

**RESPONSE to REQUEST FOR PROPOSALS  
for THE GARVER FEED MILL**

**Submitted to:  
The City of Madison**

**ATTN:**  
Don Marx  
Office of Real Estate Services  
Economic Development Division  
Room 332  
215 Martin Luther King, Jr. Blvd.  
P.O. Box 2983  
Madison, WI 53701



## Appendix C – Transmittal Acknowledgement Letter

### 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,

A handwritten signature in black ink, appearing to read "R. P. Alexander", written over a horizontal line.

(SIGNATURE)

Randall P. Alexander    C.E.O.

(NAME AND TITLE)

The Alexander Company Inc.

ORGANIZATION/DEVELOPER

# RESPONSE to REQUEST FOR PROPOSALS

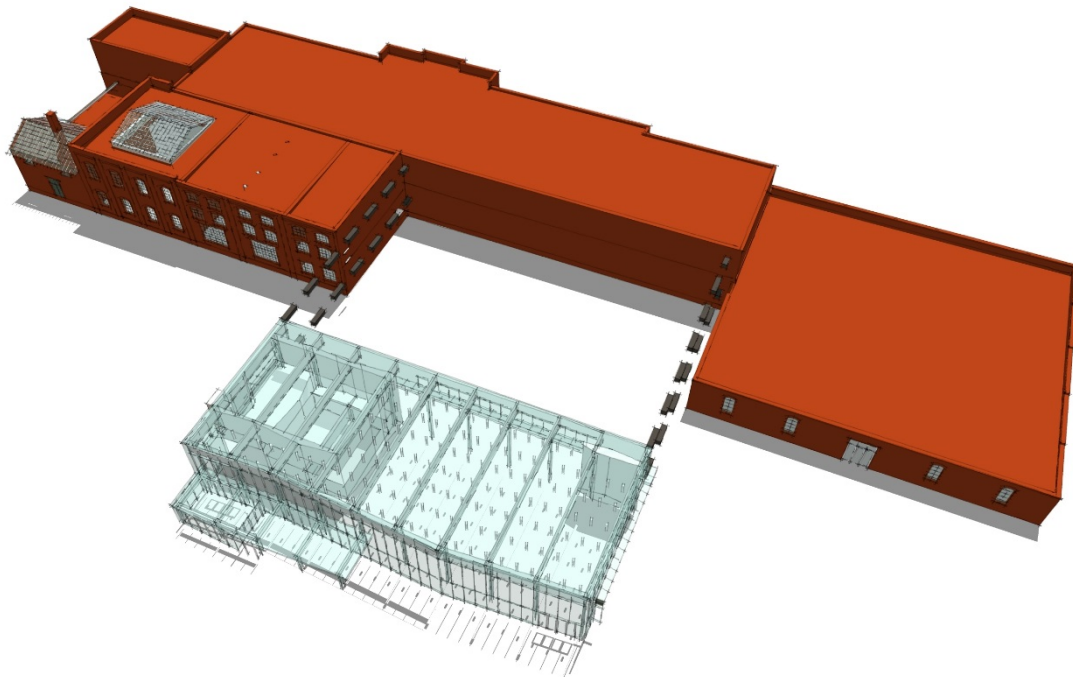
## City of Madison - Garver Feed Mill

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### 2. Garver Feed Mill Re-Use Conceptual Plan / Design

The Alexander Company, the developer, hereby proposes to adapt the Garver Feed Mill into an event center that will draw its users from a radius of approximately 200 miles. The center will allow for a large variety of venues including banquets, exhibitions, recreation, education, benefits, and ceremonies. It will utilize over 50,000 square feet of indoor space divided by seven different event areas, storage and support space and a commercial kitchen with an outdoor kitchen garden. It is the developer's intention to list the center on the National Registry of Historic Places and all work will conform to their guidelines as well as those required by the City of Madison ordinances.

The design will incorporate a new Grand Lobby as an infill addition to replace previously removed buildings. Event center functions require this additional space for program elements that the existing spaces cannot accommodate. This will serve as a meet and greet/pre-function area. Its design is expected to be of its own time and not compete with the existing historic fabric. This "floating glass box" is intended to be a light counterpoint to the heavy masonry of the Garver Building. The new space would be pulled away from the existing structures, giving the effect that it is "floating" within the overall building site. This floating preserves and displays the surfaces of the Garver Feed Mill that have been adorned with the character of aging over the years. All character features within the historic building will be exploited for a fully immersive environment utilizing historic preservation standards, theatrical and production designs and community art.



*Conceptual Diagram – featuring the “floating glass box”*

# RESPONSE to REQUEST FOR PROPOSALS

## City of Madison - Garver Feed Mill

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### 2. Garver Feed Mill Re-Use Conceptual Plan / Design

LEED sensitive building initiatives will be implemented wherever possible, including the recycling of non-historic demolition materials, construction waste, specifying locally sourced materials and labor whenever possible, use of low VOC paint, adhesives and sealants, utilization of Energy Star lighting, highly efficient and zoned HVAC systems, and low flow plumbing fixtures

Garver Mill in its present condition presents a strong aesthetic and conceptual experience. Trees growing inside the building, architectural remnants of the past, fallen and stacked materials, accumulated graffiti, boarded over windows, raw exposed structures, all provide a rich backdrop and catalyst for art activity. Because much of the current condition of this historic landmark will be preserved and left visible, these elements become an appropriate source for the new facility to inform the texture and content of any proposed artwork, with a keen eye and recognition of the current interests and style of our growing metropolitan Midwestern City.

The Center will contract with Art Industry to utilize its longstanding relationships with artists and exhibition design vendors in Madison and the region to manage and install several fine art features. Highest attention will be paid to the opportunities provided by the site, historically, and materially.

#### Semi-permanent/permanent artworks

Though other site options throughout the building may become feasible, the primary site opportunity is the large Grand Lobby. Artworks for this site would both contrast and remain site-specific to the architecture and function of the room. There is also an option for outdoor public art on the Event Center grounds, including works that may have a functional purpose such as seating or lighting.

#### Public Art Exhibits

Art industry will curate and manage 3 rotating temporary art exhibits per year in the east and west galleries and other, yet to be determined, areas. These exhibitions will be invitational exhibits of local and regional artists. They will be open to the public and promoted via a published exhibition schedule. All opening receptions will be coordinated with appropriate events and facilities managers. Art Industry will be responsible for PR to attract diverse audiences. Potential institutional support and resources will be coordinated from institutions such as Tandem Press, University of Wisconsin-Madison Art Dept, University of Wisconsin-Madison Arts Institute, Edgewood College, Madison Arts Commission, Wisconsin Arts Board and Dane County Cultural Affairs.

This is an unprecedented opportunity to address the need for creative community involvement and a high level integration of visual art and its representation in our social and business environment.

The center's unique style and environment will support events that currently are not choosing Madison, thus avoiding competition with the Overture Center and Monona Terrace. The volume and aesthetics of each venue space at Garver is singular and cannot be duplicated, not only within Madison's city limits but also for a large region beyond its borders.

All events at the center will conform to existing Madison ordinance Chapter 24 Offences Against Peace & Quiet and Chapter 24 (8) Noise Control Regulations.

The entire site will be ADA accessible with the exception of a small amount of 2<sup>nd</sup> floor support space.



## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **2. Garver Feed Mill Re-Use Conceptual Plan / Design**

The Center will represent a significant positive impact on the local economy by providing hotel room nights, retail spending and local taxes. The development's intent is to create a true sense of place for the city and a national model of historic preservation, art, architecture and commerce.

The developer will provide a new 14,000 square feet warehouse for use by the city and Olbrich Gardens and provide a green parking buffer at the perimeter of the five acre site for the city's and Olbrich Gardens' use. The site design accommodates access by the city and Olbrich Gardens to the storage facility and compost yard without interfering with the event center operations. Primary access to the center will be by a joint drive (existing) from Fair Oaks Avenue.

The site and its green buffered parking will be designed for the ecological capacity of the land. This will include water catchment and low maintenance landscape that is sympathetic to the natural character of the surrounding north plat.

Significant bike parking convenient to the existing bike path will be allocated on both sides of the building. The bike parking will also be available for the City and Olbrich Gardens use as needed.

Drive designs and sidewalks will accommodate bus pick-up and drop off areas and encourage pedestrian flow.

The RFP specifies rental rates be included in this section – these rates can be found on the Operating Proforma in section 6.

## Garver Event Center - Use Program

Space Designation (Letter)	Space Name	Area	Uses	Seating Capacity at Round Tables - 16 s.f./person	Lecture Seating Capacity - 12 s.f./person	Assembly Capacity - Standing Space @ 7 s.f./person	Exhibitor Capacity - 160 s.f./exhibitor
A	Banquet Hall	13749	B, A, ED, EX	773	1031	1768	86
A1	Banquet Hall (sub1)	2905		163	218	374	18
A2	Banquet Hall (sub2)	4684		263	351	602	29
A3	Banquet Hall (sub3)	6160		347	462	792	39
B	Event Space	1769	A, ED, M	100	133	227	11
C	Storage	1080					
D	Event Space	949	A, ED, M	53	71	122	6
E	Event Space	2438	A, B, ED, M	137	183	313	15
F	Event Space	2283	A, ED, M	128	171	294	14
G	Support/Storage	1064					
H	Kitchen	3190					
I	Kitchen						
J	Exhibition Hall	12300	A, B, ED, EX	615	923	1581	77
J	Storage	600					
K	Lobby	6500	A, B, EX	366	488	836	41
K	Bathrooms	1200					
L	Support	1798					
M	Mechanical	1760					
N	Support	1280					
P	Support	1769					
	Net Event Square Footage	39988		2249	2999	5141	250
	Net Support Square Footage	13741					
	Net Total Square Footage:	53729					

Calculations based on net area minus 10% for stage and other circulation space

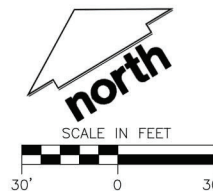
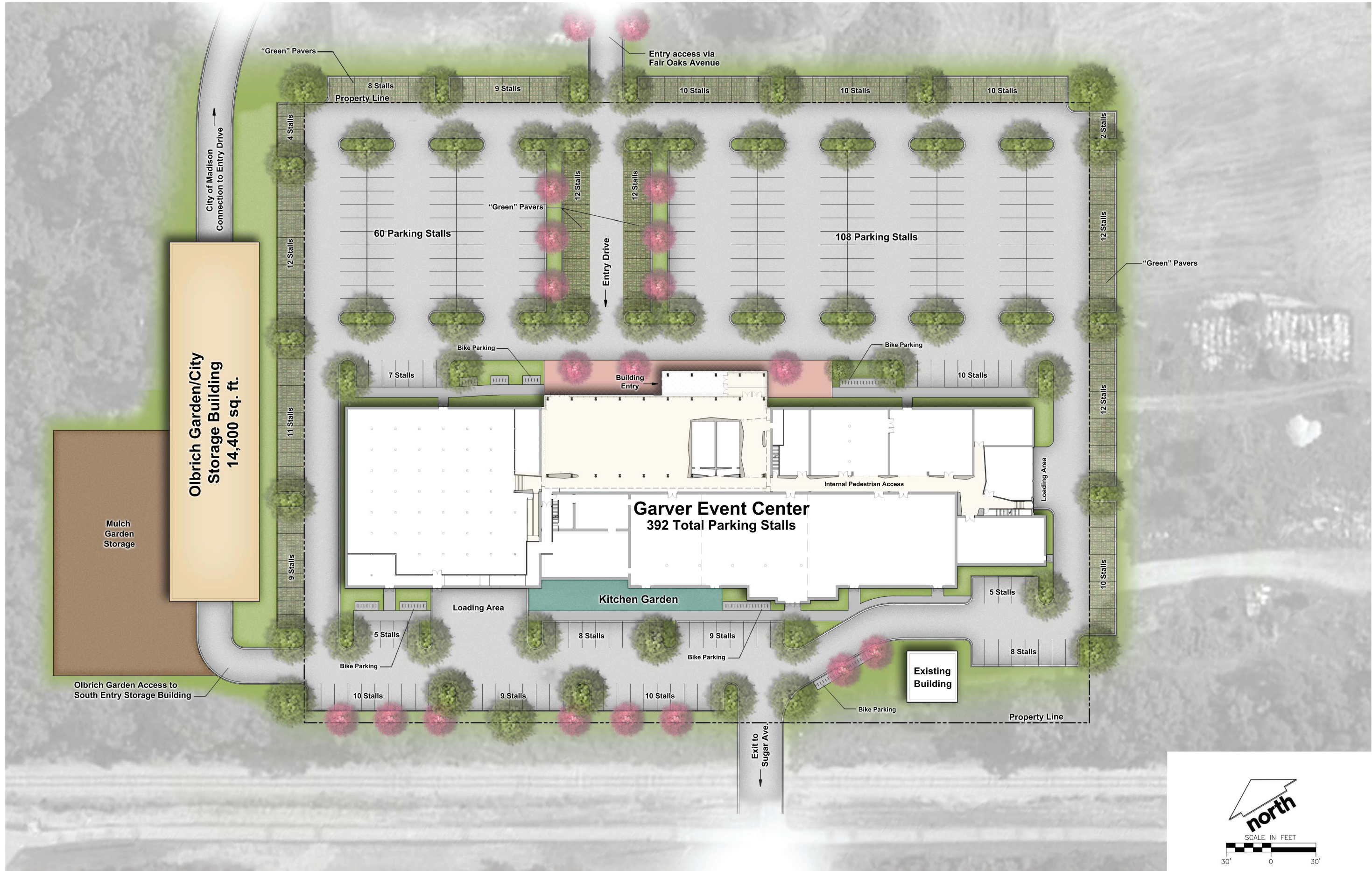
Calculations based on net area minus 10% for stage and other circulation space

Calculations based on net area minus 10% for stage and other circulation space

Calculations based on 10x10 booth with 8' aisles plus 15% additional space per booth

Event Space Uses:	
Assembly	A
Banquet / Dining	B
Education/Lecture	ED
Exhibit	EX
Meeting	M





