manager with over 25 years of professional experience. He provides office and field management for Architectural Design Consultants, Inc. projects. Projects have varied from \$150,000.00 to \$150,000,000.00 and include healthcare/skilled nursing facilities, educational facilities, libraries, churches, corporate offices, medical, municipal, retail establishments, hotels, federal army installations and bank facilities. He has detailed experience guiding clients and his team of design professionals offering value engineering and project management from conceptual budgets through project completion. Mr. Ryan currently holds a position on his own township planning commission.



# Staff Resumes & Experience

## Jason C. Sorci, PE, SE

Vice President/CFO - Partner

### Project Assignment

Structural Design

### Education

University of Wisconsin, Milwaukee, Wisconsin - Master of Business Administration

Marquette University, Milwaukee, Wisconsin - Master of Science - Structural Engineering

Marquette University, Milwaukee, Wisconsin - Bachelor of Science - Civil Engineering



### Registrations

Professional Engineer: Wisconsin, Michigan, Ohio, Virginia, Nebraska, Mississippi, Oklahoma, Massachusetts, Colorado & NCEES Model Law Engineer; Structural Engineer: Arizona & Illinois

### Professional Affiliations

ASCE - American Society of Civil Engineers; SEI - Structural Engineering Institute; AISC - American Institute of Steel Construction

Mr. Sorci's expertise is in the structural design and construction of municipal, hospitality, commercial, industrial, and educational buildings. He has experience in the design of structural steel, post-tensioned concrete, precast concrete, CMU, and heavy timber structures. In his current capacity, Jason provides his design expertise in establishing the building material and systems selection as well as managing design sub-consultants to keep projects on-time and on-budget.

## Joshua O. Johnson, AIA, NCARB

Project Architect

### Education

Bachelor of Science - Environmental Architecture

University of Texas A&M - Texas

Bachelor of Architecture

The Pratt Institute - Brooklyn, New York

### Professional Affiliations

American Institute of Architects (AIA)

U.S. Green Building Council (USGBC)



Josh Johnson is an architect with over 25 years of experience in Wisconsin, New York City and Texas. He has led diverse teams of designers, engineers and contractors over a wide variety of private and municipal commercial projects ranging from LEED and Green Globes certified office buildings to breweries, broadcast and medical facilities. He is a past president of the Wisconsin Chapter of the American Institute of Architects and received the 2013 AIA Wisconsin Golden Award this May. The Golden Award is the highest honor the state architects' society can bestow upon a member architect. He is a graduate of Texas A&M University and The Pratt Institute in Brooklyn New York.



# Staff Resumes & Experience

## Susan G. Wilsie-Govier, ASID

Director of Interior Design - Partner

### Project Assignment

Interior Design

### Education

University of Wisconsin, Stout, Wisconsin - Magna cum Laude, Bachelor of Science - Art - Interior Design

### Professional Affiliations

ASID - American Society of Interior Designers  
WRID - Wisconsin Registered Interior Designer  
NEWH - Network of Executive Women in Hospitality

### Project Experience

Sue brings over 25 years experience including both residential and commercial design spanning a wide range of market segments varying in size and scope from \$50,000 to \$200,000,000.00. She has experience in all phases of design including project management, FF&E specification preparation, and property improvement planning (PIP). With a creative, experienced eye for design, Sue and her team aid clients in realizing their project vision while maintaining their budget ultimately creating a beautiful and exceptional interior environment.



## Margaret E. Roback, AIA, LEED AP

Design Architect

### Project Assignment

Design Architect

### Education

University of Wisconsin, Milwaukee, Wisconsin - Bachelor of Science - Architectural Studies with Honors  
The University of Oxford, Oxfordshire, England - Study Abroad Program

### Professional Affiliations

AIA, American Institute of Architects  
IACP, International Association of Chiefs of Police - Assisted in writing *Police Facility Planning Guidelines*

### Meg's Past Project Experience

Village of Lake Delton Municipal Building (Lake Delton, Wisconsin); Mosinee City Hall and Police Department (Mosinee, Wisconsin); Weston Fire, EMS and Police Station (Weston, Wisconsin)(De Forest, Wisconsin); Sauk County Courthouse Law Library (Baraboo, Wisconsin)

Ms. Roback is a licensed architect with over 16 years of design experience. Her focus is to respond to client needs with inspired architectural designs. Meg's skills encompass the full design spectrum, from initial programming through design and construction on a wide variety of commercial, municipal, and industrial projects.



Meg brings a passion for design and commitment to quality on every project she encounters.



**Architectural Design Consultants, Inc.**

# References

## ADCI Staff References

Scott Frank & Shawn McKibben  
Alternative Continuum of Care, LLC  
718 Jupiter Dr  
Madison, WI 53718  
Ph: (608) 663-8792

Shane Stibbe, Director  
Senior & Community Center  
450 S. Main St.  
Richland Center, WI 53581  
Ph: (608) 647-8108

Bob Stoehr, Director of Development  
MIRAS  
7447 University Ave. Suite 210  
Middleton, WI 53562  
Ph: (608) 824-2290

Fred Hebert  
Central Wisconsin Community  
Action Council  
1000 Hwy 13  
Wisconsin Dells, WI 53965  
Ph: (608) 253-8353

Nan Hinze  
Harris Villa Assisted Living  
Owner  
N6581 County J  
Westfield, WI 53964  
Ph: (608) 296-3190

Kevin Bernander  
Bank of Wisconsin Dells  
716 Superior Street  
Wisconsin Dells, WI 53965  
Ph: (608) 254-3604



## Charles J. Quagliana

Preservation Architect, AIA, NCARB  
1734 Sawtooth Lane  
Madison, WI 53719  
[www.cquaglianaarchitect.com](http://www.cquaglianaarchitect.com)

### PROFESSIONAL EXPERIENCE

Mr. Quagliana is presently a historic preservation consultant and a Professor of Practice at the University of Wisconsin-Madison College of Engineering.

#### Projects Included

*City of Madison, Madison Municipal Building, Madison, WI, 2014-2015*

Mr. Quagliana is providing Historic Preservation condition assessment and preservation planning for the project, including exterior condition assessment.

*University of Wisconsin-Madison, Memorial Union, Madison, WI, 2010-2013*

Mr. Quagliana is the Preservation Architect leading the development of a Preservation Plan and Historic Structure Report for the facility as part of a multi-phase rehabilitation project.

*City of Madison, Garver Feed Mill Condition Report Madison, WI, 2012-2013*

As part of the multi-disciplinary team, Mr. Quagliana is providing Historic Preservation condition assessment and preservation planning for the project.

*University of Wisconsin-Madison, Agricultural Dean's Residence, Madison, WI, 2011-2013*

Mr. Quagliana is the Preservation Consultant for this project. He has completed a condition assessment, developed exterior and interior rehabilitation concepts and negotiated the compliance aspects with the Wisconsin Historical Society.

*United States Forest Service, Forest Lodge Historic District Master Plan, Cable, WI. 2010-2011*

Project Preservation Architect and team leader for the development of a comprehensive reuse and rehabilitation plan of a 50 acre/14 building historic "North Woods" lodge. The 130 page document was developed over 10 months and focuses on viable and sensitive reuse strategies.

*St. Francis House Episcopal Student Center, 1001 University Avenue, Madison, WI, 2011-2012*

Project Preservation Architect for the rehabilitation of a 1930 religious building. Mr. Quagliana's responsibilities include; condition assessment, exterior rehabilitation, Recycling & Reuse Plan and restoration of the original chapel.



**Isthmus Architecture, Inc.**, Madison, WI  
Senior Preservation Architect/Principal  
1998- 2008

Projects Included

*University of Wisconsin-Madison, Biochemistry II, Madison, WI, 2006-2012*

Project Preservation Architect for the team in this \$70,000,000 project that includes restoration and rehabilitation of the three historic Biochemistry buildings on Henry Mall.

**State of Wisconsin, Department of Administration**

**Division of Facilities Development-Bureau of Architecture**, Madison, WI  
Deputy Bureau Director and Architectural Coordinator, Capitol Preservation Architect,  
Department Historic Preservation Officer (1987 - 1998)

Projects Included

*Wisconsin State Capitol Restoration and Rehabilitation, Madison, WI*

Mr. Quagliana was the Preservation Project Manager for the \$141 million, twelve year project to completely restore and rehabilitate the building, while reconfiguring the semi-public areas to accommodate legislative staff growth and preserving and restoring the public areas.

**Flad & Associates**, Madison, WI  
Project Architect (1978-1987)

EDUCATION

Master of Arts-Architecture/Historic Preservation

June 1978

The University of Florida-Gainesville, Florida

College of Architecture

Architectural History and Preservation Training, Spring 1976

Rosary College Graduate School of the Fine Arts

Villa Schifania

Florence, Italy

Bachelor of Science in Environmental Design, August 1976

Kent State University, School of Architecture

LICENSURE

NCARB, 2004, Cert. No. 59,112

State of Wisconsin, 1980, No. A-4902

State of Illinois, 2001, 001-017889

State of Iowa, 2012, 06611

## Relevant Projects

### Denniston House

Cassville, WI

2014-2015



The Denniston House is an 1836 hotel located along the banks of the Mississippi River in Cassville, Wisconsin. This project will focus on the phased rehabilitation of the property for use as a bar, restaurant, hotel rooms and apartments. The proposed work will comply with National Park Service Standards and will embrace both State and Federal Rehabilitation Tax Credits. The documentation of existing conditions, preliminary planning and code review portions of the project are presently underway.

