

# Town of Caroga

## Sherman's Advisory Committee

April 12, 2017

### Process Summary

#### 2016

<b>March</b>	Proposal selection criteria, scoring system and score weightings finalized
<b>April</b>	Proposal template and a property summary for Sherman's completed
<b>May</b>	Sherman's website live - property summary, proposal template & compressive plan Sherman's local press release from the Committee was sent out by the Town Board
<b>June</b>	Tours of Sherman's for 6 top national commercial real estate brokers completed Informational meeting for town residents held by the Committee
<b>August</b>	Cushman Wakefield listing proposal recommended to the Board by the Committee
<b>September</b>	Proposal deadline extended by Town Board to Dec 31 <sup>st</sup> per committee input
<b>December</b>	1 <sup>st</sup> proposal review meeting of the Committee held & feedback provided to applicants

#### 2017

<b>January</b>	2 <sup>nd</sup> proposal review meeting of the Committee held & feedback provided to applicants
<b>February</b>	3 <sup>rd</sup> proposal review meeting of the Committee held & feedback provided to applicants
<b>March</b>	Proposal applicants made further adjustments to proposals using Committee feedback
<b>April</b>	Final proposals submitted to the Committee for submission to the Town Board Proposals submitted to the Town Board for review and scheduling of public sessions

#### To Be Completed

<b>May 2017</b>	Public presentations by applicants to the Town Board, the Committee & Residents Committee makes their recommendation to the Town Board after the public sessions
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**Overall: Approximately 20 hours in 10 meetings over one year, plus advance preparation/review, etc.**

#### **Committee Members:**

1. **Caroga Town Board Representative** – Beth Morris
2. **Caroga Town Board Representative** - Jeremy Manning
3. **Caroga Town Planning Board Representative** - Lynne Delesky
4. **Caroga Resident** - Kent Kirch, Committee Chair
5. **Caroga Business Owner** - Jim Blaise, Royal Mountain
6. **Caroga Education Leader** - Richard Ruberti, Wheelerville School Superintendent
7. **Caroga Financial Professional** – John Saunders, Edgewater Advisors, LLC
8. **Caroga Environmental Leader** – James Long, Protect the Adirondacks
9. **Fulton County Center for Regional Growth** – Ron Peters, CEO
10. **Fulton County Department of Tourism** – Gina Dabiere-Gibbs, Director
11. **Mohawk Valley Regional Economic Council** – Wally Hart, Council Member

# Town of Caroga

## Sherman's Advisory Committee

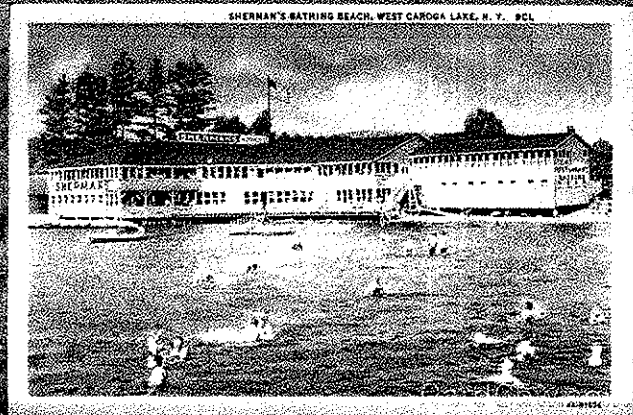
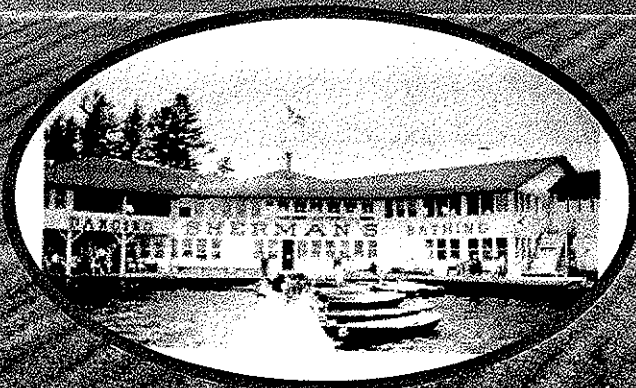
April 12, 2017