**PRELIMINARY**

**GARVER EVENT CENTER**

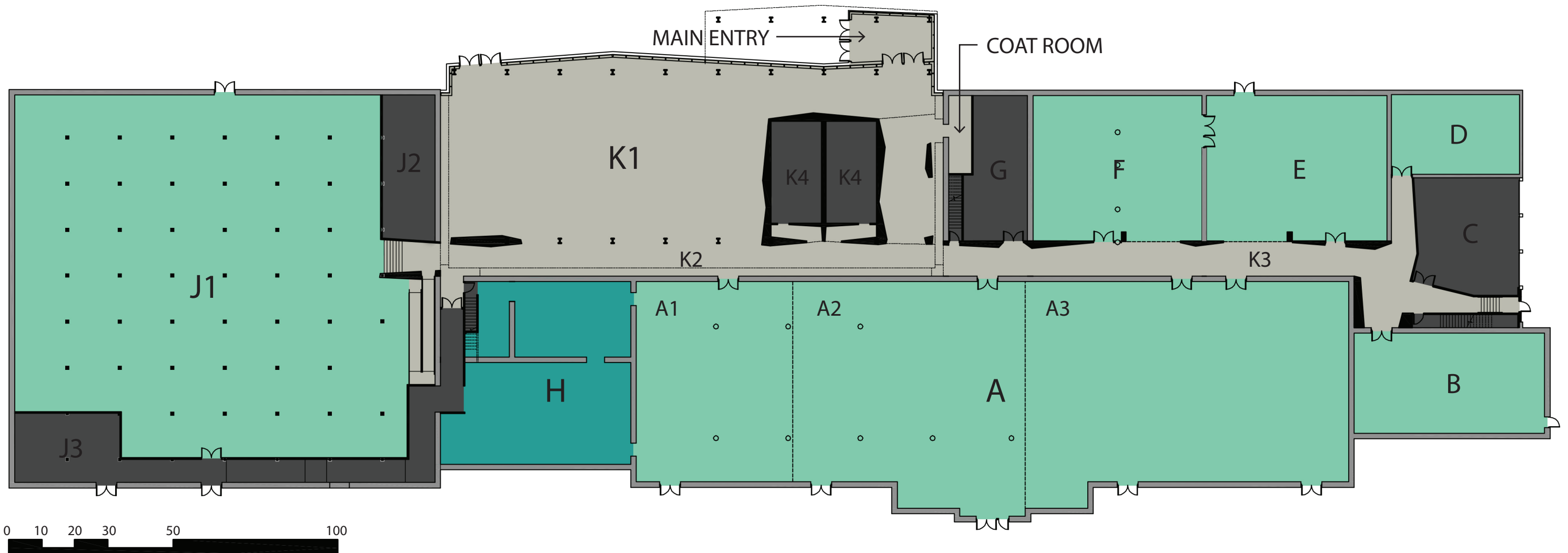
CONCEPT SITE PLAN

MADISON, WI

12/11/14

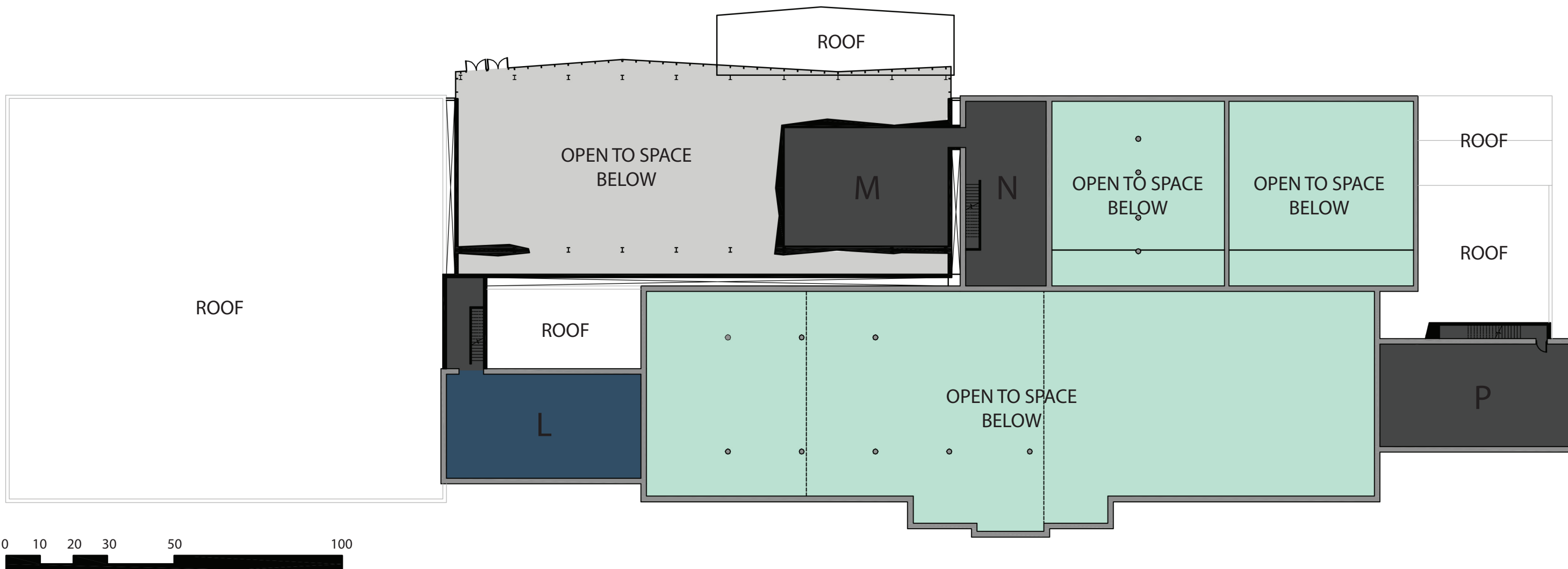
FOR PLANNING PURPOSES ONLY





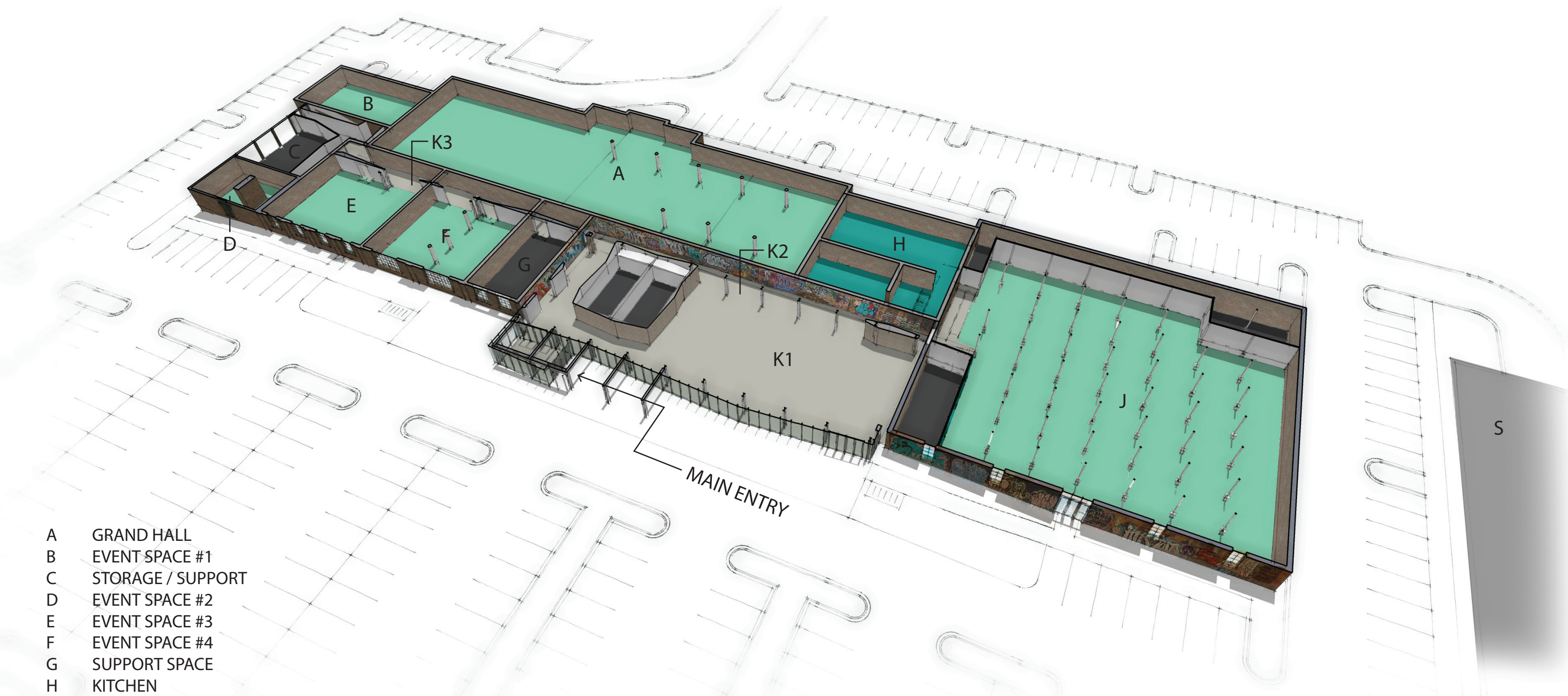
- |   |                   |    |                 |
|---|-------------------|----|-----------------|
| A | GRAND HALL        | J1 | EXHIBITION HALL |
| B | EVENT SPACE #1    | J2 | STORAGE         |
| C | STORAGE / SUPPORT | J3 | TRASH           |
| D | EVENT SPACE #2    | K1 | LOBBY GALLERY   |
| E | EVENT SPACE #3    | K2 | WEST GALLERY    |
| F | EVENT SPACE #4    | K3 | EAST GALLERY    |
| G | SUPPORT SPACE     | K4 | TOILETS         |
| H | KITCHEN           |    |                 |

GROUND FLOOR PLAN



- L OPERATIONS OFFICE
- M MECHANICAL
- N SUPPORT
- P SUPPORT

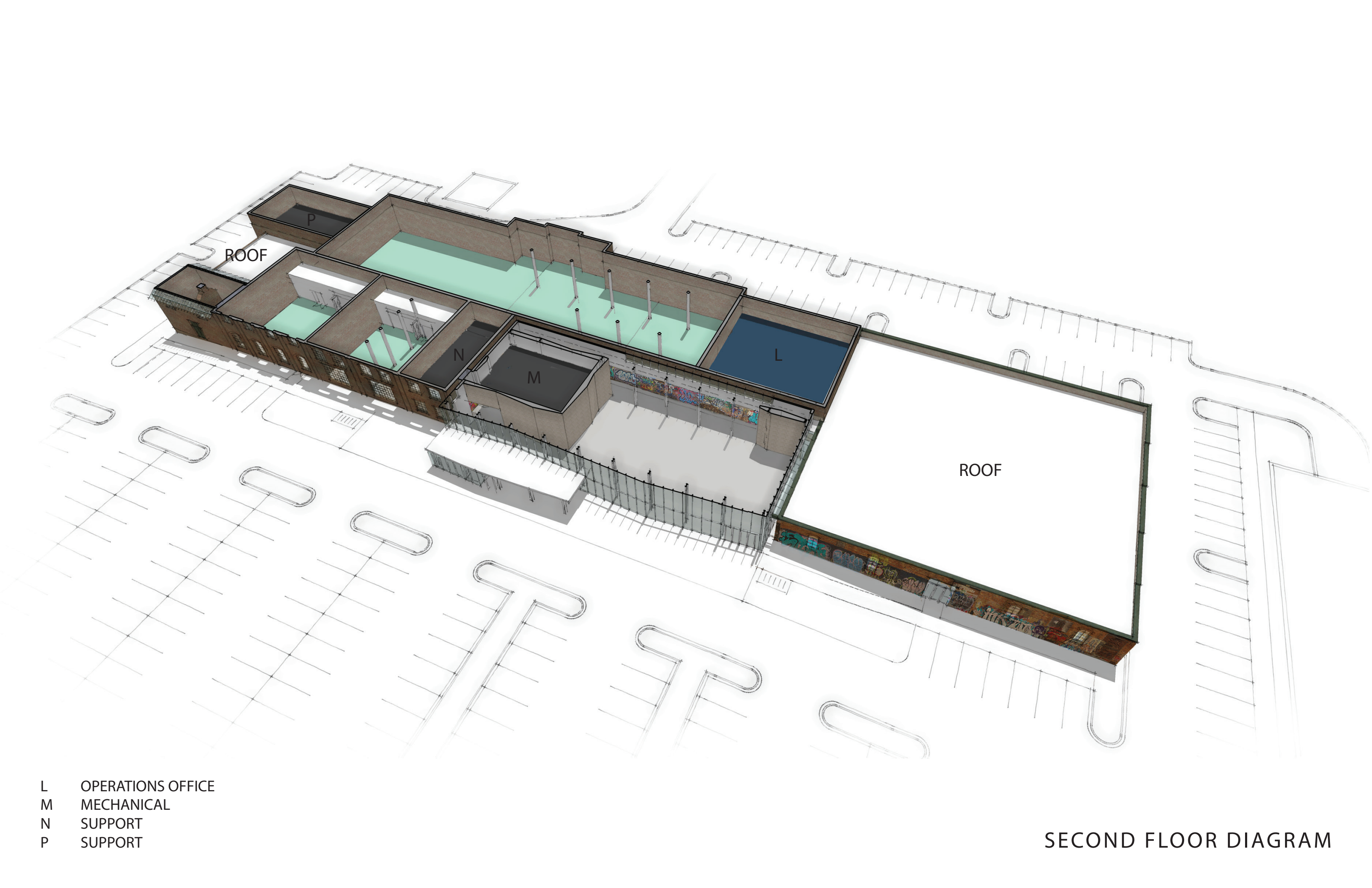
SECOND FLOOR PLAN



- A GRAND HALL
- B EVENT SPACE #1
- C STORAGE / SUPPORT
- D EVENT SPACE #2
- E EVENT SPACE #3
- F EVENT SPACE #4
- G SUPPORT SPACE
- H KITCHEN
- J EXHIBITION HALL
- K1 LOBBY GALLERY
- K2 WEST GALLERY
- K3 EAST GALLERY
- S STORAGE BUILDING