### Garver Feed Mill

City of Madison

Madison, WI

2013-2014



The project developed a Stabilization Report for the 1906 Garver Feed Mill. The primary focus of the study was to analyze the building and then provide stabilization and repair strategies, encompassing all of the major building elements. The resulting report is being used to aid the City and Olbrich Botanical Gardens in the decision-making process to determine the most cost effective repairs to stabilize the building and allow for a possible contemporary new use.

**Fromm Brothers Farm**  
Hamburg, WI  
2014-2015



The Fromm Brothers Fur and Ginseng Farm is located in the gently rolling terrain Northwest of Wausau, Wisconsin. Charles and a team of preservation specialists are developing a comprehensive reuse study for the property dating to 1904. The property, listed on the National Register of Historic Places, is comprised of 22 buildings, eight structures and approximately 500 acres of pine woods and agricultural land. The project attempts to balance historic preservation and history with a compatible contemporary use.

**St. Francis House Episcopal Student Center**  
1001 University Avenue, Madison, WI  
2011-2012



Charles is the Preservation Architect for this project involving a 1930 religious facility. The relocation and preservation of the building is part of a larger project that has redeveloped one half of the 100 block of University Avenue in Madison. His responsibilities include; condition assessment, exterior rehabilitation, Recycling & Reuse Plan, compliance with Madison Landmarks Commission and restoration of the exterior of the original chapel.

# GC STATEMENT OF QUALIFICATIONS

---

GARVER FEED MILL RFP



# TABLE OF CONTENTS

---

COMPANY OVERVIEW / HISTORY OF OUR FIRM

RELATED PROJECT EXPERIENCE

PROJECT TEAM

REFERENCES



ST. MARY'S CARE CENTER - MADISON



---

## COMPANY OVERVIEW:

McGann Construction, Inc. is a Subchapter S Wisconsin Corporation established in January of 1988. Our building contractor registration number with the State of Wisconsin is #2837. The officers of the corporation are Bryan McGann, President; Aaron Kostichka, Vice President; and Patrick Holzem, CPA, Treasurer/Secretary. All officers are authorized to negotiate contracts in the name of the Corporation.

Under normal economic circumstances, we have a steady workforce of approximately 60 employees with which we self-perform the selective demolition, rough and finished carpentry, concrete foundations and flatwork, steel erection and exterior siding.

Since 1988, we have been a full-service General Contractor, currently averaging over \$25 million annually in the Wisconsin construction market. We specialize in teaming with owners early on in the planning stages which will be a key component to this project. In our 25 years of work, we have constructed projects in many communities throughout Wisconsin.

As one of only seven Accredited Quality Contractors certified in Wisconsin, McGann Construction has earned a strong reputation based on service, delivering top quality buildings in a timely fashion, and for bringing extraordinary value to owners.

We have a highly qualified and dedicated team of professionals in the field and in the office. McGann Construction continues to be a sought-after contractor because of its experienced leadership and excellent communication with its clients. All of these qualities make McGann Construction extremely capable of performing the work proposed on the Northside Senior Living Community Project.

McGann Construction has proven to be extremely reliable and efficient on projects similar to yours. Our crews and management staff are highly skilled and experienced. We will take the extra steps to ensure that timelines are achieved and budgets are accurate and attainable.

## CLAIMS:

There are no pending or past legal actions, mediations or arbitration proceedings that have occurred during the past ten (10) years with any owner or contractor against McGann Construction, Inc.

WORKLOAD:

With our workforce of approximately 60 office personnel and skilled field staff, McGann Construction has the capability to handle in excess of \$40 million worth of work annually.

KEY OFFICE PERSONNEL:

BRYAN MCGANN - PRESIDENT

AARON KOSTICHKA - VICE PRESIDENT

PAT HOLZEM - SECRETARY / TREASURER

BRIAN LEHR - HEAD OF FIELD OPERATIONS / SAFETY DIRECTOR

NIC BORTZ - PROJECT MANAGER/ESTIMATOR

RONDA BUCHHOLZ - ACCOUNTING MANAGER

DAVID STEVENS / LUCAS ZICK - ASSISTANT PROJECT MANAGERS



BROWNSTONE - MADISON

# RESUME

## BRYAN MCGANN PRESIDENT/PRINCIPAL

### Experience

President  
Vice President  
Project Manager  
Estimator  
Superintendent  
30+ years of experience

### Education/Training

University of Wisconsin-Stout  
Bachelor of Science-  
Construction Management (1982)

### Organizations/Affiliations

YMCA Board of Directors  
Association General Contractors of WI  
Associated Builders and Contractors of WI  
Sun Prairie Hockey

### Client References

Lyndon Jackson  
702.466.6885

Michael Morey - Oakbrook Corporation  
608.238.2600

Fred Rouse - Rouse Management  
608.251.5382

Randy Bruce - Knothe & Bruce Architects  
608.836.3690

Jim Glueck - Glueck Architects  
608.251.2551



“When we founded the company, we wanted to achieve one thing. We wanted to create an environment where our people were given the tools and responsibility to handle a project well, from making sure safety regulations were followed to effectively communicating with the client.”

As President of McGann Construction, Inc., Bryan McGann will be responsible for overseeing all office and field activities. He will ensure that the project team is provided with all the resources it needs to successfully construct the project.

Bryan will be very involved during the preconstruction phase, as well as teaming up with Nic Bortz, our assigned Project Manager, during the construction phase to ensure seamless leadership. His knowledge and understanding of the marketplace, as well as his relationship with the subcontracting community, will be a valuable asset in completing this project on time, on budget and at the highest level of quality.

Having served in such capacities as Foreman, Superintendent, Project Manager, Vice President and President, Bryan knows how to effectively execute each step of the construction process to achieve a successful final project.

Bryan is actively involved in the community and has served on the board of the YMCA, ABC of Wisconsin, and the Sun Prairie Hockey Association. He is also an active member of AGC of Wisconsin.



# RESUME

## AARON KOSTICHKA, LEED AP VICE PRESIDENT/PRINCIPAL

### Experience

Vice President  
Project Manager  
Estimator  
10+ years of experience

### Education/Training

Minnesota State University-Mankato  
Bachelor of Science-  
Construction Management (2003)

University of Wisconsin-Madison  
SBDC Entrepreneurship Program (2009)

### Registration/Accreditation

LEED, Accredited Professional-Present  
Licensed Real Estate Broker (WI)-Present  
Licensed Real Estate Salesperson (WI)  
OSHA Certified-2001

### Organizations/Affiliations

YMCA Corporate Board of Directors  
YMCA Risk Mgmt. Committee - Chair  
Association General Contractors of WI  
Associated Builders and Contractors of WI  
Waunakee Youth Hockey Association  
US Green Building Council

### Client References

Tom Landgraf - Dimension Development  
608.442.0006

Tom Neujahr - Urban Land Interests  
608.241.0706

Michael Morey - Oakbrook Corporation  
608.238.2600

Natalie Erdman - CDA of Madison  
608.267.1992

Thomas Hirsch - Hirsch Group  
608.332.7797



“What I like most about McGann Construction is the team atmosphere. Every employee is an integral part in decision-making and getting every job completed.”

A Minnesota State University Graduate, Aaron joined McGann Construction in 2003 as a Project Manager and Estimator. In 2008, Aaron became a LEED Accredited Professional. In 2010 Aaron became Vice President/Principal and has enjoyed the challenges of his new role.

Aaron often works in a project manager/estimator role and has led many successful projects during his tenure.

### Individual Project Experience while at McGann Construction, Inc. (2003 – Present)

- Bethlehem Lutheran Church - Sun Prairie - 2003
- Arcadia Housing - Arcadia - 2007
- Brennan’s Grocery Store - Madison - 2004
- Meriter Health Center Renovation - 2008
- Park Glen Senior Housing - Madison - 2004
- Meriter Heights Renovation - Madison - 2008
- Marathon County Housing - Marathon - 2005
- Marian Manor Renovation - Oshkosh - 2008
- Lafollete Park Apartments - West Allis - 2005
- Parkview Apartments - Brillion - 2008
- Sturgeon Bluff Apartments - Wausau - 2006
- Allied Drive Redevelopment - Madison - 2009
- Porchlight Pheasant Ridge Trail - Madison - 2006
- Heritage Apartments - Brillion - 2010
- Westside Family Pet clinic - Madison - 2006
- Capitol Lakes Fall Remodel - Madison - 2010
- Enterprise Rent-a-Car - Madison - 2006
- Red Cliff Development Phase 2 - 2010
- Troy Gardens - Madison - 2007
- River Cities Redevelopment - Omro - 2010
- Pioneer Place 1 and 2 - Poynette - 2007
- Truax Park Apartments - Madison 2011

# RESUME

## BRIAN LEHR HEAD OF FIELD OPERATIONS

### Experience

Director of Field Operations  
Superintendent  
Carpenter Foreman  
Carpenter  
Carpenter Apprentice  
32+ years of experience

### Education/Training

MATC Carpentry Apprenticeship  
OSHA 10 Hour  
OSHA 30 Hour  
LEAD-SAFE Renovator

### Client References

Tom Landgraf - Dimension Development  
608.442.0006

Jim Glueck - Glueck Architects  
608.251.2551

Thomas Hirsch - Hirsch Group  
608.332.7797

Fred Rouse - Rouse Management  
608.251.5382

Randy Bruce - Knothe & Bruce Architects  
608.836.3690



“Your only as good as the people you surround yourself with. Here at McGann I feel like we have done an excellent job of surrounding ourselves with the right people to ensure success.”