GROUND FLOOR DIAGRAM

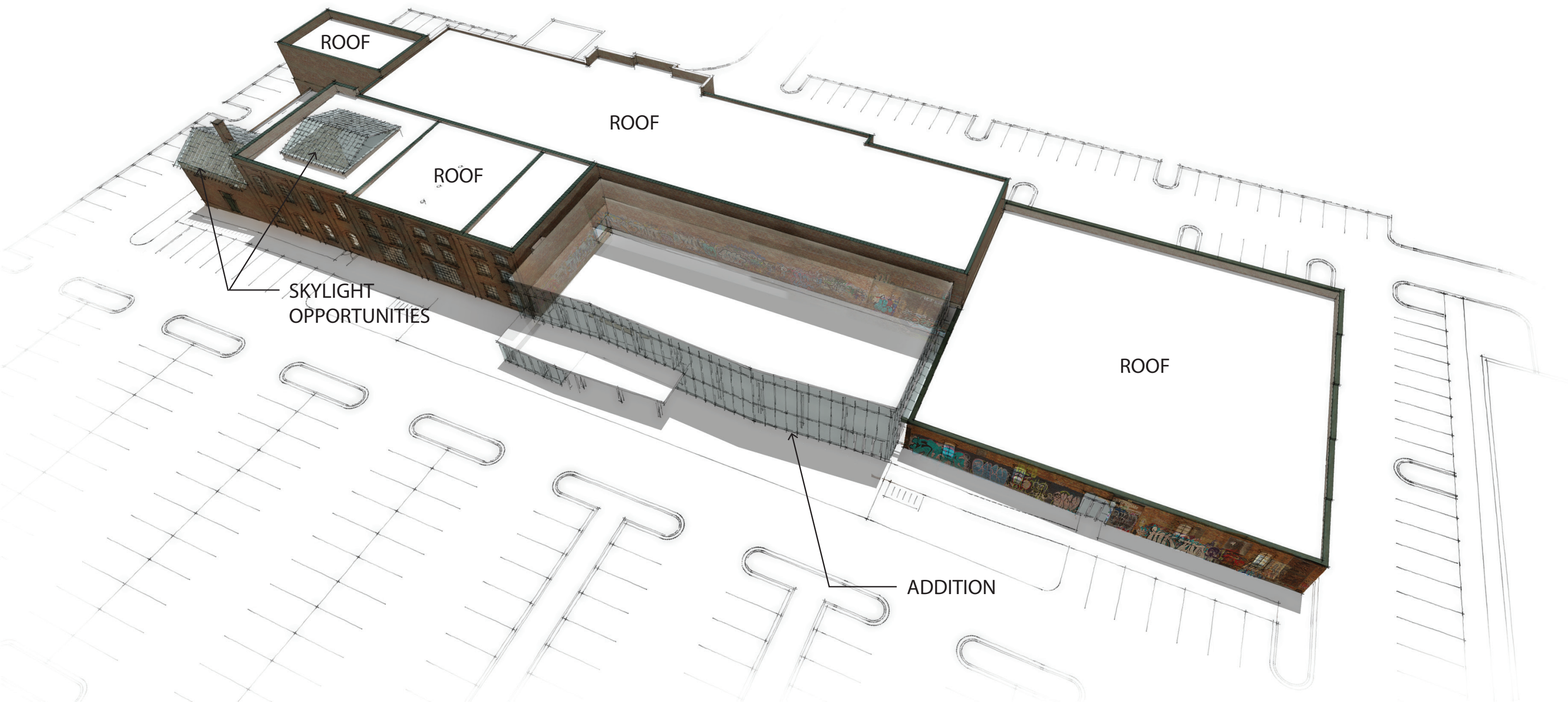




- L OPERATIONS OFFICE
- M MECHANICAL
- N SUPPORT
- P SUPPORT

SECOND FLOOR DIAGRAM





ROOF DIAGRAM



Garver Feed Mill Event Center: Renderings





Garver Feed Mill Event Center: Renderings



exterior rendering





VINTAGE



BEER FESTIVALS



TATTOO SHOWS



INSTRUMENT SHOWS



STEAMPUNK



CHESS TOURNAMENTS



HOT ROD / CLASSIC CAR SHOWS



ANTIQUE SHOWS



BEARD & MUSTACHE



FENCING TOURNAMENTS



MOTORCYCLE SHOWS

MOOD IMAGES

UNIQUE EVENTS

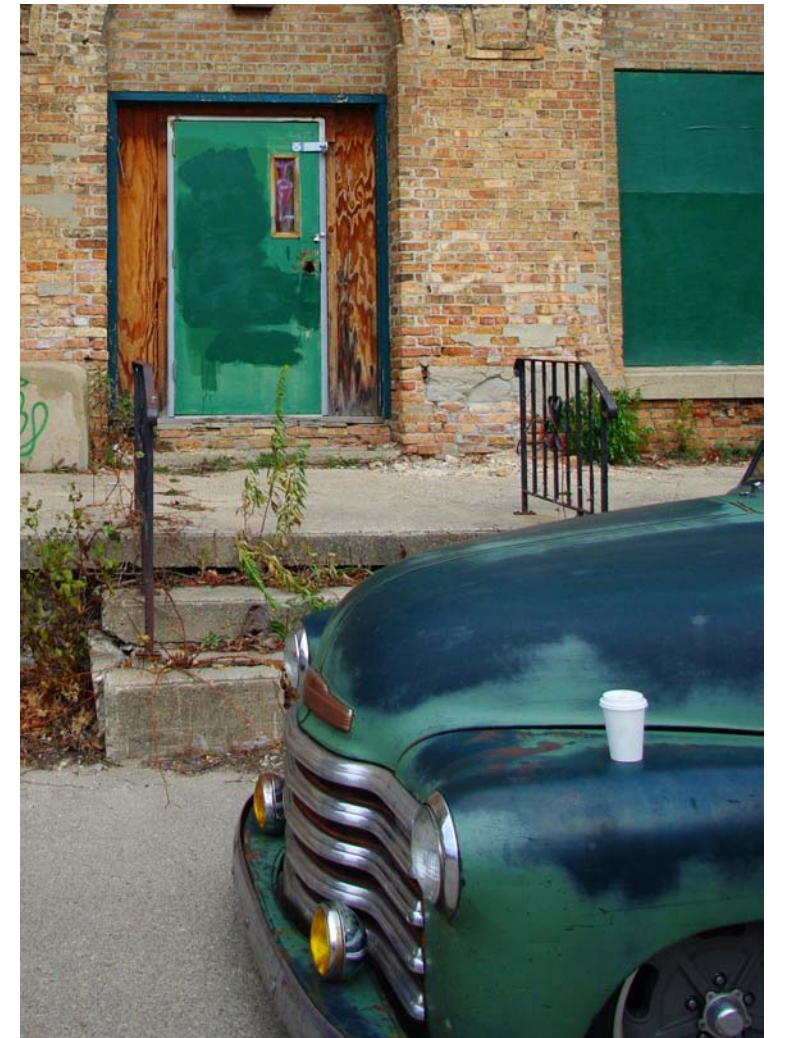




MOOD IMAGES

FORMAL EVENTS





MOOD IMAGES

SPATIAL CHARACTER

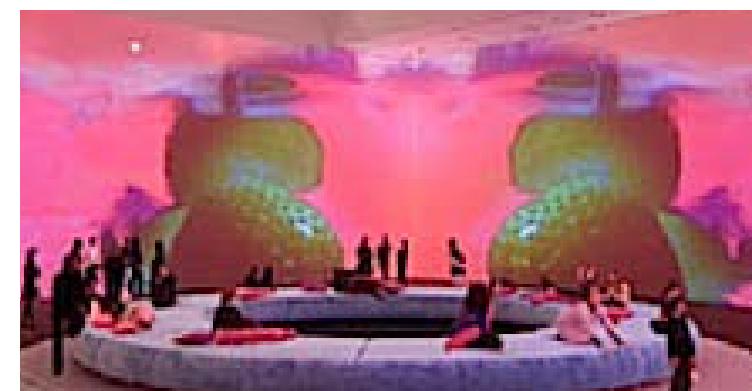




MOOD IMAGES

SPATIAL CHARACTER





MOOD IMAGES

ART EXHIBITION SPACE





MOOD IMAGES

ART EXHIBITION SPACE





MOOD IMAGES

ART EXHIBITION SPACE



## RESPONSE to REQUEST FOR PROPOSALS

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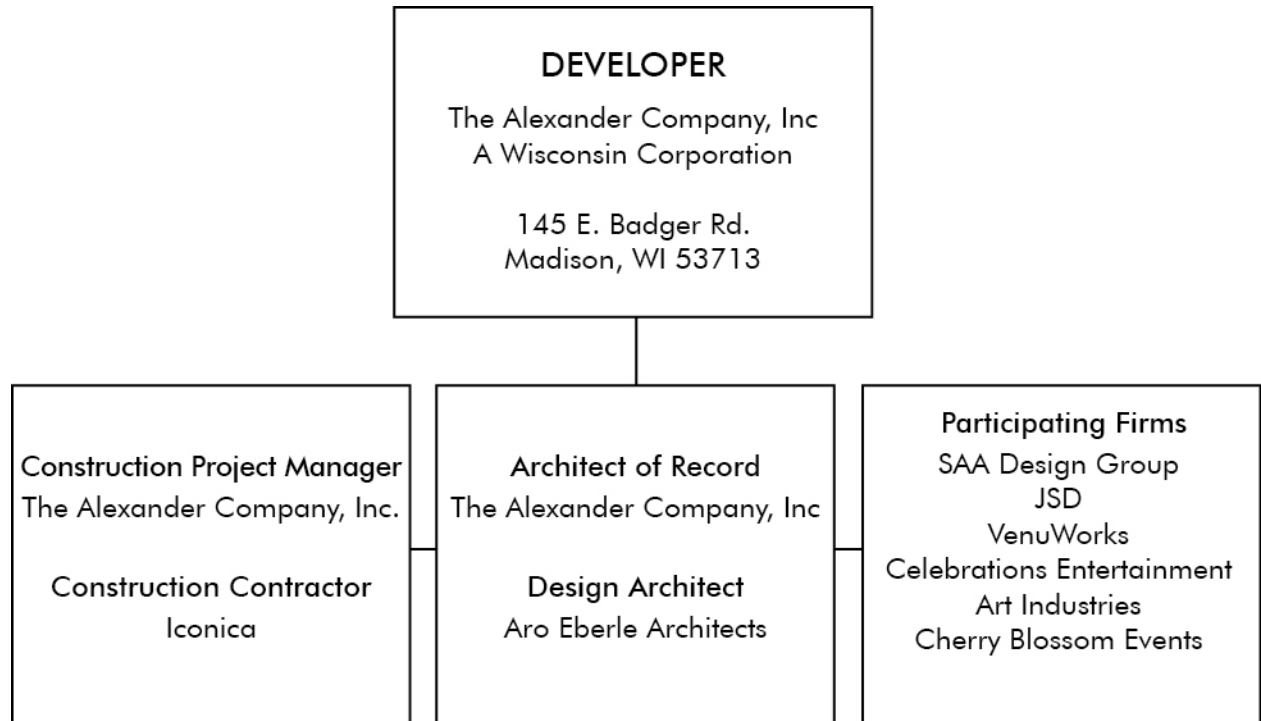
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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

A good idea you cannot afford to building is not a good idea, and a good design that does not function is not a good design. Bringing together the best team possible solves these issues. A review of the following participating firms' resumes and their relevant staff will exhibit the assembled team's ability and expertise required to properly develop, design, construct and manage the center.

The Development Team:



The development team has consulted with Olbrich Gardens and the Greater Madison Convention and Visitors Bureau and intends to maintain a working relationship with said entities through all aspects of the development.

## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **3. Development Team Information**

#### **a. Organization Form, Team Members, Personnel**

##### **DEVELOPER:**

**The Alexander Company, Inc.**

**A Wisconsin Corporation**

Locally and nationally recognized for its achievements in urban development and historic preservation, the Madison-based Alexander Company is annually involved in over \$250 million in development. As a master developer, the Company oversees the design, construction, development, and property management in-house, providing a diverse team of experts for owners, investors, and partners.

Established in 1982 by Randy Alexander, The Alexander Company has completed projects across the country, from Fort Worth, Texas to Washington, D.C.

Principal Representative:

Randy Alexander

608.268.8107

rpa@alexandercompany.com

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### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

DEVELOPER: THE ALEXANDER COMPANY

Alexander Company Key Personnel:



**Randall Alexander**  
CEO

Randy has directed all aspects of The Alexander Company's business since its inception in 1981. Under his leadership, The Alexander Company has undertaken the finance, development, design, restoration, construction, and management of over 250 buildings, both new and historic. Among the Company's notable accomplishments in historic preservation are the conversions of abandoned schools, mothballed factories, turn of the century high-rises, train depots, hotels, and a multitude of downtown buildings into high quality apartments, condominiums, hotels, restaurants, and commercial buildings. In addition, Randy has overseen the planning and completion of several mixed-use "urban

renaissance" master developments incorporating new construction and historic preservation.

Randy is the primary visionary for each of the developments undertaken at the Company. His duties at The Alexander Company include strategic planning, new project identification and stakeholder relations.

Born and educated in Wisconsin, Randy resides in Madison and maintains an active agenda in charitable organizations. He has been nationally recognized for his achievements in real estate development.

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### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

#### DEVELOPER: THE ALEXANDER COMPANY

##### Alexander Company Key Personnel:



**Dave Kaul, AIA**  
*Director of Design and Construction*

Dave is responsible for coordinating and allocating design and construction management resources. He is involved in feasibility studies, building and project assessments, programming, design document creation, and construction administration for all Alexander Company projects.

Dave has over twenty-five years of experience in the field of architecture, giving him expertise in a variety of building types, including master-planned developments incorporating commercial, retail, and industrial spaces. Responsible for the design of over 5,000,000 square feet during his career, his experience has gained him invaluable knowledge of code compliance, local and state approval processes, and the oversight and coordination of subcontractors and consultants.

#### EDUCATION / TRAINING

- B.A. – Architecture – University of Wisconsin – Milwaukee

#### PROFESSIONAL AFFILIATIONS & REGISTRATIONS

- American Institute of Architects
- Member of the Congress for the New Urbanism

#### KEY EXPERIENCE:

- Novation Campus – Madison, WI
- Kansas City Master Development – Kansas City, MO
- National Park Seminary – Silver Spring, MD
- Crescent Lofts Master Development – Davenport, IA

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

DEVELOPER: THE ALEXANDER COMPANY

Alexander Company Key Personnel:



**Jeremiah Leigh**

*Construction Project Manager*

Jeremiah's position at the Company involves ensuring the most cost effective means and methods of construction are implemented to the benefit of the owners – by participating in both the construction document phase of design and construction itself, he ensures hidden conditions are mitigated to the greatest possible extent. As part of The Alexander Company's comprehensive approach to development, Jeremiah supervises the work of general construction contractors, ensuring budget conformity and only the highest quality work.

#### EDUCATION / TRAINING:

- B.S. – Building Construction Management and Business Administration, University of Wisconsin – Platteville

#### PROFESSIONAL AFFILIATIONS:

- Member of the Associated General Contractors (AGC) of Wisconsin

#### KEY EXPERIENCE:

- Novation Campus – Madison, WI
- Capitol West – Madison, WI
- National Park Seminary – Silver Spring, MD
- Laurel Hill Master Development – Fairfax, VA
- Crescent Lofts Master Development – Davenport, IA

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

DEVELOPER: THE ALEXANDER COMPANY

Alexander Company Key Personnel:



**Jonathan Beck**

*Development Project Manager*

Jonathan coordinates development projects with specific responsibilities for financial structuring, market analysis, land use approvals and property acquisition. He has specific skills in structuring complex financial tax credit investments and working with other community development programs. Since joining The Alexander Company, Jon's financial expertise has been key to creating over 300 units of high quality housing across the country.

Jonathan has extensive experience working both as an investor and consultant with Low Income Housing Tax Credits, Historic Tax Credits and New Markets Tax Credits. He started his career with a national LIHTC syndicator and later worked with the National Trust for Historic Preservation and for their for-profit subsidiary, which makes both Historic and New Markets Tax Credits investments nationally.

#### EDUCATION / TRAINING

- B.B.A – Real Estate & Urban Land Economics – University of Wisconsin-Madison

#### PROFESSIONAL AFFILIATIONS & REGISTRATIONS:

- Treasurer – Goodman Community Center in Madison
- Member – Soldier's Home Foundation in Milwaukee

#### KEY EXPERIENCE:

- National Park Seminary – Silver Spring, MD
- Capitol West – Madison, WI
- Longfellow Lofts – Madison, WI
- Novation Campus – Madison, WI
- Laurel Hill Master Development – Fairfax, VA

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **CONSTRUCTION CONTRACTOR: ICONICA**

Iconica is a family business owned by brothers Tom and Jim Pientka. Early on, Tom focused on engineering and Jim on construction. In the years since, they both have gained invaluable experience in design, supervision, contracting and running a business, all of which serves our customers because of their overall understanding of what makes a space functional, affordable and most of all enjoyable.

Iconica's roots date back to 1973 with the founding of a small architectural firm. In later years, the company added construction services. Both aspects of the business were successful, but it wasn't until Iconica tried to truly combine the two that it was found to be an entirely better way of doing business. The company added engineers, interior designers and quality control managers and now all disciplines work together, under one roof, from start to finish. Iconica has spent countless hours perfecting processes to take the headaches out of the building process: the delays, the finger-pointing, and the cost overruns. Now, whether the company is tasked with a project piece or the whole thing, on time and on budget live in harmony.

Iconica has a diverse and expert staff including architects, interior designers, engineers (mechanical, electrical, plumbing and structural), estimators and construction personnel. The firm is experienced in many building types including office, bioscience, housing, healthcare, retail and hospitality. Adding it up, Iconica has designed and built over 400 projects and 8 million square feet since 1994.



# **RESPONSE to REQUEST FOR PROPOSALS**

## *City of Madison - Garver Feed Mill*

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### **3. Development Team Information**

#### **a. Organization Form, Team Members, Personnel**

### **CONSTRUCTION CONTRACTOR: ICONICA**

#### **Iconica Key Personnel:**

##### **Jim Pientka**

##### **President**

As President, Jim is responsible for overall leadership of the design, construction and administrative functions of the business. He provides guidance to department managers and other key personnel to ensure the values and commitments of the company are executed, while at the same time staying closely involved with a number of clients and projects. Jim's experience, drive and creative problem solving position him as strong mentor and team builder benefiting both employees and clients.

#### **Relevant Experience:**

These projects include requirements such as design impact, durability, flexibility for future changes, integration between architectural and engineering systems, cost control, and quality control.

- Longfellow Apartments - Madison, WI; Historic renovation of existing school into apartments
- Dental Associates Iron Block Building - Milwaukee, WI; Historic renovation of office, retail and dental clinic spaces
- KeyLime Cove Resort, Gurnee, WI; convention center, 4,900 sf kitchen, 7,300 sf restaurant, 2,800 sf bar
- Ruth's Chris Steak House, Middleton, WI; 9,500 sf
- Eno Vino Bistro & Bar, Madison, WI; 5,550 sf
- Damon's, Wisconsin; Mequon - 6,100 sf; Madison - 8,400 sf; Wisconsin Dells - 10,000 sf
- Kahunaville Restaurant & Bar, Wisconsin Dells, WI; 9,200 sf
- Houlihan's, Wisconsin; Lake Geneva - 10,000 sf; Madison - 11,150 sf; Lake Delton - 12,200 sf
- Steinhafels – Vernon Hills, Illinois; 101,000 sf interior and exterior remodel of big box store; added windows and skylights for abundant natural light

#### **Professional Highlights:**

- Construction field experience as Carpenter, Field Superintendent, and Construction Project Manager
- Business experience as owner and manager of Iconica since 1994 as well as owner/investor in a number of office, warehouse, bioscience and hospitality ventures
- Former Big Brothers Big Sisters of Dane County Agency Board Member and Foundation Board President
- TEC (The Executive Connection) Group Member 2008 to present

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **CONSTRUCTION CONTRACTOR: ICONICA**

##### **Iconica Key Personnel:**

##### **Jeff Hyland**

##### **Construction Project Manager**

As Construction Manager, Jeff's responsibilities include client liaison for construction projects, technical advisor to project teams, and department manager resolving overarching schedule, cost, contract and liability issues. He directly supervises the Construction Project Managers and Superintendents. Jeff's leadership, experience, and problem solving skills make him an asset to any project.

##### **Relevant Experience:**

These projects include preconstruction services and project-specific requirements such as cost control, safety, quality control, communication, security, and phased scheduling.

- Longfellow Apartments - Madison, WI; Historic renovation of former school into apartments
- Dental Associates Iron Block Building - Madison, WI; Historic renovation of office, retail and dental clinic spaces
- KeyLime Cove Resort - Gurnee, WI; 4,900 sf kitchen, 7,300 sf restaurant, 2,800 sf bar, convention center
- Kalahari Resort - Sandusky, OH; restaurants, convention center, commercial kitchen, bars
- Eno Vino Bistro & Bar - Madison, WI; 5,550 sf
- Kahunaville Restaurant & Bar - Sandusky, OH
- Drs. Hill, Sergeant & Batchelor - Madison, WI; Major exterior and interior renovation of clinic
- Meriter Pediatric Clinic – Middleton, WI; 7500 sf new clinic in existing office building; Exam rooms, office and lab space
- Meriter Orthopedics Clinic – Middleton, WI; 8500 sf new clinic in existing office building; Currently under construction

##### **Professional Highlights:**

- Professional Engineer - Wisconsin
- LEED Accredited Professional – United States Green Building Council
- University Wisconsin, Madison – BS and MS, Civil and Environmental Engineering – Structural Emphasis

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## *City of Madison - Garver Feed Mill*

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### **3. Development Team Information**

#### **a. Organization Form, Team Members, Personnel**

### **CONSTRUCTION CONTRACTOR: ICONICA**

#### **Iconica Key Personnel:**

##### **Scott Fuhrman**

##### **Construction Superintendent**

Scott is the conductor when it comes to running construction projects. He is seasoned in all aspects of projects, has extensive relationships with subcontractors, a bent for quality, and an unmatched work ethic. Scott's experience and attention to detail, quality, safety and management of the construction team has been instrumental in numerous successful projects for Iconica.

#### **Relevant Experience:**

These projects include preconstruction services and project-specific requirements such as cost control, safety, quality control, security, and phased scheduling.

- Longfellow Apartments, Madison, WI - Historic renovation of existing school into apartments
- KeyLime Cove Resort, Gurnee, IL - 430,000 sf resort with hotel units, lobby, restaurants, waterpark, arcade and convention areas
- Kalahari Resort, Wisconsin Dells, WI - 944,000 sf resort project with multiple phases includes hotel units, condos, convention center, restaurants, waterpark
- Kalahari Resort, Sandusky, OH - 646,000 sf resort project including hotel units, condos, restaurants, lobby, waterpark
- Raintree Resort, Wisconsin Dells, WI - 132,000 sf resort with 157 units; 12,000 sf banquet facility
- Damon's Restaurant, Madison, WI - 8,400 sf
- Sprecher's Restaurant & Pub, Madison, WI; 11,200 sf
- Von Briesen & Roper Law Office, Milwaukee, WI - 68,000 sf, three floor remodel in existing 30-story building in downtown Milwaukee
- Madison Country Day School, Waunakee, WI - 85,000 sf remodel of former Catholic retreat center and 40,000 sf addition with classrooms and gymnasium

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### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **DESIGN ARCHITECT: ARO EBERLE ARCHITECTS**

Aro Eberle Architects was founded in 2005 on the principles of creativity and design innovation. Combined with technical prowess and superior project management skills, their firm delivers excellence with every project. Architects at Aro Eberle have broad-based experience and are as skilled at design as they are in creating consensus, solving problems and managing the complexities of delivering projects from concept through construction.

Team members draw on decades of experience with Master Planning, Concept Design, Interior design and a full suite of architectural services for new construction, remodeling, and adaptive reuse projects. Involvement in many types of projects has given Aro Eberle Architects a greater perspective when it comes to problem solving.

Integrity, honesty, and collaboration - Aro Eberle follows these principles on every project, big or small, calling on the greatest strength of each team member. Employees of Aro Eberle pride themselves on understanding the most technically complex projects from all aspects, and proactively drive solutions backed with thorough research and investigation.

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#### **3. Development Team Information**

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#### **DESIGN ARCHITECT: ARO EBERLE ARCHITECTS**

##### **Aro Eberle Key Personnel:**

##### **Doug Pahl, Project Design Architect**

Doug Pahl joined Aro Eberle Architects in 2011 and is a Vice President. He is a registered architect, a LEED-accredited professional, and a lead project designer/project architect at Aro Eberle. Doug brings 10 years of experience to the design and planning of many types of projects – including complex hospitals and clinics, civic buildings and other commercial facilities. As a design-focused leader, he concentrates his efforts on group interaction and discussion in order to build consensus around a common goal. Doug has experience with multiple master plan projects and is an award-winning architect.

Doug's success as a designer stems from his understanding of building systems and construction techniques and his willingness to work through the detail of his designs. He has an enthusiasm for tackling new types of projects and gaining new experience, and continues to seek knowledge and skills to improve and enhance his work.

Since joining Aro Eberle, Doug has acquired five commercial projects for the local convenience store and gas station operator, Capitol Petroleum. He leads the design and construction document phases for these projects. In addition to commercial work, Doug has been working for the City of Monona on a variety of projects, including park buildings and a renovation/ addition for the Public Library.

##### Select Civic Project Experience

Bethel Lutheran Church, Bethel Idea Project, Madison, Wisconsin  
Sugar River United Methodist Church, Verona, Wisconsin

##### Select Commercial Project Experience

Capitol Petroleum - Rimrock Road, Town of Madison, Wisconsin  
Claire Street Apartments, Madison, Wisconsin  
Star Bar, Madison, Wisconsin  
Sushi Red, Madison, Wisconsin

##### Select Municipal Project Experience

City of Monona, Oneida Park, Firemen's Park and Lottes Park Shelters, Monona, Wisconsin  
Monona Public Library Facility, Monona, Wisconsin  
City of Madison, Elver Park Splashpad, Madison, Wisconsin

##### Registration/Accreditation/Affiliation

Licensed Architect in Wisconsin  
LEED AP  
American Institute of Architects

##### Education

Bachelor of Science in Architecture, University of Wisconsin-Milwaukee

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **DESIGN ARCHITECT: ARO EBERLE ARCHITECTS**

##### **Aro Eberle Key Personnel:**

##### **Christine Pearson, Interior Designer**

Christine brings excellent design and leadership skills to her role as interior designer. She is skilled at guiding large groups of decision makers through the interior design process. This is a skill she demonstrated very well with one of her favorite clients, the Willy Street Co-op - a company that takes pride in giving every employee a voice in the discussion. Christine led interior design on the renovation of the Monona Public Library and she worked to maintain a balance between the budget and the library's interest in having a durable, easily maintainable and attractive facility.

Christine's other work experience includes retail store design, restaurant planning and design, and the design of higher education classroom spaces. She has experience working on multiple large-scale renovation projects, including hotels, university buildings, churches and historic facilities.

##### Select Commercial Project Experience

Willy St. Co-op, East Remodel, Madison, Wisconsin  
Best Western Madison – West Towne Suites, Madison, Wisconsin  
Claire Street Apartments, Madison, Wisconsin  
Majestic Theater, Madison, Wisconsin  
Pizza Oven, Monona, Wisconsin  
Sugar River United Methodist Church, Verona, Wisconsin  
Takara Japanese Restaurant, Middleton, Wisconsin  
Vom Fass retail stores, various states  
Willy St. Co-op, East Remodel, Madison, Wisconsin

##### Select Municipal Project Experience

Monona Public Library Facility, Monona, Wisconsin

##### Select Higher Education Project Experience

UW Madison, Sterling Hall IT Classrooms, Madison, Wisconsin  
UW Madison, Rennebohm Hall Remodel, Madison, Wisconsin

##### Education

Bachelor of Science in Interior Design, University of Wisconsin-Madison

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **DESIGN ARCHITECT: ARO EBERLE ARCHITECTS**

##### **Aro Eberle Key Personnel:**

##### **Shannon Miller, Project Architect**

Shannon is a licensed architect with 13 years of experience in the design field. She has worked on a variety of projects including a new multi-building science & technology campus housing state-of-the-art laboratories, technically complex facilities for the military, and laboratory environments for academic and higher education institutions. Shannon's experience includes working with multi-discipline project teams on all phases of building design and construction, including schematic design, design development, construction documents, and construction administration. She has extensive experience with public agency projects at the city, state and federal levels.

Shannon's experience includes working directly with clients to balance owners' expectations with the reality of a budget. She has experience with the design of exterior and interior systems, material selection, documentation and detailing. She has been an active member of LEED project teams and has experience with documentation of LEED credits.

##### Select Commercial Project Experience

Capitol Petroleum, Madison, Wisconsin

Claire Street Apartments, Madison, Wisconsin

Makkuni Residence, Town of Middleton, Wisconsin

Sugar River United Methodist Church, Verona, Wisconsin

Vom Fass retail stores, various states

Willy St. Co-op, East Remodel, Madison, Wisconsin

##### Select Municipal Project Experience

Monona Public Library Facility, Monona, Wisconsin

##### Select Higher Education Project Experience

UW Madison, General Library Storage Facility, Verona, Wisconsin

UW Madison, Sterling Hall IT Classrooms, Madison, Wisconsin

UW Madison, Rennebohm Hall Remodel, Madison, Wisconsin

UW Milwaukee, SWQ Redevelopment Plan, Milwaukee, Wisconsin

##### Registration/Accreditation/Affiliation

Licensed Architect in Wisconsin

LEED BD+C

American Institute of Architects

##### Education

Associate Degree in Architecture, Madison Area Technical College

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **LANDSCAPE ARCHITECT: SAA Design Group**

SAA Design Group is a landscape design and planning office located in Madison, Wisconsin. The multidisciplinary staff of experts at SAA are committed to innovative planning, landscape architecture, ecology and engineering practices in order to develop comprehensive and holistic project solutions. SAA's work is focused on the long-term vitality of the communities and ecosystems in which our projects are located. It is our goal to participate in projects that seek to improve a site's function as well as its sense of place.

From urban redesign to parks and natural areas, SAA believes the best site designs begin by exploring and designing for the ecological capacity of the land. SAA has found that land, even in its most urban disposition, is as significant a variable in the success of a design as site programming and community input/involvement. The firm's design approach begins by exploring the man-made and nature-based constituents of a site (soil, vegetation, stream/rivers, wetlands, utilities, habitat and travel corridors, etc.) and identifying the existing and potential ecosystem services (cleaning water, regulating microclimate, accessing nature) of a site. This evaluation becomes a framework for developing ecologically appropriate designs that meet the capacity of the land on which a project is located. SAA believes this approach is the essence of place-based design.

SAA Design Group will participate in a site visit to document/confirm the ecosystem services provided and potential at the Garver Feed Mill site. Based on this inventory we will propose site design solutions focused on where ecosystem services could or should be improved and identify where services could be provided that have been overlooked or lost.

This analysis is expected to assist in the design of stormwater and landscape approaches planned for the site. Based on the intrinsic character of this site it is our intention to tread lightly, allowing the building and its programs to function in restored environments that are indicative of our time, responsive to their context and rooted in tradition.

SAA understands that any proposed landscape solutions should be low maintenance and sympathetic to the natural character of the North Plat.

SAA Design Group anticipates we will provide the following, general scope of services for the Garver Mill Project:

- Preparation of the site landscape plan
  - SAA will prepare drawings, develop species lists, and propose soil requirements for site plantings for the project including entry drive, parking lot islands, neighborhood screening, foundation landscaping, and any on-site gardens.
- Enhance the ecological function of the site
  - SAA will provide site recommendations and design of items related to habitat creation, stormwater capture/reuse, brownfield planting and green parking lot strategies.
- Facilitation, participation, and attendance at anticipated stakeholder/community meetings.
  - SAA will assist in the facilitation of meetings with stakeholders, neighbors, and/or others as determined.



## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **3. Development Team Information**

#### **a. Organization Form, Team Members, Personnel**

#### **LANDSCAPE ARCHITECT: SAA Design Group**

- Facilitation, participation, and attendance in any agency coordination meetings
  - SAA will assist in the facilitation of meetings with expected agencies related to the brownfield impediments and capping expectations of the site design.
- Participation, and attendance at anticipated municipal coordination/approval meetings
  - SAA will participate in anticipated municipal approval/coordination meetings in order to present the site landscape concept, discuss proposed site programming, and collect feedback.

#### **RESPONSIBILITY OF SAA TEAM MEMBERS:**

Jacob Blue is a trained field ecologist and licensed landscape architect with more than 15 years of professional experience leading small and large scale ecologically-based design projects around the country. Jacob will lead the development of appropriate sustainable site landscape solutions.

Aaron Williams is a landscape architect with more than 12 years of experience working on complex site redevelopment and project master plans throughout the upper Midwest. He will assist in balancing landscape solutions with site programming to achieve a complimentary sense of place.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

#### LANDSCAPE ARCHITECT: SAA DESIGN GROUP

##### SAA Design Group Key Personnel:

###### Jacob Blue, PLA

Ecologist/Ecosystem Services Analyst

15 years of experience

Masters of Science, UW-Madison

BLA, Penn State University

Licensed PLA: WI #500-14; PA #LA002741; MO#2006003516; SITES, NCI

Jacob has led and participated in ecologically-based design and restoration projects around the world. His work has focused on incorporating ecosystem services with design and maximizing human health and well-being by increasing the role of and our experiences with nature in the landscape. His professional experience as a landscape architect and field ecologist has led to a practical understanding of how nature works and how it can be designed and built. His work often centers on resolving nature-based, design aesthetic and ecosystem functional conflicts. He is a coauthor of the Sustainable Sites Initiative (SITES) and a member of the Technical Core. As a field ecologist and licensed landscape architect Jacob is uniquely qualified to identify where and how nature is benefitting development best and then provide recommendations for increasing the benefits of nature through design.

##### *Relevant Experience:*

MMB/CCB Predesign Alterations, Madison, WI

Edgewood College Expansion, Madison, WI

Madison Supportive Housing, Madison, WI

University of Washington Campus Framework Plan, Seattle, WA

The North Pond Nature Sanctuary at Lincoln Park, Chicago, IL

Wingspread Master Plan Update, Racine, WI

Nature at the Confluence, South Beloit, IL

Janesville: Rock River Renaissance Plan, Janesville, WI

Viridian, Arlington, TX

Pier 53, Philadelphia, PA

Johnson Creek, Arlington, TX

International Crane Foundation, Baraboo, WI

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **LANDSCAPE ARCHITECT: SAA DESIGN GROUP**

##### **SAA Design Group Key Personnel:**

##### **Aaron Williams, PLA**

Landscape Architect

12 years of experience

BS, Landscape Architecture, UW-Madison

Licensed PLA: WI #544-14; IL #157-001415

Aaron's work centers on bridging the spatial tangent between Architect and Engineer. His focus is on contextual materiality being grounded in the identification and definition of a site's offerings to create innovative-place based results. His design philosophy is comprised of three concepts: A thorough understanding of 'site' to achieve a desired creation of place; Understanding the role of human occupation in a site and how that informs meaningful design; and the execution of construction into a 'made' landscape. His work emphasis the process from concept to reality through the use of accurate illustrations, modeling and technical experience.

##### *Relevant Experience:*

MMB/CCB Predesign Alterations, Madison, WI

St. John's Northwestern Military Academy, Delafield, WI

Nicolet Square Redevelopment Plan, De Pere, WI

Madison College Campus Expansion Plan, Madison, WI

Riverworks Charrette & Beerline Trail Extension, Milwaukee, WI

Villager Mall Redevelopment, Madison, WI

Central Park Phase 1A & 1B, Madison, WI

Edgewood College Residence Hall Expansion, Madison, WI

Westlawn Gardens, Milwaukee, WI

Janesville: Rock River Renaissance Plan, Janesville, WI

Nature at the Confluence, South Beloit, IL

North Lakeland Discovery Center, Manitowish Waters, WI

Phoenix Park, Eau Claire, WI

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **CIVIL ENGINEER: JSD**

JSD Professional Services, Inc. (JSD) was established in 1998. Today, the firm employs professional engineers, stormwater management and water quality professionals, planners, landscape architects, land surveyors, construction managers, technicians, and support personnel. The qualified staff at JSD enables the company to provide complete services in planning & development, civil engineering, transportation engineering, municipal engineering, structural engineering, water resources, landscape architecture, construction services, and surveying & mapping for sustainable developments.