Brian brings over 30 years of construction experience to his leadership role directing the McGann field crew. He is involved in 100% of our projects.

He has developed a terrific rapport with our employees and manages all aspects of our safety, quality control, manpower, on-going training and development and hiring needs. Brian is highly respected throughout the industry for his construction knowledge, honesty and integrity.

Brian is in charge of our entire field operations, superintendents and manpower. He attends job meetings with sub-contractors, architects and owners. He also coordinates job site safety with site-specific safety plans and job site safety inspections.

### Individual Project Experience while at McGann Construction, Inc. (1991 – Present)

- Sauk Creek Phase 2 - Middleton - 1991 - Superintendent
- St. Peters Church - Deforest - 1991 - Superintendent
- Department of Transportation - Madison - 1992 - Superintendent
- Sennett Middle School - Madison - 1992 - Superintendent
- Goodwill Apartments - Madison - 1993 - Superintendent
- St. Clare Hospital - Monroe - 1993 - Superintendent
- Wendel Keene Residence - Middleton - 1994 - Superintendent
- UW Sports Medicine and Spine Clinic - Madison - 1995 - Superintendent
- Director of Field Operations - 1995- Present
- Safety Director - 2005-Present

# RESUME

## PATRICK HOLZEM, CPA SECRETARY/TREASURER

### Experience

Secretary/Treasurer  
Controller  
Public Accountant

### Education/Training

Upper Iowa University  
Bachelor of Science in Accounting and  
Business Management

### Registration/Accreditation

Certified Public Accountant - WI

### Organizations/Affiliations

American Institute of Public Accountants  
Wisconsin Institute of Public Accountants  
Construction Financial Mgmt. Association  
Association General Contractors of WI  
Associated Builders and Contractors of WI

### Professional References

Tom Landgraf - Dimension Development  
608.442.0006

Jeff Ireland - M3 Insurance  
608.288.2722

Jack Walsh- Cobb-Strecker  
608.242.2551

Russ Wolff- Baker Tilly  
608.240.2378

Jim Glueck - Glueck Architects  
608.251.2551



Pat worked 18 years in public accounting before joining McGann Construction in 2003. Having worked on the McGann account during that time, Pat was very familiar with the Company philosophy and the financial success it had achieved. When the opportunity to join the Company was made available, Pat viewed it as a perfect fit.

Pat oversees all finances at McGann, including contract preparation and negotiations, cost accounting, owner direct purchases, insurances, bonding and letters of credit.



BAYSIDE COMMONS

## SELF-PERFORMED WORK:

McGann Construction has the resources and ability to self perform the following divisions of work:

- CONCRETE / ROUGH CARPENTRY / STEEL / FINISH CARPENTRY / SIDING / SPECIALTIES
- We have been self-performing these areas of work for the last 25 years and have an excellent field staff that is driven to achieve schedules while never losing site of turning over an outstanding finished product.

We at McGann Construction are willing to bid out our self performed trades in all of the specified divisions of work. This will ensure the owner they are not paying a premium for our labor force. We self perform the things we do because it gives us the opportunity to ramp up and hit critical deadlines while ensuring a quality end product.



YAHARA RIVERVIEW - MADISON

**OWNER REFERENCES:**

Natalie Erdman, Executive Director  
City of Madison  
Community Development Authority  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53703  
(608) 267-1992  
Nerdman@cityofmadison.com

Lyndon Jackson  
Affordable Housing  
321 Dvorak Ct.  
Stoughton, WI 53589  
(702) 466-6885  
lyndonj@aol.com

Julie Wiedmeyer  
Urban Land Interests  
10 E. Doty Street, Suite 300  
Madison, WI 53703  
(608) 241-0706

Bob Mathiebe  
Parkview Apartments Redevelopment  
214 S. Parkway Drive  
Brillion, WI 54110  
(920) 756-3041

Steve Silverberg  
Housing Resource Group  
448 W. Washington Ave., Suite 100  
Madison, WI 53703  
(608) 258-8289

Fred Rouse  
Rouse Management  
2428 Perry Street  
Madison, WI 53713  
(608) 251-5382

Warren Weiss  
Bethlehem Lutheran Church  
1700 West Broadway  
Sun Prairie, WI 53590  
(608) 837-7446

Donna Braun  
Dodge County Housing Authority  
491 E. Center Street  
Juneau, WI 53039-1374  
(920) 386-2866

Jim Trebian  
YMCA of Dane County  
8001 Excelsior Drive, Suite 200  
Madison, WI 53717  
Jim.Trebian@ymcadanecounty.org

Maggie Gasner  
Weebleworld Child Care Center, LLC  
1815 Cedarbrook Lane  
Stoughton, WI 53589  
(608) 963-4999

ARCHITECT REFERENCES:

Tom Hirsch  
Hirsch Group, LLC  
14 N. Allen Street  
Madison, WI 53726  
(608) 233-7797  
tehirsch@gmail.com

Randy Bruce  
Knothe & Bruce Architects  
7601 University Avenue  
Middleton, WI 53562  
(608) 836-3690

Jim Glueck  
Glueck Architects  
116 N. Few Street  
Madison, WI 53703  
(608) 576-6598  
glueckarch@sbcglobal.net

Jim Gersich  
Dimension IV Madison Design Group  
6515 Grand Teton Plaza  
Madison, WI 53719  
(608) 829-4444



REVIVAL RIDGE - MADISON

**SUBCONTRACTOR  
REFERENCES:**

Jamie Wagner  
Capitol Mechanical, Inc.  
P.O. Box 670  
Sun Prairie, WI 53590  
(608) 241-9342

Matt Plummer  
Quality One Electric, LLC  
2550 Advance Road  
Madison, WI 53718  
(608) 318-4662

Tom Lochner  
Robertsons Masonry, Inc.  
946 W. Medina Rd.  
Marshall, WI 53559  
(608) 655-3404

Lyle Thiel  
Thiel Masonry  
N6572 Irish Road  
Hilbert, WI 54129  
(920) 841-6132

Rural Masonry Co., Inc.  
P.O. Box 7156  
Madison, WI 53707  
(608) 241-1804

Mark Cobb  
Midwest Wholesale, Inc.  
4610 Pflaum Road  
Madison, WI 53718  
(608) 221-8223

Frank Acker  
Zander Solutions  
3316 Meadow Road  
Verona, WI 53593  
(608) 833-6620

Bob Dvorak  
RHD Plumbing, Inc.  
1480 Oak Opening Drive  
Stoughton, WI 53589  
(608) 873-8903

Zach Arndt  
SDC Drywall, Inc.  
2521 Koshkonong Road  
Stoughton, WI 53589

J.J. Welhouse  
Welhouse Flooring, Inc.  
402 N. Main St.  
DeForest, WI 53532  
(608) 846-4347

Seth Moystner  
Jiran Contracting, LLC  
W11037 W. Harmony Drive  
Lodi, WI 53555  
(608) 592-5092

Color Tone Painting, LLC  
N377 Indian Hill Road  
Watertown, WI 53098  
(920) 206-0840

John Kvalheim  
Kvalheim Kountry Painters, LLC  
410 Joyce Court  
Sun Prairie, WI 53590  
(608) 837-3799

Ryan Foust  
Foust Foundations, Inc.  
N2312 Becker Rd.  
Fort Atkinson, WI 53538  
(920) 568-8169

Tom Coy  
Chase Lumber, Inc.  
2175 McCoy Road  
Sun Prairie, WI 53590  
(608) 837-5101



MERITER HEIGHTS - MADISON

## SAFETY PROGRAM OVERVIEW:

Our safety program is led by Brian Lehr, who is our safety director. This program has been in place for 20 years. McGann has a safety committee that meets monthly and is made up of key field and office leaders, along with other field staff. A priority is placed on all aspects of safety. Some of the ways we work safely include:

- Safety training every week.
- Control of hazardous working conditions.
- Conducting work area surveillance inspections.
- Air sampling tests for confined spaces.
- Documentation of any accidents, safety violations or unsafe activities, including cuts, bruises, etc.
- Monthly walk through audits.
- Substance abuse program. There is a pre-employment screening and ongoing random testing program. We also provide an employee assistance program which is free to employees.

We feel safety begins by creating a “culture of safety,” which consists of shared beliefs, practices, and attitudes. This culture is arrived at through:

- The attitudes of management and employees.
- Policies and procedures found in our safety manual which is kept available in the job trailer.
- Accountability of our supervisors.
- Safety planning and goals on each project.
- A rapid response to unsafe behavior.
- Employee training and motivation.
- Employee “buy-in” (attitude and behavior).

This culture begins during the hiring process. We are very clear at McGann on the importance of safety. We stress that safety is a function of behavior, just as work performance is a function of behavior. And we reward our employees for good safety. We have a monthly safety award and an annual recognition banquet. We do more than pay lip service; we plan for safety.

Every project begins with a preconstruction planning meeting that looks at the schedule, developing a safety plan and our communication plan with all owners, subcontractors, and architects. We assess each phase of the job and plan for any safety concerns that might arise throughout construction.

We have an equipment manager who works with our tools and equipment to ensure they are in excellent order and that our employees are using them properly. We are proud of our commitment to safety and our history of safe projects at McGann Construction, Inc. Over the last five years McGann Construction has achieved the Gold or Platinum level award in the American Builders and Contractors STEP (Safety Training & Evaluation Process) program.

Our safety record at McGann Construction, Inc. over the last five years has been above average when compared to other contractors throughout the nation. Our recordable incident rate averages under 5.0 and our lost time incident rate averages under 2.0.

Our experience modification for worker’s compensation insurance has averaged 0.86 over the last five years and is 0.83 for 2012. An experience modification rate of 1.0 is generally accepted as “average” throughout the U.S. construction industry. Therefore, McGann Construction experiences fewer safety incidents than most construction contractors in the country.

We also have a substance abuse program in place that requires pre-employment drug screening as well as monthly random testing. The program is managed through Construction Data Services.







## Summary of Dimension Development Experience and Services

### **Who is Dimension Development?**

The principals of Dimension Development, LLC have over seven decades of experience in the affordable housing industry. The three principals are as follows: Tom Landgraf has been actively involved with the Federal Affordable Housing Tax Credit program since its inception in 1986. Nicole Perry and Victoria Holland have been involved in the program since 1991 and specialize in Tax Credit compliance, asset management, construction management and development finance.

The principals are active in a number of capacities working primarily with communities, non-profit organizations, Public Housing Authorities and private developers offering a variety of services related to the structuring and financing of affordable and market rate rental housing. The principals have extensive experience in asset management and tax credit compliance on tax credit syndicated properties located throughout the nation. Dimension Development, LLC is organized to provide all services needed to evaluate, structure, finance, build / remodel, and operate tax credit supported affordable housing.

### **Other Dimension Development, LLC Information:**

- Since 2003, primary clients have been Public Housing Authorities (“PHA”) seeking to redevelop some or their entire existing portfolio.
- Over the past eleven years we have worked with eleven PHAs and Tribal Governments to build new or remodel 1,224 units of affordable housing. These units were in 30 different communities.. These properties were funded by HUD Public Housing, HUD 202, HUD 236, HUD Section 8 PBV and PBRA, HUD Office of Native American Programs, Public Bonds, Tax Credits, and USDA Rural Development 515 programs.
- Dimension Development, LLC is a WBE (Women Business Enterprise) currently approved by the City of Madison, WI and the Wisconsin Housing and Economic Development Authority (WHEDA) (the State tax credit allocating agency).
- Tom Landgraf served as a Commissioner on the Dane County Housing Authority (the County in which The City of Madison and State Capitol are located).
- Victoria Holland and Nicole Perry have forty-five years of combined experience in asset management, tax credit compliance, development financing, and construction administration.
- Victoria Holland serves as a member of the Board of Directors of the Wisconsin Council for Affordable & Rural Housing (WI-CARH).
- Tom Landgraf teaches three classes in the Real Estate and Urban Land Economics Department at the University of Wisconsin - Madison School of Business. The subjects are Residential Property Development, Green – Sustainable Property Development, and health care property development.

**2940 Chapel Valley Road, Suite 2  
Fitchburg, Wisconsin 53711  
www.dimdevllc.com  
tel: 608.442.0006  
fax: 608.442.0008**

## **Services Provided**

Dimension Development provides full development services. For most of its clients over the past eleven years, Dimension Development has played the role of Co – Developer. This has allowed the PHA to act as the “developer” for the affordable housing, thus earning a development fee. Dimension Development shares a portion of this fee with the PHA. In this capacity, Dimension Development does the majority of the work to obtain, finance, oversee the construction/rehabilitation and stabilize the housing. The PHA, who is the owner and manager of the property remains the manager, but brings in the tax credit investor for the 15 year tax credit compliance period. During this period, the PHA and the investor own the development.

## **Dimension Development’s track record**

In the last 11 years, Dimension Development has been successful in obtaining over \$174 million in low income housing tax credits (LIHTC) to acquire and rehabilitate twenty-three separate developments funded by USDA-Rural Development (RD), HUD public housing, and HUD Section 8 apartment programs. In addition, Dimension Development has been successful in acquiring low interest funds to: 1) extensively rehabilitate existing family and older adult units, 2) construct new single family homes, and 3) construct new multifamily housing units.

## **Dimension Development experience with the Preservation of “Public Housing” and the HUD CFFP, Mixed Finance and Demolition – Disposition programs**

Dimension Development is active with preservation of HUD Public Housing units using CFFP, Demo – Dispo, and Mixed Finance. In 2004, Dimension Development co-developed the first two small HUD PHA preservation developments that combined the 9% LIHTC with HUD Mixed Finance and Capital Funds Financing Program (CFFP). Many of the unique features of these two small PHA preservation transactions have been incorporated by HUD Headquarters in the current CFFP processing guidelines. Prior to these two developments coming to the CFFP program, all CFFP activity had been for larger bond – 4% tax credit transactions.

These transactions showed how a smaller PHA redevelopment could be done using the Mixed finance – CFFP Programs. These two transactions used, for the first time, a mortgage versus public bond to securitize the CFFP program. These two transactions also used 9% tax credits which provided for significantly more funding to be used to totally redevelop the housing versus the more typical “rinse and hold” rehab that is financed with 4% tax credits (excluding the HOPE VI transactions which use bonds but have considerable other funds available).

One of these two projects was located in Stevens Point, Wisconsin. HUD contracted with IBM Consulting to prepare a case study of this transaction. This study can be found on the HUD national website at [www.hud.gov/offices/pih/programs/ph/capfund/cffp/casestevenspt.pdf](http://www.hud.gov/offices/pih/programs/ph/capfund/cffp/casestevenspt.pdf) . A copy of that case study and the national summary of the 9% and 4% tax credit financed moderate rehabilitation projects are attached for reference. In the attached HUD CFFP summary, the two 9% tax credit funded moderate rehabilitation developments mentioned, Dimension Development participated as the co – developer with the respective PHA.

Dimension Development, in particular Tom Landgraf, worked with HUD Headquarters on the national “Maximizing Leverage” conferences which the HUD Public Housing staff organized in five locations nationally. Tom Landgraf was part of the Fundamentals of Finance and Development panel at four of these five conferences. A copy of his PowerPoint presentation used at these conferences is available on the HUD website. This provides considerable explanation as to how the Mixed Finance, CFFP and tax credit programs can be meshed to facilitate a major redevelopment of existing Public Housing.

Including the two projects mentioned above, Dimension Development has used the HUD Mixed Finance Program on ten public housing developments.

## **Dimension Development experience as a historic credit consultant**

The principals of Dimension Development have national experience with historic tax credit consulting throughout their careers. This includes over fifteen properties in Wisconsin along with sites in Dallas, Memphis, St. Louis, Memphis and a number of locations in North Carolina. These properties served a variety of multifamily and commercial tenants. Also, Tom Landgraf was a consultant to the National Trust for Historic Preservation Community Partners Program.

## **Dimension Development experience with Residential Care Apartment Complexes (RCAC) and older adult/disabled residential properties**

In Wisconsin, WHEDA and the Department of Health and Human Services have a joint effort to deliver “Affordable Assisted Living” to lower income older adults using the tax credit program and the state’s RCAC (Residential Care Apartment Community) regulations. This allows for “unbundled” a la carte services for older adults residing in one of these independent living apartments. Typically, the tax credit RCACs are new construction. However in 2007 and 2008, WHEDA approved the first two RCACs in existing developments included in the Wisconsin Preservation tax credit set aside. Dimension Development was the co – developer of both of these two “preservation” RCACs. Both of these Preservation RCACs are in USDA – RD funding 515 developments. Dimension Development worked closely with the State and National Rural Development offices in getting the approvals needed to convert the existing 515 properties to RCACs, while keeping the RD 515 loans in place.

In total Dimension Development has worked on six RCACs using both HUD Public Housing funding and Section 515 financing. Three were new construction and three were redevelopments of existing buildings as follows.

- Brookside Apartments (redevelopment) - Whitehall – first in the state combining USDA Rural Development financing and tax credits with a RCAC component
- Heritage Apartments (redevelopment) - Brillion – USDA Rural Development with a RCAC component
- Tower Redevelopment, Phase 2 (redevelopment)– Oshkosh - HUD Public Housing with RCAC component
- Villa Rita – Superior - conventional financing with RCAC component
- Villa Vista – Hurley - conventional financing with RCAC component
- One Penney Place – Minocqua - conventional financing with RCAC component

### **Elderly/Disabled**

- Central Manor Housing Redevelopment - Arcadia–RD
- Bayfield County Housing Redevelopment-48-RD (scattered site)
- Bayfield County Housing Redevelopment-90-RD (scattered site)
- Parkview Apartments Redevelopment – Brillion - Public Housing
- Heritage Apartments Redevelopment – Brillion (included above as RCAC) - RD
- Marathon County Housing Redevelopment – HUD – project-based S8 (scattered site)
- Marathon County Housing Redevelopment – RD (scattered site)
- River Cities Redevelopment – Omro/Winneconne-project-based S8
- Marian Manor Redevelopment – Oshkosh - project-based S8
- Hi-Rise Affordable Housing I and 2 – Stevens Point - Public Housing
- Washburn Housing Redevelopment – Washburn - Public Housing (scattered site)
- Brookside Apartments - Whitehall (included above as RCAC) – RD
- Tower Redevelopment – Phase 1 and 2 – Oshkosh (Phase 2 included above as RCAC) – Public Housing

### **Dimension Development experience with HOME, CDBG, and Federal Home Loan Bank AHP funds**

Over the past eleven years, Dimension Development and / or Tom Landgraf Consulting, LLC, have applied for and received \$13.7 million of HOME, CFFP, and AHP funds. These funds have been used in the preservation and/or creation of 979 units of affordable housing. This housing was part of developments, all of which also had allocations of Federal Affordable Housing 9% Tax Credits.