#### **Key Personnel: JSD**

##### **Hans Justeson**

Senior Engineer

Mr. Justeson holds a Bachelor of Science in Civil Engineering and is registered as a Professional Engineer and Land Surveyor. He has over 20 years of experience as a professional engineer with expertise in commercial, institutional, industrial, and residential development, utility design, stormwater management, platting, construction administration, site surveying, and hydrographic surveying. His professional experience includes significant work in the area of commercial/retail development, residential development, and a large variety of municipal projects.

#### **Education / Registration:**

University of Wisconsin - Madison, WI

B.S. Civil Engineering, 1993

Professional Land Surveyor, 1997, WI

Professional Engineer, 2001, WI

#### **Affiliations:**

American Congress on Surveying and Mapping (ACSM)

Madison Area Surveyors Council (MASC)

Wisconsin Land Information Association (WLIA)

Wisconsin Society of Land Surveyors (WSLS)

#### **Key Experience:**

- Dane County Public Works – Alliant Energy Center –Livestock & Exhibition Space, Madison, WI
- Novation Campus, Madison, WI
- Hilldale Mall Roadway Improvements, Madison, WI
- Pacific Cycles World Headquarters Site Development, Madison, WI
- UW Ridge Golf Course, Madison, WI
- World Dairy Center, Madison, WI
- Perrier Facility, Big Springs, WI
- UW-Madison Memorial Union Redevelopment, Theater Wing Renovation and Lake Mendota Shoreline Rehabilitation, Madison, WI
- UW-Madison South Campus Union, Madison, WI
- UW-Madison Camp Randall Stadium Renovation, Madison, WI
- UW-Madison Kohl Center, Madison, WI

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

#### EVENT CENTER OPERATOR: VenuWorks

The VenuWorks core management philosophy is demonstrated in its mission:

*It is the mission of VenuWorks and its subsidiaries to maximize the presentation of successful events in client facilities for the cultural, recreational, educational, and economic benefit of the communities we serve.*

It is critical to the success of VenuWorks that it maintains a pipeline to all sorts of events. Therefore, the company works constantly to bring new events and new event providers into that pipeline, by doing such things as creating new theatrical productions, partnering with national and regional promoters, and creating new industrial and lifestyle events. VenuWorks is going to new lengths to deliver the quantity, quality and variety of events necessary to fill the 50 venues it serves across the country.

#### *Co-Promotion and Self Promotion of Events:*

Booking performing artists and attractions is a very competitive business. In order to be successful, a venue manager must be able to demonstrate significant profit potential to the promoter, the booking agency and the artist's management. At the same time, the manager must be able to help mitigate the risk that the promoter will have in presenting the event. In evaluating whether or not to pursue a particular event, VenuWorks performs a full risk assessment.

#### *Maximizing Activity with Local Partners:*

In addition to presenting events and working with promoters, VenuWorks would work to develop local event partners with whom it could create annual events. VenuWorks hosts very successful, locally originated events in each of the communities where it manages a venue. A few examples of these events include:

- The Grape Escape, a fundraising event featuring local restaurants, wine tasting, entertainment and a live and silent auction, with funds going to the performing arts center.
- The fourth largest Holiday Festival of Trees in the United States takes place in the Adler Theatre and RiverCenter in Davenport, IA. It is a fundraising event for the local arts council, which funds grants to local arts organizations, many of whom turn around and rent the Adler for their own activities.
- Indoor/outdoor events such as the Uncle Sam Jam for July 4<sup>th</sup> and Baconpalooza.

#### *Facility and Event Marketing and Media Relations:*

VenuWorks approaches the marketing of a venue as a cooperative effort involving the local facility staff and the corporate staff. Corporate support includes guidance and direction in a broad range of areas, including:

- Establishing an in-house ad agency
- Securing sponsorships
- Media buying
- Promotions
- Publicity and public relations
- Group sales
- Digital analytics and placement
- Website development and maintenance
- Social media support and direction

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

#### EVENT CENTER OPERATOR: VenuWorks

##### *Facility and Event Marketing and Media Relations (cont.):*

VenuWorks purchases combined ads for VenuWorks facilities, thus extending the reach of each facility's ad budget. Also, VenuWorks hosts industry gatherings, such as receptions and dinners at national industry conventions, to promote the interests of VenuWorks facilities. At the local level, the Marketing Department is organized to be able to effectively handle all marketing functions: advertising, public relations, direct mail, promotions, sponsorships, media releases, digital marketing and direct sales.

##### *One Source Management:*

The VenuWorks model offers a single source for comprehensive venue management services, including management, programming, marketing, operations, ticketing, commercial sales, and merchandising. VenuWorks' unified mode of operation allows maximum flexibility in creating rental packages for event planners because VenuWorks controls all aspects of the operation. It also gives patrons one stop planning, rather than their having to do separate contracts for catering, ticketing, marketing, or event set-up. This method of operation also allows us to cross train personnel, thus avoiding operational overlaps.

##### *Maximizing Patron & Artist Satisfaction:*

The success of VenuWorks events rests on the experiences the company has created for its patrons and clients: people who have satisfying, exciting experiences at the facilities VenuWorks manages will return again and again. The convenience, tidiness, setup and navigation of the venue all play a role in this experience, but at the end of the day, it comes down to customer service.

Effective customer service starts with effective training. VenuWorks has developed and maintains its own unique E-Source Library on a secure website, which contains comprehensive materials, procedures and best practices on:

- Administration
- Accounting and Financial Management
- HR
- Event Contracting and Management
- Marketing and Sales
- Operations and Event Production
- Ticketing
- Safety and Security

For the client, every event experience starts with the decision to have the event. Venues managed by VenuWorks work with the clients to meet their needs from that first phone call to the settlement after the event has passed. The client is involved every detail of how the event is setup, marketed, and managed. On the day of the event VenuWorks management works with the client to ensure that everything runs smoothly. From the front of house staff to the team running things from behind the scenes, the client comes first.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

#### EVENT CENTER OPERATOR: VenuWorks

##### *Facility Equipment Maintenance & Repair:*

Just as every decision is a marketing decision, every staff member in a public assembly facility (PAF) should be a representative of the maintenance and housekeeping department, reporting repairs and custodial problems observed throughout the facility. The PAF manager should personify this attention to detail. For good managers, it becomes second nature to pick up trash or straighten out lobby furniture as they walk through their buildings. When other staff members see that, they know that the commitment to cleanliness starts at the top.

The process for achieving effective maintenance and housekeeping programs includes the following:

- A work order procedure that identifies and reports items in need of maintenance, then tracks the order through to completion, and captures the expense for accurate reporting.
- An annual maintenance plan that identifies a schedule of maintenance for every area and piece of equipment in the facility. For example, the maintenance plan might include quarterly changing of filters, semi-annual inspection of roof-top HVAC units, and annual stripping and waxing of floors.
- A housekeeping plan that addresses daily custodial needs in areas such as lobbies, offices, and restrooms. This plan is usually executed by a fairly small crew.
- A post-event housekeeping plan that may involve dozens of crew members working overnight to clean up the venue, inside and out, immediately following the event to clean before spills and stains become set-in and harder to clean up.

VenuWorks employs facility maintenance staff, appropriately licensed, to oversee on-going preventative maintenance. VenuWorks preventative maintenance schedules are developed at the managed facility to ensure that all manufacture recommendations are observed.

VenuWorks also purchases maintenance contracts from reputable vendors to handle major HVAC systems, electrical and mechanical systems, elevators and escalators, and all other systems requiring specialized knowledge to assure proper maintenance. Furthermore, VenuWorks meets all applicable codes, regulations, and standards, including but not limited to the State Building, ASHRAE, OSHA, ADA and Environmental Health and Safety codes, as well as other required codes for ventilation, temperature and safe working conditions. VenuWorks strives to reduce costs by minimizing operating expenses during reduced occupancy, using energy-efficient equipment wherever possible and utilizing maintenance practices geared to the effective operation of systems and equipment.

##### *Capital Expenditure Planning:*

Effective maintenance programs are the result of long range planning, budgeting, and training. Large-scale repairs are often planned for in multi-year capital improvement budgets. Small routine repairs and housekeeping are usually treated as operating expenses within the annual operating budget. The criteria for determining the difference between capital expenses and operating expenses usually involves consideration of the total cost and the life expectancy for the repairs or replacement items.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

EVENT CENTER OPERATOR: VenuWorks

VenuWorks Key Personnel:



**Tim Sullivan** – Chief Financial Officer

Tim has over 12 years of experience in finance and accounting, and has spent the last 6 years in a managerial role. He has a Bachelor's degree in Finance from Iowa State University and an MBA from Drake University. Tim is also a Certified Internal Auditor (CIA) who previously conducted full scope financial, operational, and compliance audits at a large regional medical center in Des Moines, Iowa.

As CFO, Tim is responsible for the budgeting and financial reporting of VenuWorks' managed locations with combined operating revenues of over \$40 million. Tim has overseen the implementation of enhanced policies and procedures designed to improve financial processes, safeguard assets, and provide timely and accurate financial reports. Tim and his staff continuously monitor the financial performance of all VenuWorks locations through on site internal audits and remote access to accounting software. His leadership provides reliable budgeting, standardized reporting, and accurate financial information for VenuWorks locations and the corporate office.



**Tammy Koolbeck** – Chief Marketing Officer

Tammy is responsible for all corporate and venue marketing endeavors as well as all box office operations. She also provides direct oversight of several VenuWorks facilities. Her past work experience includes hotel management, convention and visitor bureau and professional sports.

Prior to joining the VenuWorks corporate staff, Koolbeck served as Assistant Executive Director of Marketing and Programming for the U.S. Cellular Center Arena/Paramount Theatre and General Manager of the Cedar Rapids Ice Arena. Koolbeck started in the public assembly management field in 1995 as the Director of Marketing for the Five Seasons Center and Paramount Theatre. During her tenure in Cedar Rapids, she successfully worked on the naming rights deal with U.S. Cellular to rename the then 20-year old facility to the U.S. Cellular Center. Koolbeck also succeeded in selling the sponsorship rights to the annual BBQ Roundup and the Broadway Series at the Paramount Theatre for a number of years.

Koolbeck is an active member of a number of industry organizations including the International Association of Venue Managers (IAVM) and the Event and Arena Marketing Conference (EAMC) where she served as the association's board president for five years and was honored by this group with its highest award — the GIGI Award of Excellence for significant contributions to professionalize and educate event marketers. In 2010, Koolbeck was honored as a 'Woman of Influence' by Venues Today Magazine, who recognizes prominent women in the live entertainment and convention facility management industry.



## RESPONSE to REQUEST FOR PROPOSALS

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

EVENT CENTER OPERATOR: VenuWorks

VenuWorks Key Personnel:



**John Siehl, CFE – Chief Operating Officer**

John oversees many accounts and is the firm's University facility specialist and assists with new business with new accounts, charged with helping new employees and their facilities learn the VenuWorks culture and become systematized with the firm's proven procedures and management processes.

John is a noted industry veteran who entered the public assembly business in 1965 at Hara Arena in Dayton, Ohio as an usher. He quickly moved into management and was named General Manager in 1982. In 1990 he joined the staff at the Ervin J Nutter Center, Wright State (OH) as General Manager where he served expertly for over 20 years and held the Certified Facility Executive (CFE) designation since 1995.

John joined VenuWorks following a lauded shift as the Board Chairman of the International Association of Venue Managers (IAVM) last year. John first joined IAVM in 1978 and chaired many committees and Councils. Currently, he is on the faculty of the Academy for Venue Safety & Security (AVSS), as well as faculty at the Public Assembly Facility Management School at Oglebay, WV. John has been awarded many civic and community awards, including the prestigious Wright State's President's Award for Excellence in Human Relations in 2001; also in 2001 he received the Dayton Business Journal's Corporate Caring Award, as well as the Fairborn Chamber President's Award and the Beavercreek Civic Award in 2008. He was also inducted into the Dayton Hockey Hall of Fame in 2008.

John lives in Dayton and serves on many local Boards: Campfire, Ronald McDonald House Charities, Aullwood Audobon Center, Greene County Foundation and Special Wish. He was two time President of the Chamber of Commerce of Fairborn and Past President of the local CVB. He is also an active volunteer bereavement counselor for Hospice of Day.



**Russ Ferguson – Vice President, Food and Beverage**

Russ Ferguson brings over 25 years of experience to the VenuWorks management team. Originally trained as a chef, Ferguson most recently served as the Senior Director of Leisure Services for the Philips Arena in Atlanta. While there he also designed and opened the concessions and catering operations at Braves Stadium in Rome, Georgia. Prior to his tenure in Atlanta, he worked for Ogden Entertainment as a Northeastern U.S. District Manager, General Manager at Target Center in Minneapolis, and Operations Manager at the Louisiana Superdome in New Orleans.

Over the years, he has provided food and beverage management for NHL and NBA All Star Games, NFL Super Bowl, several NCAA Championships, and the Republican National Convention. Ferguson works with VenuWorks' expanding portfolio of food and beverage operations to assist them in creating memorable guest experiences while maximizing revenues for our clients.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

EVENT CENTER OPERATOR: VenuWorks

##### VenuWorks Key Personnel:



##### **Thomas Peters** – Communications and Development Manager

Thomas is responsible for all VenuWorks branded collateral including VenuWorks websites and social media, coordinating new business development efforts and the development and distribution of bid proposals. He also assists facility marketing and sales team members with various projects involving the creation of new ideas and opportunities to enhance account revenues and improving client services.

Since 2011 Thomas has worked for the corporate office, holding previous positions as Brand Manager and Marketing Manager before he was appointed to his current role. Before joining the corporate office he worked for VenuWorks at the RiverCenter/Adler Theatre in Davenport, IA an Event Coordinator and Marketing Assistant, working closely with the box office department and front of house staff. While in college he also interned at the Cedar Rapids Ice Arena in Cedar Rapids, IA.

Before joining VenuWorks in 2007, Thomas was the Youth Pastor for Dhaka International Christian Church in Dhaka, Bangladesh. Thomas has a Bachelor's Degree in Theatre from the University of Iowa.



##### **Randy Baumeister** – National Director of Operations

Randy is actively engaged with on-site consulting and management of operational start-ups in new facilities. He is often on-site for many weeks through the commissioning of the venue and its grand opening, working to train staff on building electrical, technical and mechanical systems, procedures and equipment.

Prior to joining VenuWorks, Randy managed the Operations division of Iowa State Center with responsibility of direct oversight of up to thirteen full-time and over two-hundred part-time staff. This included multiple budgets and cost centers of up to \$3.6 million annual budget. He also supervised rigging, electrical and mechanical installations starting at Iowa State in 1982, where Randy quickly proved he had a knack for intricate technical assembly. Throughout his ISU tenure Randy became widely known for devising practices and procedures in this area, which have evolved into the basis for many of the industry's 'best practices' used today. It's no surprise to learn that Randy has 'mentored' many of the entertainment industry's top production managers.

## RESPONSE to REQUEST FOR PROPOSALS

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#### 3. Development Team Information

##### a. Organization Form, Team Members, Personnel

EVENT CENTER OPERATOR: VenuWorks

VenuWorks Key Personnel:



**Steve Peters** – President and CEO of VenuWorks

Steven L. Peters is the founder and president of VenuWorks. A graduate of the MFA program in Arts Administration at the University of Iowa, Mr. Peters began his career in 1976 in Dubuque, Iowa as manager of the Five Flags Center.

In 1982 Mr. Peters moved on to the Iowa State Center in Ames, Iowa, a four building entertainment /sports/conference complex at Iowa State University. While at ISU, he began the successful presentation of concerts in the 55,000 seat Cyclone Stadium and served as Director of the acclaimed Ames International Orchestra Festival.

In 1990 Mr. Peters was named the National Director of Operations for Ogden Entertainment, Inc. serving as opening director of the Target Center in Minneapolis, Minnesota for Ogden before being named an Ogden Vice President in 1995.

In the fall of 1996, Mr. Peters left Ogden to form Compass Facility Management, a company he created to better serve the unique management and operational challenges of mid-market facilities. Steve Peters was an industry forerunner of private management in the 1990's, when the outsourcing of the management of publically owned venues to third-party operators was a new approach for municipalities, and not nearly as proven a model as it is today.