### **Dimension Development experience working with USDA Rural Development funded federal housing programs**

In 2005, Dimension Development was the co-developer of the first USDA Rural Development (RD) property to utilize the new RD debt deferral or MPR program in conjunction with 9% tax credits. This was one of the eight national pilot program developments that RD used to obtain Congressional approval for making the MPR program a permanent feature in the RD array of programs available for preservation of existing RD 515 developments.

Dimension Development also co – developed the largest scattered site combined refinance and redevelopment of existing RD property in the region. This consisted of 176 units, in 15 buildings, located in nine communities. All units were occupied, most by older adults.

### **Dimension Development experience with renewable energy programs**

Dimension Development and McGann Construction, the proposed Construction Manager, have a strong commitment to green building features and the incorporation of renewable energy systems.

Dimension Development was the co-developer on the first RD preservation project (Bayfield County) in the nation that incorporated the introduction of the full closed loop geothermal heat pump system as a replacement for electric baseboard heat and sleeve air conditioners. Dimension Development is a leader in incorporating green-sustainable features in the retro-fit redevelopment of existing HUD and RD rental housing. In addition to incorporating significant energy saving features in the new construction and rehabilitated developments it works on, Dimension Development also pays significant attention to incorporating as many universal design/ADA features to the rehabilitated buildings/units. Major changes to bathrooms and kitchens as well as common areas and building entrances are made to accommodate the growing Activity of Daily Living (ADL) needs of the current older occupants of the developments.

In addition to the Bayfield County transaction, Dimension Development has worked with the Red Cliff Band of the Lake Superior Chippewa, The City of Brillion Housing Authority, and the Dodge County Housing Authority where geothermal systems were installed to heat and cool the buildings. Dimension Development has also incorporated active solar hot water heating systems to significantly reduce the resident energy costs for domestic hot water and photovoltaic panels to generate electricity used to operate the buildings.

While the Wisconsin Housing and Economic Development Authority (WHEDA) has structured the Federal Tax Credit application to reward developments that include Green features, Dimension Development has consistently strived to go well above and beyond these standards. Recognizing that long-term affordability and the huge opportunity the presence of 9% tax credits affords our clients, it is the perfect scenario for the addition of Green features.

Dimension Development has worked closely with architects, engineers, and the General Contractor (usually McGann) to ensure these renewable energy features were incorporated in the following developments:

*Bayfield County Housing Redevelopment-90:* first tax credit-financed project in Wisconsin to include closed-loop geothermal heating and cooling;

*Red Cliff Housing Development, Phase I:* 24 single family homes, solar hot water heaters; all homes Energy Star rated;

*Red Cliff Housing Development, Phase 2:* 24 single family homes. solar hot water heaters, in-floor radiant heat, built to National Green Standards (partnered with McGann Construction);

*Parkview Apartments Redevelopment:* solar hot water in community laundry facility (partnered with McGann Construction);

*Heritage Apartments Redevelopment:* closed-loop geothermal heating and cooling system and photovoltaic panels (partnered with McGann Construction). To the best of our knowledge, this is the first time these energy saving measures were used together on a Rural Development project using tax credit financing;

*Oak Grove Redevelopment:* closed-loop geothermal heating and cooling system (partnered with McGann Construction).

In addition to the commitment to renewable energy features, Dimension Development and McGann Construction also work with developments to increase overall energy efficiency. McGann Construction has LEED® Accredited Professionals on staff and is experienced with the LEED® certification process, as well as other recognized “green building” platforms.

## VICTORIA HOLLAND



Since 1991, Victoria Holland has held a number of positions in the tax credit industry focused on development, compliance monitoring, asset management and staff management. She was instrumental in the formation of a compliance department for a Wisconsin-based development company and an asset management company for a major tax credit syndicator. Accomplishments and responsibilities throughout her tax credit career include:

- Managed a team of nine real estate professionals responsible for a portfolio of over 400 syndicated tax credit properties in 40 states
- Managed thirteen compliance professionals responsible for tax credit compliance on a portfolio of over 100 properties located in nine states
- Developed and marketed tax credit compliance software and co-authored compliance manual
- Asset managed a portfolio of forty-six assets located in five states
- Managed Corporate and Portfolio Insurance Coverage on properties with an aggregate value of over \$200 million
- Earned a Bachelor of Science degree from Edgewood College, Madison, WI, industry related Housing Credit Professional and Certified Occupancy Specialist designations and maintains a Real Estate Broker License, State of Wisconsin
- Works closely with development clients in engaging third party reports, arranging and closing construction and gap financing, coordinating with General Contractors, accountants and legal counsel and accomplishing closing with tax credit equity investors
- Serves on the Board of Director of WI-CARH (Wisconsin Council for Affordable and Rural Housing) and past President of Board of Directors of the Rodney Scheel House, Madison, WI

**Dimension Development, LLC**  
2940 Chapel Valley Road, Suite 2  
Fitchburg, Wisconsin 53711  
[www.dimdevllc.com](http://www.dimdevllc.com)  
tel: 608.442.0006  
fax: 608.442.0008

## TOM LANDGRAF



Tom Landgraf has held a presence in the affordable housing industry since 1989. Serving as a consultant since 1995, Mr. Landgraf has served in a number of capacities working primarily with communities, non-profit organizations, developers, corporations and financial institutions on structuring and financing affordable and market rate rental housing and older adult assisted living units offering substantial services. Accomplishments throughout his affordable housing career include:

- Founder and President of four housing related companies:
  - **Heartland Properties, Inc.** (real estate investment, development, compliance and asset management)
  - **Capital Square Financial Corporation** (mortgage lending facility)
  - **Heartland Capital Corporation** (construction and permanent debt financing)
  - **Heartland Retirement Services** (older adult assisted living facilities and operations)
- Expertise with Affordable Housing and Historic Rehabilitation Tax Credits, Private Activity Mortgage Revenue Bonds, 501(c)(3) not-for-profit bonding programs and various HUD loan programs including HOPE VI and Capital Funds Finance Program
- Participated in the development or financing of over \$500 million of housing – providing homes for over 5,000 families
- Senior housing and redevelopment consultant to the National Trust for Historic Preservation Community Partners Program
- Lecturer at the University of Wisconsin-Madison School of Business Real Estate and Urban Land Economics
- Guest Speaker at HUD "Maximizing Leverage" National conferences
- Served on the Governor's Task Force for Housing Preservation

**Dimension Development, LLC**  
**2940 Chapel Valley Road, Suite 2**  
**Fitchburg, Wisconsin 53711**  
**[www.dimdevllc.com](http://www.dimdevllc.com)**  
**tel: 608.442.0006**  
**fax: 608.442.0008**



## NICOLE PERRY



Nicole Perry got her start in the Tax Credit Industry in 1992 as a Compliance Specialist for a Wisconsin-based development company. In 1996 she assisted in establishing an Asset Management division for a large national tax credit syndicator. While there, her responsibilities included Compliance Monitoring Supervisor and Asset Manager. In 2004 Nicole partnered with Tom Landgraf and Victoria Holland to form Dimension Development.

Some of Nicole's accomplishments include:

- Developed and marketed tax credit compliance software to be used by owners and State Monitoring Agencies
- Developed and conducted training sessions for tax credit compliance software and customers as well as in-house users
- Co-authored tax credit compliance manual and monitoring forms to be used by clients and managers
- Asset managed a portfolio of over 6,000 tax credit units in eight states and representing over \$100 million in equity
- Earned Bachelor of Science degree from University of Wisconsin-Madison and industry-related HCCP and COS designation
- Works closely with development clients to prepare application materials for Federal Low Income Tax Credits, Federal Home Loan bank AHP grants, HOME funds, construction and other financing. Also, works closely with HUD to receive Mixed Finance and Capital Fund Finance Program approvals

**Dimension Development, LLC**  
**2940 Chapel Valley Road, Suite 2**  
**Fitchburg, Wisconsin 53711**  
**[www.dimdevllc.com](http://www.dimdevllc.com)**  
**tel: 608.442.0006**  
**fax: 608.442.0008**



## **Legal General**

Whyte Hirschboeck Dudek (“WHD”) will serve as project legal counsel, led by attorney Angie Black. WHD has extensive experience in real estate, development and construction projects in Madison and throughout the Midwest. Ms. Black has provided legal counsel on numerous Madison redevelopment projects including The Galaxie, The Constellation, The Depot and University Square.



*QUALIFICATIONS OF*  
**DALE R. MUSSATTI**

**Professional Position**

Proficient in all phases of commercial real estate valuation and evaluation, including market studies, feasibility analysis, appraisal, and investment analysis of market rate and subsidized apartment developments, vacant land, commercial and retail properties. Areas of specialization include performance of market studies for tax credit multifamily developments, independent and assisted living senior housing developments, and condominium developments.

**Education**

Master of Science - Real Estate Appraisal and Investment Analysis  
University of Wisconsin, Madison, 1984.

Master of Business Administration  
University of Michigan, Ann Arbor, 1983.

Bachelor of Business Administration - Finance  
University of Wisconsin, Whitewater, 1979.

**Professional Experience**

Professional experience includes commercial real estate valuation and evaluation, commercial real estate mortgage underwriting and brokerage, property acquisitions and investment analysis.