Steve is a Past President of the International Association of Venue Managers (IAVM), an organization of nearly 4000 members involved in the management of arenas, theatres, stadiums and convention centers worldwide. He has been an active member of the IAAM since 1977, having served on the IAVM Board as a director at large and a district vice president. He was a member of the first Board of Regents for IAVM's Public Assembly Facility Management School, where he served as an instructor for six years. He has earned the distinction of Certified Facilities Executive (CFE), the highest professional certification available in the public assembly facility industry. Peters has written articles for several publications, including Performance Magazine and Facility Manager. The father of five and grandfather of three, Steve and his wife Randi are active in community affairs, including United Way of Story County, The Ames Chamber of Commerce, Youth and Shelter Services, Habitat for Humanity, League of Women Voters, Coalition for Disaster Recovery, Rotary International, and Bethesda Lutheran Church.

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **FOOD & BEVERAGE: FOOD FIGHT, INC.**

Food Fight is a locally owned and operated restaurant group with a portfolio of twenty unique properties serving greater Madison, Wisconsin: a city consistently rated one of the best places to live in America. Founded in 1994 by CEO Monty Schiro (an alumnus of Madison's legendary Ovens of Brittany bakery and restaurant), Food Fight's company philosophy is equal parts creative vision, proven business principles, and community involvement. With numerous Best Restaurant awards from both local and national publications, philanthropic recognitions, and a track record of constant growth, it's a business model that's proven profitable and true to Food Fight's broader purpose to be an innovator in the industry and a standard-bearer in the community.

Providing a diverse roster of restaurants to suit the evolving tastes and needs of the community is central to Food Fight's mission. Concepts range from '50s diner (Monty's Blue Plate) to rooftop dining (Fresco, at the Madison Museum of Contemporary Art), nouveau Italian (Cento, adjacent to the Overture Center) to classic steakhouse (Johnny Delmonico's), kid-friendly to client-appropriate. Each property is independently run by a general manager and staff, with Food Fight providing support in marketing, finance, purchasing, and human resources. This centralized, systematic approach to operations, along with a commitment to mentoring and promoting from within, are key to Food Fight's success, enabling the organization to efficiently scale to meet the growing needs of the business while providing career opportunities for home-grown talent.

At Food Fight, we take care of our people because we understand that doing so enables us to provide a consistently excellent experience for our guests while serving Madison in the larger sense as an exceptional employer and force for good in the community.

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **EVENT COORDINATOR: Cherry Blossom Events**

Founded in 2010 Cherry Blossom Events was created by Andrea VandeBerg and Sarah Sarbacker. Both graduates of the University of Wisconsin – Madison - Sarah and Andrea studied design, retail and communication and feel their education has given them a strong foundation for the success of their business.

Cherry Blossom Events is a full service event production firm assisting clients with planning and executing amazing events that reflect their unique stories. Cherry Blossom takes great pride in producing elegant, cohesive and memorable events. It is our goal at Cherry Blossom Events to provide brides and other event hosts with refined, personalized and distinctive events.

Cherry Blossom Events have had the worked with many distinctive couples and businesses including Saris Corporation and The Overture Center for the Arts. It has planned personal events at many of Wisconsin's top venues including The Edgewater Hotel, The Overture Center, The Pfister Hotel, The Grain Exchange, The EAA Museum and many more.

#### *Awards and Key Accomplishments:*

- Wisconsin Bride Magazine "Top of the Tiara" Winner 2013 (Best All-Around Wedding Vendor)
- Wisconsin Bride Magazine "Best Wedding Planner" Winner 2012, 2013 & 2014
- Wedding Wire - Brides Choice Award 2012, 2013 & 2014
- The Knot's Best of Weddings 2014 Award Winner
- In the past 5 years we have planned and executed over 120 amazing weddings and events
- Contributor for BRAVA Magazine (Gather section – Entertainment/Event ideas)
- Featured on many National Wedding Blogs such as Style Me Pretty, Landlocked Bride, Storyboard Wedding, 100 Layer Cake, Engaged and Pretty Brass Tacks



## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **a. Organization Form, Team Members, Personnel**

#### **EVENT COORDINATOR: CELEBRATIONS ENTERTAINMENT**

Celebrations Entertainment is a Wisconsin registered business, operating as an LLC in the Greater Madison area and serving the entire state of Wisconsin. In business for 21 years, Celebrations Entertainment are considered experts in their field; specializing in wedding receptions, corporate summer and holiday events, Bar and Bat Mitzvahs, school events, casino entertainment parties and fundraising events. Every event is different and the company prides itself on being able to tell every client "Yea, we can do that." Based in Madison, Celebrations Entertainment has a full time staff of 5, a core DJ and Emcee crew of 12 and part time staff of over 75 that are used on a rotating basis for larger productions and casino events.

Awards and recognitions include:

Wisconsin Bride Magazine ~ Best DJ Company in Wisconsin – 2006-present

Madison Magazine ~ Best of Madison – 6 years in a row

American Disc Jockey Assn. ~ 2013 Humanitarian company of the year

United Way of Dane County ~ 2013 Small business volunteer of the year award

Within the five principal full time staff, we have over 80 years of combined experience in the industry. Our staff consists of:

##### **Geoffrey Sandler – Owner**

1983 – Present – DJ, Emcee and Event Director for all types of events

2003 – Present – Fundraising emcee and auctioneer

Geoffrey's roles include but are not limited to: CEO, CFO, Human Resources, Sales, Marketing, troubleshooting, client relations, employee morale, emceeing and DJing.

##### **John Sherman – Office Manager**

1996 – Present – DJ, Emcee and Event Director for all types of events

2001 – Present - Full time office manager, sales director, social media coordinator

##### **Tristan Mentz – Office Manager**

2011 – Present - DJ, Emcee and Event Director for all types of events

2013 – Present - Fundraising emcee and auctioneer

2013 – Present – Full time executive assistant and office manager

##### **Adam Jermain – Warehouse Manager**

2004 – 2013 – Intern at Celebrations; learning all aspects of the business

2009 – 2013 – UW Milwaukee – degree in stage lighting and production design

2013 – Present - Production designer, Lighting Technician, all around 'go to "guy"'.

##### **Alex Grzybowski – Warehouse Assistant Manager**

2009 – 2013 – UW Milwaukee – degree in stage lighting and production design

2013 – Present – Production designer, Lighting designer, expert in event design

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **b. Relevant Experience:**

##### **THE ALEXANDER COMPANY:**

The Alexander Company is nationally regarded as an expert on the preservation, rehabilitation and adaptive re-use of historic structures, having completed over 200 projects in 12 states. The Company's ability to execute developments is based not only upon its years of experience, but also its expertise in the financing of large, complex real estate transactions involving multiple public and private stakeholders and investors. The Company is currently involved in over \$250 million in development annually.

The Alexander Company was founded in Madison and has a history of adaptive re-use within the city, including the restoration of the Madison Depot, the Madison City Market, the former Longfellow School, the Mansion Hill Inn and many others. In recognition of its historic preservation achievements in the past, The Alexander Company has been awarded the City-County Preservation Award from The City of Madison and Dane County five times.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### b. Relevant Experience:

#### The Alexander Company Project Profile: Fox River Mills – Appleton, WI



**FOX RIVER MILLS:**           175 Apartments  
                                     \$15.5 Million Project Cost

Built between 1883 and 1915, the Fox River Mills have always played an important role in the vitality of the City of Appleton, Wisconsin. For a century, the Mills were an anchor in the Fox River Valley's paper industry, employing hundreds and fueling the local economy. When the Mills were finally deemed obsolete in the mid 1980's, local officials debated over what to do with the huge complex of "dilapidated old buildings."

The Alexander Company converted the Fox River Mills into 175 distinctive apartments, ranging in size from 1,000 to 3,000 square feet. The project required the rebuilding or refurbishing of dozens of brick facades, and the re-opening and installation of hundreds of windows. State and federal tax credits as well as local funds were used to make the project financially viable. The redeveloped buildings have attracted hundreds of new residents to downtown Appleton and continue to play a major role in the revitalization of Appleton's urban center. Completed over the course of two phases, the Fox River Mills remain a shimmering example of historic preservation and urban revitalization through a public/private venture.



## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### b. Relevant Experience:

The Alexander Company Project Profile: Lawton Foundry Master Development – DePere, WI



Lawton Foundry:

- 69 Apartments
- 13 Condominiums
- 37 Room Hotel
- \$14.4 Million Project Cost

Located on the Fox River in DePere, Wisconsin, the C.A. Lawton Company General Machine and Foundry Shop was originally built in 1880. When The Alexander Company became involved, the building had become dilapidated and the surrounding site was being used as landfill for appliances.

The redevelopment of the area followed ten years of planning and preparation by DePere's Main Street Project. The Alexander Company's master plan included the adaptive re-use of the Lawton Foundry building as well as the construction of the new Arbor Landing residences and the upscale James Street Inn. The Lawton Foundry buildings were renovated into flat style apartments and townhomes. Each residence has its own unique floor plan and many of the outstanding historic elements were retained in order to preserve the integrity of the project.



## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### b. Relevant Experience:

#### The Alexander Company Project Profile: Central Station – Memphis, TN



**CENTRAL STATION:**      63 Apartments  
                                     12,000 SF of Retail Space  
                                     23,000 SF of Office Space  
                                     \$18.7 Million Project Cost

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

The revitalization effort took into consideration the rich history and feeling of pride surrounding Central Station - the Main Hall was painstakingly restored down to the last detail, including the original arrival and departure board. The final product includes 63 apartment residences and 35,000 square feet of commercial space. The facility continues to serve as an Amtrak Passenger Station. Additionally, the Memphis Police Department and Memphis Area Transit Authority now call Central Station home.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### b. Relevant Experience:

#### The Alexander Company Project Profile: National Park Seminary – Silver Spring, MD



**NATIONAL PARK SEMINARY:**

- 50 Condominiums
- 13 Single Family Homes
- 90 Townhomes
- 66 Apartments
- \$110 million project cost

The main structure of what is now the National Park Seminary was built as a resort for Washington residents in 1887. In 1894, the building was converted into a girls' finishing school, and it remained that until the Army took the site over in 1942 for use as a rehabilitative facility for returning amputees. During the years it functioned as a school, the site underwent a building program that brought a wide variety of architectural styles to the campus including a Japanese Pagoda, Dutch Windmill, Greek Temple, English Garden Castle, and an Italian Villa.

The Army left most of site vacant in 1978 in favor of more modern facilities and since then dilapidation and vandalism took a toll on the campus. Rampant water damage led to the near collapse of several buildings. After a nationwide search, The Alexander Company was chosen by Montgomery County, Maryland, to develop the site in 2003.

A comprehensive master plan was conceived, re-energizing the site with a variety of housing types including apartments, condominiums, and townhomes. As part of the development, the glen at National Park Seminary was cleared of invasive species and interpretive walking trails were placed throughout, encouraging activity throughout the site by the surrounding neighborhood as well as the new residents of National Park Seminary.



## RESPONSE to REQUEST FOR PROPOSALS

### *City of Madison - Garver Feed Mill*

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#### 3. Development Team Information

##### b. Relevant Experience:

ICONICA Project Profile: Dental Associates (Iron Block Building) – Milwaukee, WI



The interior renovation yielded a plethora of challenges – as can be expected from a building erected before the inauguration of Abraham Lincoln. Plans for the original 1850s construction indicated triple-wythe Cream City brick bearing walls and big rough sawn timber joists – 3"x12" typically – with 8"x8" or so timber headers and beams. The newer (100 years old) portion had similar brick bearing walls, with a central steel column line. Iconica's in-house structural engineer designed support for the new open floor plans. When construction began and Iconica started opening up walls, floors and ceilings, the design-build process became very fluid. New columns were eliminated when the existing structure turned out to be adequate. Additional support was added when existing walls or columns were not as expected and Iconica's Design-Build team was able to keep both cost and schedule in check.

## RESPONSE to REQUEST FOR PROPOSALS

*City of Madison - Garver Feed Mill*

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### 3. Development Team Information

#### b. Relevant Experience:

ICONICA Project Profile: Kalahari Dells Resort & Convention Center – Wisconsin Dells, WI



For resorts like Kalahari, consistent attention to detail leads to on time and on budget project delivery. Through detailed planning and continuous communication with architects, engineers and subcontractors, Iconica ensured design intent and quality are in the forefront. Project activities were aligned with material availability and coordinated to minimize conflicts. Experience and a proactive outlook helped to avoid unexpected expenses and keep the project on track to meet the Owner's goals.

## RESPONSE to REQUEST FOR PROPOSALS

*City of Madison - Garver Feed Mill*

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### 3. Development Team Information

#### b. Relevant Experience:

ICONICA Project Profile: Kalahari Ohio – Sandusky, OH



Designing and building a resort and waterpark requires teamwork beyond the norm to coordinate the functional requirements of commercial kitchen and laundry facilities, complex pool pumps and chemical controls, building electrical and HVAC systems. Iconica's team of architects, engineers, interior designers, estimators and construction managers are all skilled at integrating systems from initial planning through final construction.



## RESPONSE to REQUEST FOR PROPOSALS

### *City of Madison - Garver Feed Mill*

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#### 3. Development Team Information

##### b. Relevant Experience:

Aro Eberle Project Profile: Sushi Muramoto – Madison, WI



The owner of Sushi Muramoto required a plan that was open, sophisticated, and contemporary. The space must meet an aesthetic that caters to the sophisticated sushi devotee, but one that also invites the first time patron to tempt their palate with exotic tastes.

The storefront for the restaurant expresses a bold simplicity; with glass displays embedded within cedar clad columnar elements. A cor-ten steel plated entry door draws the eye, and provides an element of color as the patina develops over time. The understated exterior presence is a vivid contrast to the market retail concept in the immediate context of the Hilldale lifestyle redevelopment. The contrasting façade is a form of integral advertising.

The plan is simple, consisting of bar, dining and sushi bar, and a private dining room that seats up to ten patrons. The galley kitchen wraps around the dining area on two sides, providing efficient flow of service and back-of-house functions.

## RESPONSE to REQUEST FOR PROPOSALS

### *City of Madison - Garver Feed Mill*

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#### 3. Development Team Information

##### b. Relevant Experience:

Aro Eberle Project Profile: Majestic Theater – Madison, WI



The Majestic Theater, built in 1906 and designed by architects Claude & Starke, is one of the most unique intra-block spaces for performance in the United States. The herringbone plan, formed into a historic triangular block, is responsible for the unique spatial characteristics and also the most challenging aspect of designing a functional space. Originally a Vaudeville-era theater with live performances, the Majestic became a movie house and remained as such for the rest of the 20th century.

In 2002, Matthew Aro designed major interior modifications to make a flexible facility with primary night club use while lead designer for a former employer. In 2007, new ownership wished to convert the primary use to live music performance. The stage was remodeled to accommodate bands, a tier was removed in front of the stage, and several structural repairs were made to the building. The interior was completely refinished, and the former office behind the marquee was converted into a lounge bar. Existing purple walls were painted with red and historic trim and lighting was restored, bringing the Majestic into the 21st century with contemporary highlights complimentary to the historic features. A new mezzanine over the stage contains new dressing rooms and the company office.

The Majestic has not seen such heavy use since its early days as a theater, bringing new life and activity to the historic King Street area of Madison.



## RESPONSE to REQUEST FOR PROPOSALS

### *City of Madison - Garver Feed Mill*

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#### 3. Development Team Information

##### b. Relevant Experience:

Aro Eberle Project Profile: Bethel "Idea" Addition – Madison, WI



Aro Eberle Architects, in partnership with Cuningham Group, won a design competition to complete a Schematic Design project for Bethel Lutheran Church. The project is a high profile addition to the existing facility, which is comprised of two buildings built circa 1940 connected by an addition built in 1962.

The project has aims to expand the capacity of the church's existing ministries, attract new parishioners with new convenient services, and create an open gesture to the community by integrating the building and landscape with the downtown context.

The project features a unique concept called Luther's table. Luther's Table is an inviting cafe with a fireplace, lounge seating, a library and reception functions. The project also features daycare and after school programs, an expanded music program, a gymnasium space and a multi-person banquet or presentation space.



## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### b. Relevant Experience:

SAA Design Group Project Profile: Robinia Courtyard – Madison, WI



SAA transformed an old brownfield parking lot into a flexible 3,600 SF urban courtyard to be shared by the restaurant group Robinia in Madison, Wisconsin. The courtyard will be the signature feature to the renovated building while capitalizing on the new found energy in the East Washington corridor. The three season courtyard draws aesthetic inspiration from vintage industrial styling while maintaining existing elements to imbue instant age. A 12' high graffiti wall, a remnant from the former youth center located at the site, gives a grittiness to the more refined stonework and furnishings. Existing concrete is strategically jack hammered around planting areas and is tinted to warm the courtyard and even out the various irregularities that existed across the surface. The open-end of the courtyard is defined by a 10' tall lighted gabion wall that integrates demolished concrete, local stone, and slag glass. The courtyard is small in footprint, but large in flexibility and programming capabilities.

## RESPONSE to REQUEST FOR PROPOSALS

### *City of Madison - Garver Feed Mill*

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#### 3. Development Team Information

##### b. Relevant Experience:

SAA Design Group Project Profile: Goodman Community Center – Madison, WI



Goodman Community Center has a rich industrial history and SAA in association with Eppstein Uhen Architects assisted in the reuse of this space. SAA implemented sustainable design features such as, native plantings, stormwater infiltration, biofiltration, an extensive rain garden, and solar panels were installed on the existing gantry structure. Challenges posed by the site included drainage and stormwater issues, existing easements, and the retrofitting of existing elements. In addition, SAA focused on making the center accessible to a diverse group of people-ADA accessibility, connections to the City bike path, and the surrounding neighborhood were major design considerations. In addition to focusing on the ecological impact and connectivity, SAA provided a schematic playground design with surfacing and play equipment recommendations.

## RESPONSE to REQUEST FOR PROPOSALS

### City of Madison - Garver Feed Mill

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#### 3. Development Team Information

##### b. Relevant Experience:

SAA Design Group Project Profile: Villager Mall Redevelopment – Madison, WI



SAA, in collaboration with Strang Architects, prepared a detailed Site Master Plan and Phase I and Phase II construction documents for the redevelopment of the City-owned, 9-acre Villager Mall located on South Park Street in Madison, Wisconsin.

The project involved the exploration and evaluation of site plan options that provided for the rehabilitation of portions of the existing mall and the integration of new development sites for health care facilities, social services and supporting retail and service business uses.

The recently completed Phase I construction included facade improvements and building expansion to a portion of the existing Villager Mall in addition to facility improvements for Madison College and other existing tenants, parking and circulation improvements, a new Library/Urban League building and it laid the groundwork for future phases of construction.

The SAA site plan emphasized a pedestrian and bicycle friendly environment and a public open space network including areas capable of supporting a Farmers' Market and sustainable design practices to create an exciting, mixed use community and retail destination for Madison's south side.





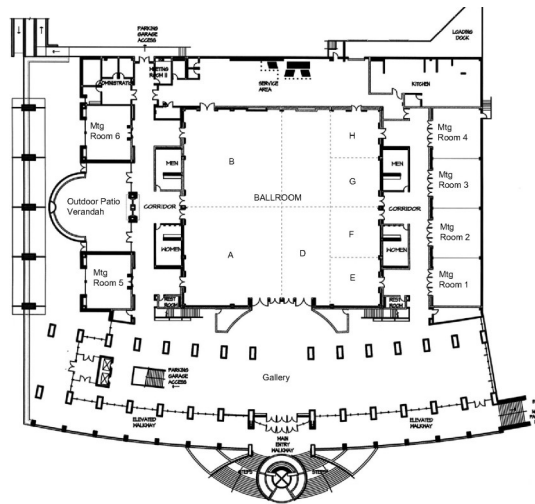
**Hurst Conference Center**  
**1601 Campus Drive • Hurst, TX 76054**  
**817-581-0044**  
**[www.hurstccc.com](http://www.hurstccc.com)**

Conveniently located in the Dallas/Fort Worth Metro is the brand new Hurst Conference Center. Situated steps from hotel accommodations, the facility has over 50,000 square feet of event space, a premier Executive Boardroom and 2,500 square foot outdoor area boasting cozy fireplaces and a relaxing water feature. Together with well-appointed finishes, technologically advanced amenities and exceptional on-site catering, audio-visual, IT and conference services, the Hurst Conference Center is an ideal location for meetings, trade shows and events welcoming up to 900 guests.

The venue features a 14,400 square foot ballroom that can be divided into spaces as small as 900 square feet. There are six meeting rooms that have a total of 5,700 square feet.

VenuWorks was involved with the pre-opening consulting work, and the Grand Opening of the venue. VenuWorks also provided management service for the venue for its first three years of operations to set it on a path for success under the management of the City of Hurst.

The venue is owned by the City of Hurst and tVenuWorks reported to the City Administrator Jeff Jones, 817-788-7028.



**Venue Contact:**  
**Charlton Northington**  
**[cnorthington@hurstccc.com](mailto:cnorthington@hurstccc.com)**  
**817-581-0044**

**"The Hurst Conference Center's Grand Opening was September 1, 2010, and VenuWorks went above and beyond to ensure the opening was a success."**

- Jeff Jones  
 Assistant City Manager  
 City of Hurst Texas





www.venuworks.com  
(515) 232-5151

# VICKSBURG

## CONVENTION CENTER AND AUDITORIUM



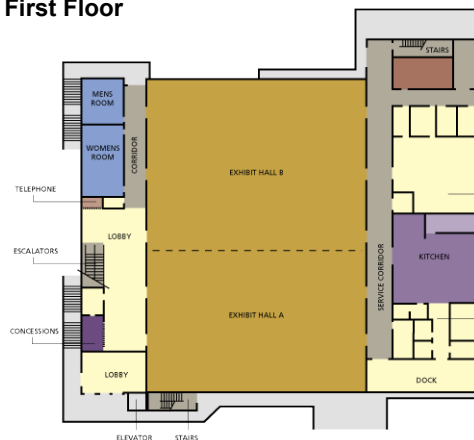
**Vicksburg Convention Center**  
**1600 Mulberry Street • Vicksburg, MS 39180**  
**866-822-6338**  
**www.vicksburgevents.com**

Located halfway between Memphis and New Orleans, in the heart of Mississippi, lies the award winning Vicksburg Convention Center and Auditorium. Winner of the 2010 Readers' Choice Award by *Convention South Magazine*, the Vicksburg Convention Center is comprised of 8 meeting rooms and one large exhibition hall. The meeting rooms can hold anywhere from 15 to 800 patrons and its largest single space is 6,100 square feet.

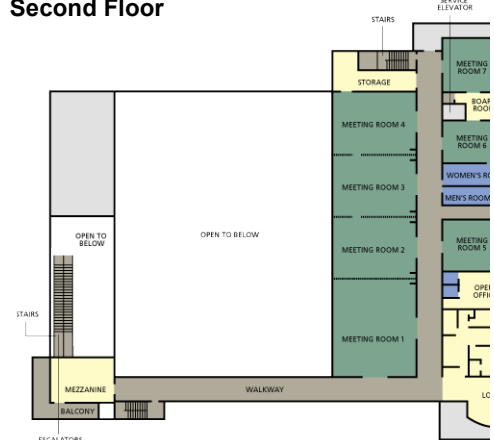
The venue's exhibit hall is 17,000 square feet and can be divided into two spaces. The hall can hold up to 100 10x10 exhibit booths, 1,250 patrons for banquets and 2,400 patrons for performances.

The VenuWorks' client is the Vicksburg Convention Center Advisory Board chaired by Skipper Guizerix, 301-272-2114 .

**First Floor**



**Second Floor**



**Venue Contact:**  
**Annette Kirklin**  
**annette@vicksburg.org**  
**601-636-1664**

***"Together our resources, amenities and creativity in customer response have proven to be a winning combination in securing conference and convention business for our community."***

-Bill Serratt  
Executive Director, Vicksburg CVB



[www.venuworks.com](http://www.venuworks.com)  
(515) 232-5151



**Venue Contact:**  
**Corey Pearson**  
[cpearson@3riverscampus.com](mailto:cpearson@3riverscampus.com)  
509-735-9400



# THREE RIVERS CONVENTION CENTER

**Three Rivers Convention Center**  
**7016 W Grandridge Blvd • Kennewick, WA 99663**  
**509-735-9400**

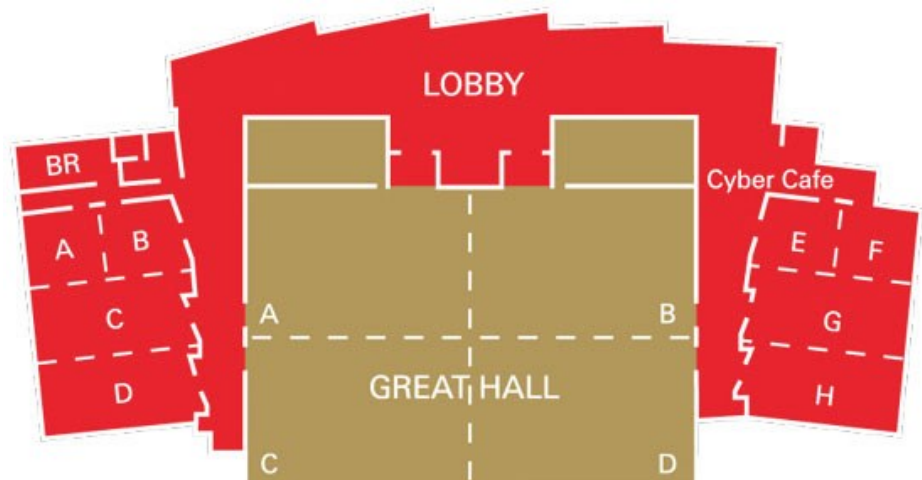
**[www.threeriversconventioncenter.com](http://www.threeriversconventioncenter.com)**

Serving the Pacific Northwest Tri-Cities is the Prime Site Award winning Three Rivers Convention Center complex, comprised of 13,000 square feet of meeting rooms that can be divided into nine separate spaces and a large, 21,000 square foot Great Hall ballroom. The venue also has 14,000 square feet of pre-function space as well as a scenic outdoor patio.

There are 445 guest rooms in the five block radius around the venue. The venue also features a cyber café as well as on-site catering and bar services.

The convention center is located on the same campus as the 7,200 seat Toyota Center as well as a recreational ice facility, the Toyota Arena. All three of these venues are managed by VenuWorks.

The VenuWorks client is the Kennewick Public Facilities District presided over by Barbara Johnson, 509-783-2109.



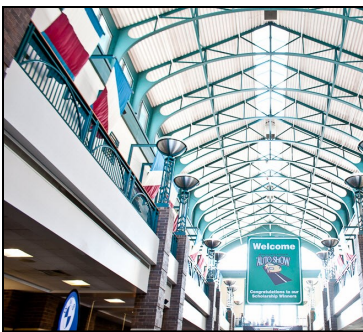
*"The staff of the Tri-Cities Visitor and Convention Bureau has worked closely with VenuWorks and we find their staff and leadership to be both professional and community minded in their approach to doing business."*

-Kris Watkins  
President and CEO of the Tri-Cities CVB



www.venuworks.com  
(515) 232-5151

# RIVER CENTER



**RiverCenter**  
**136 E Third St • Davenport, IA 52801**  
**563-326-8500**  
**www.riverctr.com**

Situated in the heart of downtown Davenport, the Prime Site Award winning RiverCenter. The convention center has two exhibit halls; the 32,200 square foot Great River Hall and the 13,000 square foot Mississippi River Hall. Both of these halls are column free and include floor utility boxes.

The venue also includes 10 meeting rooms, one board room and five collective gathering spaces for events and pre-function activities. Attached to the convention complex is the 2,400 seat Adler Theatre, which hosts a variety of cultural, entertainment, convention, performing arts and community programming.

These venues are part of the Quad Cities Event Center, a destination partnership between the RiverCenter/Adler Theatre complex and the two adjacent full-service hotels, the Radisson Hotel and the Hotel Blackhawk. This partnership enables the venues, working with the CVB, to act as one in attracting large events that utilize all facilities and generate business to downtown Davenport.

The RiverCenter is owned by the City of Davenport. The VenuWorks client is the RiverCenter/Adler Theatre Advisory Board chaired by Steve Jobman, 563-326-1691.



**Venue Contact:**  
**Rick Palmer**  
**rpalmer@riverctr.com**  
**563-326-8525**

***"The personal service from the executive staff to the front-line staff has always been exceptional and is evident from the client's first meeting to the evaluation which follows each and every event."***

- Joe Taylor  
President & CEO, Quad Cities Convention & Visitors Bureau



## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **3. Development Team Information**

##### **b. Relevant Experience:**

#### **CELEBRATIONS ENTERTAINMENT:**

##### **Previous Experience:**

Celebrations Entertainment was part of a small banquet space in Oregon, WI from 2007-2009. While it was under the company's management, it was very successful; gaining praise from clients and vendors alike. Celebrations has produced events for as few as six attendees to over 2000 attendees. From idea to creation to execution Celebrations Entertainment knows every aspect of an event to guarantee its success. Events that Celebrations Entertainment has provided services for include:

- Merrill Lynch Grand Gala
- Andy North and friends
- Coach Mike McCarthy Auction and outing
- Madison Children's Museum – Wonderball
- Gilda's Club – Grand opening, Noogie Night, Backyard BBQ
- Kalahari Resorts – All [owners] family events and New Years Eve parties
- Henry Vilas Zoo events – Including 'An evening with Jack Hannah'
- UW Emergency Department – Anniversary and Department Celebration



## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **REFERENCES:**

#### **The Alexander Company:**

Barry Seifert  
US Bank  
1 S. Pinckney St.  
Madison, WI 53703  
608.525.4146

James H. Hegenbarth  
President, Park Bank  
P.O. Box 8969  
Madison, WI 53708  
608.278.2870  
jhegenbarth@parkbank.com

Lynn Craghead  
Sr. Vice President / Relationship Manager  
U.S. Bancorp Community Development Corporation  
120 W. 12<sup>th</sup> St. Ste 510  
Kansas City, MO 64105  
816.871.2120  
lynn.craghead@usbank.com

#### **ICONICA:**

Dr. Thomas Manos  
President & Owner  
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(414) 771-2345  
tmanos@dentalassociates.com

Ms. Cheryl Weisensel  
Facilities Manager  
UW Credit Union  
(608) 232-9000 x2264  
cweisensel@uwcu.org

Mr. Gary Steinhafel  
President  
Steinhafels Furniture  
(262) 436-4600  
garys@steinhafels.com

## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **REFERENCES:**

#### **Aro Eberle Architects:**

Anya Firszt  
Willy Street Co-op  
1221 Williamson  
Madison WI  
608-251-6776

Shinji Muramoto  
N43 Venture/Sushi & Restaurant Muramoto  
546 N Midvale  
Madison, WI  
608-442-1090

Matt Gerding  
Scott Leslie  
Majestic Theater  
115 King Street  
Madison, WI  
608-255-0901

#### **SAA Design Group:**

NATURE at the Confluence (Industrial Site Park Project)  
Beloit 2020  
Jeff Adams  
608-363-2327  
[adamsj@beloit.edu](mailto:adamsj@beloit.edu)

City of Madison  
Natalie Erdman, CDA Director  
608-267-1992  
[nerdman@cityofmadison.com](mailto:nerdman@cityofmadison.com)

ARISE: EPA Brownfield-Area Wide Plan  
City of Janesville  
Paul Woodard, Public Works Director  
608-755-3182  
[woodardp@ci.janesville.wi.us](mailto:woodardp@ci.janesville.wi.us)

## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **REFERENCES:**

#### **VenuWorks:**

Vicksburg Convention Center  
City of Vicksburg, MS  
Skipper Guizerix – VCCA Advisory Board Chair – 301-272-2114

RiverCenter  
City of Davenport, IA  
Steve Jobman – RiverCenter/Adler Theatre Advisory Board Chair – (563) 326-1691

Kennewick  
City of Kennewick, WA  
Barbara Johnson –Kennewick Public Facilities District President – (509) 783-2109

#### **Cherry Blossom Events:**

Taralinda Willis  
Overture Center for the Arts  
201 State Street  
Madison, WI 53703  
[TWillis@overturecenter.org](mailto:TWillis@overturecenter.org)  
608-258-4177

Erin Daffodil  
Daffodil Parker Floral  
544 West Washington Avenue  
Madison, WI 53703  
[daffodilparker@gmail.com](mailto:daffodilparker@gmail.com)  
608-663-2100

Farrah Slinger  
Event Essentials  
6485 Blanchard's Crossing  
Windsor, WI 53598  
[farrah@eventessentials.com](mailto:farrah@eventessentials.com)  
608-846-5004

#### **Celebrations Entertainment:**

Ryan Behling – 608-283-2371 | [ryan\\_behling@ml.com](mailto:ryan_behling@ml.com)  
Beth Pinkerton – 608-261-1707 | [epinkerton@uwhealth.org](mailto:epinkerton@uwhealth.org)  
Wayne Harris – 608-698-6652 | [wayneh@glowacharris.com](mailto:wayneh@glowacharris.com)  
Steve Golberg - [steven.goldberg@cunamutual.com](mailto:steven.goldberg@cunamutual.com)  
Sandy Henshue – 608-828-8870 | [shenshue@gildasclubmadison.org](mailto:shenshue@gildasclubmadison.org)  
Cary Brandt – 608-254-5209 | [cbrandt@kalahariresorts.com](mailto:cbrandt@kalahariresorts.com)



December 16, 2014

To Whom It May Concern:

This letter is written in support of the Food Fight, Inc. restaurant group et al. Settlers bank has done business with this group for the past two years and all accounts have been handled as agreed. Additionally, I have personally known many of the owners for the past 20 years. The Food Fight restaurant group is a very well managed set of businesses. I highly recommend them and their owners!

If you should have any questions or would like to discuss this further, please do not hesitate to contact me directly at 608-842-5012.

Sincerely,

**SETTLERS BANK**

A handwritten signature in black ink, appearing to read 'D. Fink', with a stylized flourish at the end.

David M. Fink  
Founder and President





1500 St James Street  
La Crosse, Wisconsin 54603

December 16, 2014

To Whom It May Concern:

This letter of reference is provided for Food Fight. I became familiar with the Food Fight restaurant group in 1999 when our company became their primary food supplier. I have known and worked with this group in my capacity as Division President of Reinhart Food Service in La Crosse, Wisconsin. I am pleased to recommend Food Fight as a contractor to service your organization.

Our experience with Food Fight has been one of true partnership. This is a great group of people to work with. They follow through on their commitments. They always do what they say they will do. They pay their bills on time or earlier. I have had the good fortune to dine at many of their locations; this has always been a great experience.

Please give Food Fight serious consideration as your food service provider. I am sure you will be very happy with the goods and services they provide.

Please feel free to contact me with any questions you may have. Direct line (608) 793-9247, Cell (608) 792-5948.

Best Regards,

A handwritten signature in black ink that reads "Mike Dvorak". The signature is fluid and cursive, with the first name "Mike" and last name "Dvorak" clearly distinguishable.

Mike Dvorak

Division President - La Crosse

## RESPONSE to REQUEST FOR PROPOSALS

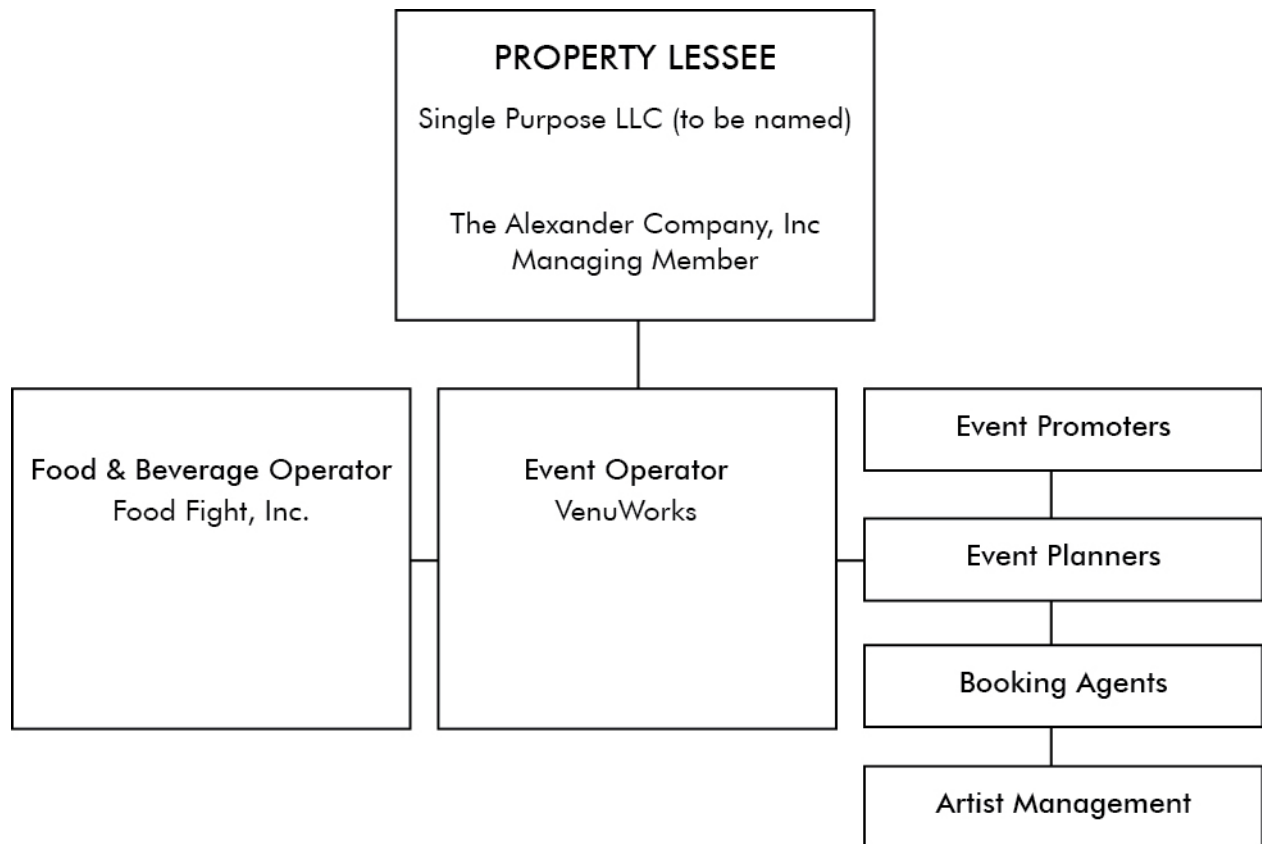
### City of Madison - Garver Feed Mill

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#### 4. Management Team

The property will be led by a single purpose LLC (see management team flow chart below) controlled by The Alexander Company, the developer. The LLC will contract with the center operator for all event activities. The center operator will contract with the food and beverage provider and outside event planners.

Management Team Flow Chart:



The Management team will consult and coordinate event activities with the Greater Madison Convention and Visitors Bureau and Olbrich Gardens.

Resumes, experience, and comparable projects that have been undertaken by the developer, event operator, food and beverage operator and various event planners, promoters and booking agents can be found in section 3 of this document.

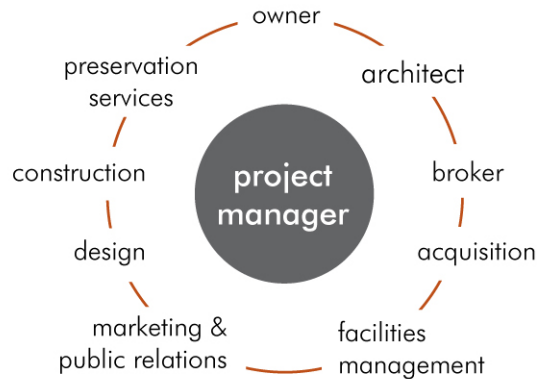
# RESPONSE to REQUEST FOR PROPOSALS

## City of Madison - Garver Feed Mill

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### 5. Project Management Plan

The Alexander Team is separated from other firms by our determination to take on challenges few other real estate professionals are willing to accept and by our ability to apply creative solutions throughout the development process. We have fostered this philosophy by developing a project delivery system called Integrated Program Management (IPM).



IPM is a team approach with a single point of responsibility. The Project Manager leads the team through the development process. Because all of the above practices are performed in-house, IPM increases accountability, responsibility, and communication. The outcome is optimized in terms of time and quality.

The collective talents of many disciplines are necessary to successfully complete a project. The Project Manager assembles a multi-disciplined team with the right set of skills and qualifications for each specific project. We coordinate the team so that the members are encouraged to create the best possible development, design, construction, and marketing solutions. The extraction of the best solutions is made possible by having a Project Manager that:

- Understands the needs of the owner
- Understands the strengths of the team members
- Is at the center of the design and construction process
- Possesses the necessary skills and expertise
- Has time proven design, construction and management abilities

In every stage of the development process, the Project Manager is committed to leading the team to the best possible decisions and actions. Our approach to a development remains the same whether we are developing for ourselves or others. Complete satisfaction is the goal.

Integrated Program Management takes the complex process of financing, designing, building, and managing a real estate asset and makes it simple. By placing The Alexander Team at the center of the development process, you will have the benefit of its experience as an owner, designer, contractor, and manager. Our team represents a single source of responsibility and accountability, efficiently balancing the time, cost, and quality demands of the project.

Please refer to the Development and Project Management Team sections of this proposal for information regarding the organization and roles of participating firms.

## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **6. Development Costs**

All requirements as stated in the RFP are included in the following Sources & Uses analysis and Operating Proforma.



## Statement of Forecasted Sources & Uses

Sources of Funds		Permanent
Construction Loan		-
First Mortgage		10,275,000
Federal Historic Tax Credit Equity		3,335,186
State Historic Tax Credit Equity		3,231,285
Investor Equity		1,876,944
City Loan		1,825,000
<b>Total Sources Of Funds</b>		<b>20,543,415</b>
Uses of Funds		Permanent Project Cost
<b>Acquisition</b>		
Acquisition		-
<b>Subtotal Acquisition Costs</b>	<b>0.00%</b>	-
<b>Rehabilitation Costs</b>		
Constuction		13,100,000
Contingency	<b>10.00%</b>	1,310,000
<b>Personal Property</b>		
Tenant Improvements		1,100,000
<b>Subtotal Hard Costs</b>	<b>74.77%</b>	15,510,000
<b>Soft Costs</b>		
Design	5.80%	900,000
Construction Management	4.51%	700,000
Environmental Reports		15,000
Construction Loan Origination Fee	1.00%	102,750
Construction Loan Interest in Basis		822,000
Real Estate Taxes		-
Construction Insurance		103,000
Appraisal		7,500
Market Study		8,500
Surveys		10,000
Title Policy & Recording		25,000
Legal - Syndication/Organization		50,000
Legal - Developer		46,000
Legal - Construction Loan		75,000
Acct. - Building / Cost. Cert.		50,000
National Park Serv / Tax Cert.		25,000
Soft Costs Contingency		50,000
Construction Inspections		10,000
Syndication	1.00%	65,665
Lender Legal Fees		50,000
Construction Loan Third Party Reports		18,000
<b>Development Fee</b>		
Developer Costs / Fees		1,400,000
<b>Reserves</b>		
Operating Reserve		500,000
<b>Subtotal Soft Costs</b>	<b>24.50%</b>	<b>5,033,415</b>
<b>Total Uses Of Funds</b>		<b>20,543,415</b>

## Operating Proforma

### Event Income

Room Rental Income	\$	1,206,645
Food & Beverage Income (Gross)	\$	3,739,852
Alcohol Income (Gross)	\$	565,787
Other Miscellaneous	\$	2,420

<b>Total Gross Operating Income</b>	<b>\$</b>	<b>5,514,704</b>
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### Operating Expenses

Food & Beverage to 3rd Party (75%)	\$	3,229,229
Labor Costs (Non Food & Beverage)	\$	438,109
General & Administrative	\$	66,102
Operations/Occupancy	\$	36,951
Utilities	\$	126,690
Insurance (General Liability)	\$	52,351
Professional Management Fees	\$	101,846

<b>Total Indirect Expenses</b>	<b>\$</b>	<b>4,051,278</b>
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<b>Net Operating Income</b>	<b>\$</b>	<b>1,463,424</b>
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### **Buidling Owner Costs**

Property Taxes		\$	200,000
Property Insurance		\$	65,000
Asset Management	2.00%	\$	29,268
Replacement Reserves	\$ 0.70	\$	35,000
Legal & Accounting		\$	20,000

<b>Adjusted Net Operating Income</b>	<b>\$</b>	<b>1,114,156</b>
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### **Debt Service**

First Mortgage	848,165
City Mortgage	29,000

DCR	<b>1.27</b>
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AvailableCash Flow	\$	236,990
Federal Tax Credit Investor Priority Distribution	1.50%	\$ (50,028)
Private Equity Cash Flow	\$	186,963

Justified Equity Investment (net of tax credits)	10%	\$ 1,876,944
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December 18, 2014

City of Madison

Re: Qualifications and Commitment

Dear Review Committee:

Iconica (formerly PLANNING Design Build) has been in business since 1973 providing architectural, engineering and construction services for both private and public projects, primarily in Dane County. In the past twenty years, we have built over 500 projects amounting to more than 9 million square feet. This fall we completed construction on both the new and historic portions of the Longfellow Apartments project near Meriter Hospital and also a full office and clinic renovation in the historic Iron Block Building in Milwaukee.

Should the Alexander Company be awarded this project, Iconica is able to provide a bond and stands ready and committed to complete the construction.

Sincerely,

James Pientka  
President

cc: Randall Alexander

The Alexander Company

## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **7. Financial Plan**

The Developer:

- Proposes to lease the building and premises as is for \$1.00 per year under a 99 year land lease.
- Will agree to provide all capital improvements, pay all operating expenses and maintain the property to high standards.
- Will pay the City real estate taxes estimated to be \$200,000 annually (per proforma – see section 6)
- In consider of a \$1,825,000 City loan:
  - Agree to build a 14,000 square foot storage building for use by the City and Olbrich Gardens.
  - Repay the entire loan with annual payments of \$29,000 amortized over 99 years at 1% per annum.

#### **Financial Capacity to Complete the Project:**

The Alexander Company is in good standing with all lenders and equity provides previous and current, and has a proven record of developing large, complex adaptive re-use and historic preservation projects, several in excess of \$50 million in development cost.

The Alexander Company has listed several bank references in section 3.b.

The Alexander Company, Inc. is not in litigation and has not been involved in a bankruptcy. The Alexander Company is not involved in any project that it would consider to be in competition with the proposed event center.



## **RESPONSE to REQUEST FOR PROPOSALS**

### *City of Madison - Garver Feed Mill*

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#### **8. Schedule**

Redevelopment Proposal Submitted:	December 2014
Pre-Design:	December 2014
Proposal Review:	January 2015
Facilitation / Stakeholder Meetings:	February and March 2015
Facilitation / City Agency Meetings:	March and April 2015
City Council Approval:	April 2015
City Lease Signed:	April 2015
National Registry Nomination (Part I and II):	May 2015
Design Development Complete:	June 2015
Final City Approvals:	August 2015
Construction Drawings Complete:	August 2015
Construction Start / Building Permit:	September 2015
Construction Complete:	November 2016
Soft Opening:	December 2016
Full Operations:	February 2017

## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **9. Special Conditions**

All special conditions are addressed within this RFP response.

## **RESPONSE to REQUEST FOR PROPOSALS**

*City of Madison - Garver Feed Mill*

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### **10. Checklist**

1. Transmittal / Acknowledgement Letter: Yes
2. Garver Feed Mill Re-Use Concept Plan / Design: Yes
3. Development Team Information: Yes
4. Management Team: Yes
5. Project Management Plan: Yes
6. Development Costs: Yes
7. Financial Plan: Yes
8. Schedule: Yes
9. Special Conditions: Yes
10. Checklist: Yes
11. Twenty (20) Sealed copies of submission: Yes
12. CD containing submission in PDF format: Yes

**CONTACT:**

Randy Alexander

CEO

The Alexander Company, Inc.

tel: 608.268.8107

e-mail: [rpa@alexandercompany.com](mailto:rpa@alexandercompany.com)

**Alexander**  
*Company*