1992 - Present	Principal, Lexington Realty Services, Wauwatosa, Wisconsin
1990 - 1992	Vice President, John Hancock Real Estate Finance, Chicago, Illinois
1989 - 1990	Senior Investment Analyst, Fifield Realty Investors, Chicago, Illinois
1984 - 1989	Manager, Prudential Mortgage Capital Company, Chicago, Illinois

**Authorizations and Certifications**

Wisconsin Housing and Economic Development Authority authorized market study provider

HUD authorized MAP market study provider

Certified General Appraiser (CGA), State of Wisconsin

The following is a partial list of market study assignments completed by Mr. Mussatti:

- Glenveagh Apartments, Baraboo, WI - 48 Units
- The Glen Gerry, Shawano, WI - 48 Units
- The Boardwalk, Burlington, WI - 128 Units
- Capitol Hill Senior Apartments, Brookfield, WI - 70 Units
- Craftsman Village of Manitowoc, Manitowoc, WI - 40 Units
- Manitowoc Senior Apartments - Manitowoc, WI - 48 Units
- Wyndham Senior Villas - Marshfield, WI - 48 Units
- Rockford Senior Campus - Rockford, IL - 120 Units
- Briarwood Cottages, Stevens Point, WI - 40 Units
- Craftsman Village of Plover, Plover, WI - 40 Units
- The Berkshire, Waukesha, WI - 78 Units
- River Grove Senior Village, Wisconsin Rapids, WI - 40 Units
- Woodland Ridge, Greenfield, WI - 76 Units
- Wilson Commons Senior Campus, Milwaukee, WI - 244 Units
- Hunter's Ridge Senior Villas, Whitewater, WI - 48 Units
- Killarney Kourt, Sturtevant, WI - 79 Units
- Mission Village of Plover, Plover, WI - 36 Units
- Cedar Creek Senior Apartments, Rothschild, WI - 48 Units
- Craftsman Village of Appleton, Appleton, WI - 64 Units
- Lake Tomah Senior Village, Tomah, WI - 22 Units
- Prairie Hill at Woodland Ridge, Greenfield, WI - 68 Units
- River Grove Senior Village II, Wisconsin Rapids, WI - 40 Units
- Woodland Crossing, Manitowoc, WI - 24 Units
- Wolf River Senior Village, Manawa, WI - 18 Units
- Mission Village of Menasha, Menasha, WI - 38 Units
- Hart Park Square, Wauwatosa, WI - 134 Units
- San Camillo RCAC, Wauwatosa, WI - 45 Units
- New Village West, Milwaukee, WI - 54 Units
- New Village East, Milwaukee, WI - 68 Units
- Dancing Oaks, Menomonie, WI - 38 Units
- King Drive Commons II, Milwaukee, WI - 24 Units
- St. Vincent Lofts, Milwaukee, WI - 24 Units
- Granville Heights, Milwaukee, WI - 60 Units
- Clock Tower Center, Neenah, WI - 60 Units
- Alta Mira Condominiums, Menomonee Falls, WI - 90 Units
- Brodhead Senior Village, Brodhead, WI - 24 Units
- Adams-Friendship Senior Village, Adams, WI - 24 Units
- Lincolnshire, Mount Pleasant, WI - 24 Units
- Toussaint Square, Milwaukee, WI - 23 Units
- Dr. Wesley L. Scott Senior Living Community, Milwaukee, WI - 80 Units
- Villas of Combined Locks, Combined Locks, WI - 24 Units
- Red Pines Senior Housing, Greenfield, WI - 88 Units
- Juneau Senior Housing, Juneau, WI - 24 Units
- Francis Woods Condominiums, Franklin, WI - 50 Units
- Lancaster Senior Village, Lancaster, WI - 24 Units
- Olen Park Senior Village, Clintonville, WI - 24 Units
- Royalton Manor, Superior, WI - 109 Units
- Fond du Lac Center, Milwaukee, WI - 24 Units
- Kenwood Commons, Menasha, WI - 50 Units
- Green Ridge Senior Housing, Greenfield, WI - 38 Units
- Calumet Apartments, Fond du Lac, WI - 33 Units
- Parkway Highlands, Green Bay, WI - 84 Units
- The Courtyard At Willow Woods, Tomah, WI - 72 Units
- Teutonia Gardens, Milwaukee, WI - 24 Units
- Prince Hall Village, Milwaukee, WI - 24 Units
- Morris Park Senior Village, Adams, WI - 22 Units
- Birchwood Highlands, Weston, WI - 71 Units
- Ridgeview Highlands, Appleton, WI - 60 Units



**Management Team**

Alternative Continuum of Care would manage and operate the proposed redevelopment of the Garver Feed Mill. Please refer to their information in the development team section.





## **Project Management Plan**

The Developer, in partnership with McGann Construction, will provide “cradle to grave” services in the development of the project. This will include, but is not limited to:

- Due diligence work
  - Zoning & permitting approvals
  - Historic, environmental and soils investigation and due diligence
- Development of architectural, structural and civil plans.
- Bidding and awarding of contracts for construction
- Construction scheduling and management of the schedule
- Management and supervision of day-to-day construction activities
- Project quality control and punch lists
- Project final inspection, occupancy permit and project closeout
- Management of draws and construction budgets

### **Project Management Team**

Scott Frank – Principal in charge

Tom Landgraf – Financial Consultant

Aaron Kostichka , McGann Construction – General oversight of construction

Shawn McKibben, ACC – Management of construction process

Project Superintendent – To be named. Will handle daily construction field activities

Architectural Design Consultants, Inc (ADCI) – Design and architecture

- Bill Ryan
- Josh Johnson
- Meg Roback

Note: See attached resumes for outlines of specific experience



**Alternative Continuum of Care, LLC**  
**Garver Feed Mill Master Development**  
**FORECASTED DEVELOPMENT COSTS**  
**YEARS ENDED DECEMBER 31, 2017 THROUGH DECEMBER 31, 2046**

	ESTIMATED COSTS	0.00%		LIHTC ELIGIBLE BASIS		QUALIFIED REHAB COSTS		
		COMMERCIAL COSTS	RESIDENTIAL COSTS	ACQ.	CONSTR.			
<b>PURCHASE OF LAND &amp; BUILDING:</b>								
LAND	\$0	\$0	\$0	\$0	\$0	\$0		
EXISTING STRUCTURES	0	0	0	0	0	0		
TOTAL PURCHASE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		
<b>REHABILITATION COSTS:</b>								
<b>BUILDINGS:</b>								
NEW CONSTRUCTION	\$11,846,042	\$0	\$11,846,042	\$0	\$0	\$0		
CONTINGENCY	800,000	0	\$800,000	0	0	0		
BUILDINGS PROFIT	710,763	0	\$710,763	0	0	0		
BUILDER'S OVERHEAD	710,763	0	\$710,763	0	0	0		
GENERAL REQUIREMENTS	236,921	0	\$236,921	0	118,460	118,460		
REHAB - SHELL, plus contingency	7,375,000	0	7,375,000	0	7,375,000	7,375,000		
REHAB - INTERIOR	5,750,000	0	5,750,000	0	5,750,000	5,750,000		
OLBRICH STORGE	500,000	0	0	0	0	0		
GARVER NON-ELIGIBLE COSTS	600,000	0	600,000	0	0	0		
RENEWABLE ENERGY SYSTEMS	1,950,000	0	1,950,000	0	1,950,000	1,950,000		
TOTAL BUILDING	<u>30,479,488</u>	<u>0</u>	<u>29,979,488</u>	<u>0</u>	<u>15,193,460</u>	<u>15,193,460</u>		
<b>SITE IMPROVEMENTS:</b>								
SITE WORK	125,000	0	125,000	0	125,000	0		
LANDSCAPING	85,000	75%	85,000	0	63,750	0		
OTHER - SOILS	355,000		355,000	0	0	0		
TOTAL SITE IMPROVEMENTS	<u>565,000</u>		<u>565,000</u>	<u>0</u>	<u>188,750</u>	<u>0</u>		
<b>PERSONAL PROPERTY:</b>								
PERSONAL PROPERTY	\$3,500	518,000	0	518,000	0	518,000	0	
PERSONAL PROPERTY - COMMON AREA		50,000	0	50,000	0	50,000	0	
NON HISTORIC BUILDINGS		845,000	0	845,000	0	0	0	
TOTAL PERSONAL PROPERTY		<u>1,413,000</u>	<u>0</u>	<u>1,413,000</u>	<u>0</u>	<u>568,000</u>	<u>0</u>	
TOTAL REHABILITATION COSTS		<u>\$32,457,488</u>	<u>\$0</u>	<u>\$31,957,488</u>	<u>\$0</u>	<u>\$15,950,210</u>	<u>\$15,193,460</u>	
<b>FINANCING FEES &amp; EXPENSES:</b>								
OTHER LOAN FEES	\$350,000	\$0	\$350,000	\$0	\$0	\$0		
MORTGAGE LOAN COMMITMENT FEE	85,000	0	85,000	0	0	0		
RESERVED	0	0	0	0	0	0		
LEGAL FEES	20,000	0	20,000	0	0	0		
TOTAL FINANCING FEES	<u>\$455,000</u>	<u>\$0</u>	<u>\$455,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		
<b>WHEDA COST LIMITATIONS</b>								
<b>GENERAL REQUIREMENTS</b>								
							CONSTRUCTION/REHABILITATION	\$11,846,042
							CONTINGENCY	800,000
							PARKING/GARAGES	600,000
							SITE WORK	480,000
							LANDSCAPING	85,000
							OTHER	15,575,000
							PERSONAL PROPERTY	0
							GENERAL REQUIREMENTS BASE	29,386,042
							LIMITATION AS A % OF BASE	6.00%
							GENERAL REQUIREMENTS LIMIT	<u>\$1,763,163</u>
<b>OVERHEAD</b>								
							GENERAL REQUIREMENTS BASE	\$29,386,042
							GENERAL REQUIREMENTS LIMIT	1,763,163
							OVERHEAD BASE	31,149,205
							LIMITATION AS A % OF BASE	2.00%
							OVERHEAD LIMIT	<u>\$622,984</u>
<b>PROFIT</b>								
							OVERHEAD BASE	\$31,149,205
							ACTUAL OVERHEAD	622,984
							PROFIT BASE	31,772,189
							LIMITATION AS A % OF BASE	6.00%
							PROFIT LIMIT	<u>\$1,906,331</u>
							BUILDINGS PROFIT	\$710,763
							BUILDER'S OVERHEAD	710,763
							GENERAL REQUIREMENTS	236,921
							ACTUAL AMOUNT	1,658,446
							LIMITED AMOUNT	(4,292,478)
							UNDER THE LIMIT	(2,634,032)
							RESIDENTIAL PORTION	N/A
							UNDER THE LIMIT	<u>N/A</u>

**Alternative Continuum of Care, LLC**  
**Garver Feed Mill Master Development**  
**FORECASTED DEVELOPMENT COSTS (CONTINUED)**  
**YEARS ENDED DECEMBER 31, 2017 THROUGH DECEMBER 31, 2046**

							<b>DEVELOPMENT FEE LIMITATION</b>		
<b>SOFT COSTS:</b>									
<b>CONSULTANT FEE</b>	0	\$410,000	\$0	\$410,000	\$0	\$410,000	205,000	TOTAL PURCHASE	\$0
<b>DEVELOPMENT FEE - GARVER</b>		1,644,000	0	1,644,000	0	1,644,000	1,644,000	MAX DEV FEE %	12%
<b>DEVELOPMENT FEE - OTHER</b>		1,720,000	0	1,720,000	0	0	0	MAX DEV FEE - PURCHASE	0
<b>BUILDING - LEGAL &amp; ACCTG</b>		0	0	0	0	0	0		
<b>MISCELLANEOUS SOFT COSTS</b>								TOTAL COSTS	\$39,841,012
CONSTRUCTION INTEREST - GARVER		381,074	0	381,074	0	381,074	381,074	LESS PURCHASE	0
FHLB SPONSOR LEGAL		5,000	0	5,000	0	5,000	5,000	LESS CONSULTANT FEE	(410,000)
CONT'N LOAN ORIGINATION FEE		58,750	0	58,750	0	58,750	58,750	Less Developer Fee - Other	(1,720,000)
ARCHITECT FEES	\$3,500	518,000	0	518,000	0	518,000	259,000	LESS DEVELOPER FEE	(1,644,000)
PLAN REVIEW/INSPECTION		25,000	0	25,000	0	25,000	25,000	BASE FOR FEE	36,067,012
CONSTRUCTION INSURANCE		30,000	0	30,000	0	30,000	30,000	MAX DEV FEE %	12%
NON HISTORIC LOAN AND OTHER FEES		275,000	0	275,000	0	0	0	MAX DEV FEE - OTHER	\$4,328,041
ENGINEERING		30,000	0	30,000	0	30,000	30,000	Developer Fee - Other	1,720,000
DEVELOPER LEGAL		155,000	0	155,000	0	77,500	77,500	MAX DEV FEE - PURCHASE	\$0
TITLE & RECORDING		15,000	0	15,000	0	15,000	15,000	MAX DEV FEE - OTHER	(1,720,000)
SURVEY		25,000	0	25,000	0	25,000	25,000	MAX DEV FEE	0
APPRAISAL		7,200	0	7,200	0	7,200	7,200	ACTUAL CONSULTANT	(410,000)
ENVIRONMENTAL REPORTS		20,000	0	20,000	0	20,000	20,000	ACTUAL DEV FEE	(1,644,000)
MARKET STUDY		6,500	0	6,500	0	6,500	6,500	ACTUAL DEV FEE OTHER	(1,720,000)
COST CERTIFICATION/ACCOUNTING		15,000	0	15,000	0	15,000	15,000	UNDER THE LIMIT	\$554,041
HISTORIC CREDIT APPLICATIONS		500,000	0	500,000	0	0	500,000		
<b>TAX CREDIT FEES</b>	\$86,500	86,500	0	86,500	0	0	0		
<b>ORGANIZATION - LEGAL &amp; ACCTG</b>		1,500	0	1,500	0	0	0		
<b>NON BASIS FINANCING FEES AND INTEREST</b>		360,000	0	360,000	0	0	0		
<b>SYNDICATION - INVESTOR</b>		40,000	0	40,000	0	0	0		
<b>RENT-UP/MARKETING</b>		150,000	0	150,000	0	0	0		
<b>TOTAL SOFT COSTS</b>		<u>\$6,478,524</u>	<u>\$0</u>	<u>\$6,478,524</u>	<u>\$0</u>	<u>\$3,268,024</u>	<u>\$3,304,024</u>		
<b>RESERVES:</b>									
OPERATING RESERVE - GARVER		\$200,000	\$0	\$200,000	\$0	\$0	\$0		
REPLACEMENT RESERVES		0	0	0	0	0	0		
OPERATING RESERVE - OTHER		250,000	0	250,000	0	0	0		
<b>TOTAL RESERVES</b>		<u>\$450,000</u>	<u>\$0</u>	<u>\$450,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		
<b>TOTAL DEVELOPMENT COSTS</b>		<u>\$39,841,012</u>	<u>\$0</u>	<u>\$39,341,012</u>	<u>\$0</u>	<u>\$19,218,234</u>	<u>\$18,497,484</u>		
<b>PER UNIT DEVELOPMENT COSTS</b>		<u>\$194,703</u>							
(Less Shell, Olbrich, Renewables, Reserves)									





December 16, 2014

Mr. Don Marx  
Office of Real Estate Services  
Room 332  
215 Martin Luther King Jr. Blvd.  
Madison, WI 53701-2983

RE: Garver Feed Mill

Dear Mr. Marx:

McGann Construction, Inc. is committed to the General Contractor responsibilities and teaming with Alternative Continuum of Care of Dakota Dunes, LLC on the Garver Feed Mill Project. We have experience and a long standing relationship with the City of Madison on similar projects. Recently we were the General Contractor for the Revival Ridge and Truax Park Development - Phase 1 Projects. Currently we are working on Truax Park Development – Phase 2. We are a bondable contractor and have an excellent relationship with our bond provider Travelers.

Sincerely,  
McGANN CONSTRUCTION, INC.

A handwritten signature in black ink, appearing to read 'Aaron Kostichka', is written over the typed name.

Aaron Kostichka  
Vice President



## **Financial Plan**

Attached are the relevant sections of the long term financial model that address questions identified in the RFP Financial Plan requirements. A summary of the overall \$39,841,012 transaction is as follows.

1. The Garver building will be redeveloped using the National Park Service “Standards” (“NPS” historic preservation criteria. The Wisconsin State Historical Society (“WSHS”) will be available to assist the Developer in making sure that the required document submittals to the NPS reflect the required standards. Upon approval of the “Part 2” of the NPS application packet, the Federal Historic Tax Credits will be authorized. When the Federal historic tax credit is authorized, the companion “state” historic preservation tax credit is also authorized. The Developer will work with the WSHS, and the Wisconsin Economic Development Corporation (“WEDC”), to set aside an allocation of state historical tax credits.

The combination of the state and federal preservation tax credits will help offset the higher construction costs by an estimated \$6,399,490.

2. The Developer also intends to apply for an allocation of competitive 9% Affordable Housing tax credits in the 2016 WHEDA allocation cycle. Syndication of those tax credits of approximately \$7,394,261 will help make the units more affordable.
3. The significant use of geothermal ground source heat pumps will be eligible for the Federal energy tax credit. Syndication of that tax credit will generate an estimated \$438,706 in project investment.
4. The Developer intends to apply for both affordable housing loan and grant funding from the Federal Home Loan Bank of Chicago. These funds amount to \$610,000. These are essentially “soft” funds for the development.
5. Given the size of the overall development, accessing the HUD FHA insured loan products becomes feasible. A total of \$17,500,000 in long term funding is anticipated from these programs. Some of this funding can also be used up front in the transaction as “construction period” financing.
6. The final funding source is an equity investment from the Developer of \$5,673,555. This will cover the equity needs for both the affordable and market rate units in the redevelopment.

Of the total \$14,232,457 equity invested in the transaction, the bulk of it will be paid in by the respective investors as key benchmarks on construction and lease up of units are met. This will serve to reduce the construction period interest expense and, thus reduce the overall construction cost of the development.





The development plan assumes that the 14,000 square feet of storage space for the Olbrich Botanical Gardens is built on land immediately adjacent to the current “cottage” that the Olbrich staff use. Operating and maintenance costs of the facility will be the responsibility of the Olbrich Botanical Gardens. Based on the initial discussions with Olbrich staff, location of the storage facility near the existing cottage was a preference. Depending upon final location of the building, a portion of it may be in the North Plat area. Release of that additional land, if any, would be the responsibility of City of Madison staff when the negotiation with the DNR takes place.

The Developer assumes that the ground lease will have a nominal fee of \$1 per year. The Developer also assumes that the lease will contain language which addresses the long term City goals outlined in the RFP. As the Developer identifies in Section 9 – Special Conditions, language in the final lease will need to address issues, if any, that arise due to the statutory provisions of the affordable housing and/or the historic preservation tax credits. While lenders are typically familiar with long term ground leases, the Developer cannot control changes in market acceptance, or banking regulatory provisions, that might change which could impact ground lease language. The Developer assumes that the City of Madison will be able to address these issues, should they arise, in a way that keeps the development concept intact and meets City of Madison goals





# Architectural Design Consultants, Inc.

30 Wisconsin Dells Parkway  
P.O. Box 580  
Lake delton WI 53940

Phone: (608) 254-6181  
Email: [adci@adcidesign.com](mailto:adci@adcidesign.com)  
Web: [www.adcidesign.com](http://www.adcidesign.com)

---

## OPP GARVER FEED MILL REDEVELOPMENT MADISON, WI DESIGN MILESTONE SCHEDULE I

December 18, 2014

22-Oct-14	City of Madison - RFP Issued	City
4-Nov-14	Pre-submission Meeting	City
19-Dec-14	RFP Submission to City	ACC
5-Jan-15	Monthly Team Development Meeting	Team
Jan - March 2015	Proposal Review and Evaluations	City
April - 2015	Common Council Selects Developer	City
5-May-15	Team Development Kick-off Meeting	Team
11-May-15 thru 19-Jun-15	As Built Survey of existing facility, structural inspection, soil evaluations, and environmental testing	Team
18-May-15	Launch Historic - Submissions for Approval	Team
28-May-15	Complete Review of Program, City and Owner Sign-off to begin Schematic Design (Developer's Agreement in place)	City
1-Jun-15	Monthly Team Development Meeting	Team
1-Jun-15	Start Schematic Design Phase	ADCI
19-Jun-15	Complete Reports on all Inspections and Evaluations	Consultants
25-Jun-15	Project Development Meeting - Program and Budget review, consider adjustments and options	Team
6-Jul-15	Monthly Team Development Meeting	Team
30-Jul-15	Schematic Design Phase Complete	ADCI
3-Aug-15	Monthly Team Development Meeting	Team
10-Aug-15	Owner Sign-off of Schematic Design	ACC
11-Aug-15	Start Design Development Phase	ADCI

Aug - 2015 thru Feb - 2016	Colaborate with City of Madison on Approvals	Team
14-Sep-15	Monthly Team Development Meeting	Team
5-Oct-15	Monthly Team Development Meeting	Team
2-Nov-15	Historic Approvals Complete	Team
2-Nov-15	Monthly Team Development Meeting	Team
17-Nov-15	Complete Design Development Phase	ADCI
24-Nov-15	Owner Sign-off on Design Development	ACC
25-Nov-15	Start Construction Document Phase	ADCI
7-Dec-15	Monthly Team Development Meeting	Team
15-Dec-15	Assemble Prospective Bidders List	Team
4-Jan-16	Monthly Team Development Meeting	Team
Feb - March 2016	Issue Construction Documents for Approvals and Bidding	Team
1-Feb-16	Monthly Team Development Meeting	Team
7-Mar-16	Monthly Team Development Meeting	Team
April 2016	City and State Approvals for Building and Site Construction	ADCI
May 2016 thru May 2017	Building Construction	ACC/GC

**Project Development Team:**

Owner: Alternative Continuum of Care - ACC

Architect: Architectural Design Consultants, Inc. - ADCI

Contractor: McGann Construction - GC

ADCI Project No. 14-130



## **Special Conditions**

1. The Developer is comfortable with the 99 year term for the ground lease. The Developer is intending to obtain financing, both short term for construction purposes, and longer term for operational purposes. Many lenders are familiar with, and can accommodate, a ground lease superior to their mortgage lien. However, the Developer cannot control general requirements of the mortgage market, nor the specific terms that may arise given the uniqueness of the site. Therefore, the Developer assumes that the City of Madison will work with the developer on finding work-around solutions to issues related to the ground lease, should they arise.
2. The Developer will be seeking use of Federal and State of Wisconsin Historic Preservation tax credits. The Developer will also be seeking use of the non-competitive Federal Affordable Housing Tax credits. The Developer assumes, given the City of Madison's current familiarity with these tax credits, that the City will not impose requirements that negate the use of these credits. The development feasibility relies on being able to obtain the tax credits. Failure to be obtain the tax credits, absent replacement financing, will most likely render the development concept unfeasible.
3. The Developer understands the intent of the requested provision relating to replacement of the improvements on the land controlled by the ground lease. However, as mentioned above, the Developer intends to make use of a mixture of Federal and State of Wisconsin housing and preservation tax credits. Those tax credits are governed by Federal Statutes and Regulations, provisions of which may differ from those of the City with regard to replacement of the improvements. The Developer assumes that Federal and State law will prevail with regard to the requirements to rebuild property damaged by fire or other insured perils.
4. The Developer assumes that the City of Madison will be responsible for negotiating appropriate provisions with the State of Wisconsin Department of Natural Resources, and other parties, such that the development concept contained in this RFP can be implemented as planned. This would include the older adult housing concept, the day care center operations, and event activity associated with periodic use of the common areas for such things as weddings, meetings, etc.





5. The Developer also assumes that the City of Madison can secure use of the land identified as “Garden Maintenance Area” in the Olbrich Site and Existing Buildings plan included as Appendix B to the Garver RFP dated October 22, 2014. In other words, get this land removed from the DNR covenants so that the land can be used to support the Garver site uses into the future. This land will accommodate: 1) uses for the geothermal well field, 2) potential parking, 3) future development consistent with the Graver Feed Mill redevelopment plans, and 4) potential needs of Olbrich. The developer assumes that they will have the exclusive right to use this land for the 3 uses mentioned in the previous sentence, subject of course to City of Madison zoning and land use requirements.
6. The developer intends to make considerable use of renewable energy. The principal use will be ground source vertical well fields. In the event that final engineering analysis suggests horizontal well fields, this will require placing this plastic piping infrastructure under portions of the North Plat area. There will be some one time disruption of some of the earth in the North Plat to accommodate this use. There would also need to be an easement that would allow entry on the North Plat to repair the loop fields, and also an easement granting use of the soil under portions of the North Plat. Typically, is an easement that grants use to the earth between 10 and 25 feet below the surface, and would prevent anyone from digging up the earth below 10 feet in the area of the loop fields. The Developer assumes that this use of portions of the North Plat can be arranged with the DNR, should that be needed.
7. The Developer will also be pursuing grants and other lower cost funds to support solar electric and solar hot water systems. Ideally, the goal would be to get the Garver Building into a position where it is in a carbon neutral energy use – production position. While equipment could be placed on portions of the roofs, there are limitations with regard to visual setbacks and structural issues. Ground mounted equipment might be a solution. The Developer is assuming that the city will be able to secure permission to use some portions of the North Plat for ground mounted solar energy recovery systems.
8. Based on conversations with staff from Olbrich Botanical Gardens, the Developer intends to locate the 14,000 square foot Olbrich storage facility adjacent to the “Cottage” currently used by Olbrich staff. While the building will offer the required 14,000 square feet of storage, the footprint may be less than that given the possible use of storage space on other than the ground level. Pending final discussions with the Olbrich staff, the Developer assumes that the City of Madison staff will also secure use of the required space in the “North Plat” land for this storage facility.
9. The Developer intends to offer to the City of Madison, the opportunity to obtain the Garver building through some sort of “bargain sale” provision. Working with tax and legal advisors, the thought would be to structure a right of first refusal buy out provision that could be triggered by the City of Madison prior to the expiration of the 99 year lease. Similar discussions could take place with regard to the early triggering of a buyout arrangement on the other housing developed on the Garver site.





10. Cost estimates were derived based on review of the material provided by the City of Madison on the Garver RFP web site, and consultation with third party sources. Similar to the City of Madison disclaimers, the Developers also draw attention to the fact that within the 60 day RFP preparation window, it was not possible to obtain all of the relevant third party structural, environmental, or soils reports that would be needed to obtain financing for a redevelopment concept of this magnitude.
  
11. The Developers have made a “best efforts” to identify major costs and prepare a feasible financing plan. Based on their collective prior experience, the development team is comfortable that key assumptions have been identified, and appropriate contingencies have been set aside. Final decisions to be made by the National Park Service, the WDNR, the City of Madison, and the results current construction bid pricing is in hand, the attached financial forecasts will no doubt require some modification to incorporate impacts of governmental authority and the construction materials and labor market.







## **RFP Response Checklist**

- ✓ Transmittal / Acknowledgement Letter
  - Letter is signed and attached
- ✓ Garver Feed Mill Re-Use Concept Plan / Design
  - Summary of development program and renderings have been enclosed
- ✓ Development Team Information
  - Participating firm information, experience, and similar project completions have been identified
- ✓ Management Team
  - Included in the Development team information
- ✓ Project Management Plan
- ✓ Development Costs
- ✓ Financial Plan
- ✓ Schedule
  - Milestone schedule identifies the approximate timeline for the proposed development
- ✓ Special Conditions (identified by the respondent)
- ✓ Checklist
- ✓ Twenty (20) sealed copies of submission
- ✓ CD or flash drive containing submission in Word or PDF format