### Highlights of the Sherman's Proposals

**NOTE: Below are just highlights from each 20+ page proposal. These are not final offers. Both applicants indicated they are open to discussing modifications to their proposal. The proposals are subject to negotiation with the town board and feedback from town residents at public hearings.**

Description	Caroga Arts Collective	LLP Management
<b>Organization Type</b>	Non-Profit Organization	Private Developer
<b>Purpose</b>	Performance venue, collaborative education park, concerts, festivals, farmer's market, conferences, classes, event rentals, offices and classrooms	10-15 Apartments, Office space, 10-15 room four story hotel, retail shops, restaurant, entertainment venue and parking
<b>Benefits</b>	Thousands of annual visitors to Caroga Economic growth to Caroga businesses Growth in town residents High visibility, international events that promote the town of Caroga Aligned with the town comprehensive plan and open to the public	New local businesses to attract visitors Economic growth to Caroga businesses New residential units & town residents Potential entertainment events to draw visitors to Caroga Projected: 10 full time jobs, 20 part-time jobs with hotel, restaurant, etc.
<b>Historical Preservation</b>	Work with town groups to preserve, restore and operate the Carousel House Preserve the Ferris Wheel as urban art	Restore carousel house Relocate Ferris wheel Renovate pavilion & banquet hall
<b>Local Connections</b>	CAC Board and organization consists primarily of town residents Own and will develop MyHil property Leasing Nick Stoner Inn in 2017 Will work with FMCC, Nigra Center, Lexington Center, etc. to deliver programs	Proposal owner grew up in Johnstown and is a property owner and tax payer in the Town of Caroga
<b>Town Costs</b>	Continue current property maintenance	Estimate: \$5k-\$10,000 in fees/inspections
<b>Proposed Investment</b>	\$698,200 in revenue over 10 years \$226,000 in expenses over 10 years Additional investments using grants	\$3-5 million in direct development costs 20-30% of that from grants
<b>Acquisition</b>	Lease - then town donation of property	Purchase after "site control" work
<b>Funds to the Town</b>	\$400,000 (over 10 years)	\$150,000 - \$300,000 (in 2-3 years)

# SHERMAN'S REDEVELOPMENT



## SHERMAN'S REDEVELOPMENT

### TOWN OF CAROGA

This proposal will outline redevelopment and reuse of the now defunct Sherman's Amusement Park. Our development team will leverage private investors, public money and available resources to re-invigorate the property and areas surrounding the site with a "soft touch". The key is to incorporate **non-seasonal** business while utilizing the existing facilities for growth in tourism and entertainment sectors.

# SHERMAN'S REDEVELOPMENT TOWN OF CAROGA

## Section 1 – Purpose

The purpose of this redevelopment is single minded: Bring the commercial area of Caroga Lake back to life in a way that is business centric, sensitive to local residence and takes advantage of local natural and technological resources. The project will be executed with a "light touch" meaning the business will be success by bringing the right people into the area verses counting on many people in a short burst. This property must have a year round core business in addition to seasonal upswings throughout the summer.

### **Mission**

Sherman's Redevelopment's mission is to revitalize this important historic landmark in such a way as to preserve the basic aesthetic character of the grounds while creating a non-seasonal baseline of businesses.

### **Vision**

Our vision is to redevelop the property and surrounding area in a coordinated effort to create a destination for business, arts and tourism.

- Create a mixed use property including:
  - Permanent housing
  - Seasonal attractions
  - Core business
  - Shopping
  - Artistic events

If we attain a foundation of year round business it will attract people to newly available housing while addressing un-met needs of the region.

In addition, Sherman's Redevelopment project will be a ready home for other viable business ventures deemed important to the region; such as others being presented to the Town of Caroga.

## SHERMAN'S

The re-development of this site requires a complex series of management decisions and program dollars to create an entity whose investment value will greatly exceed what can be typically supported by the economics of the community. By definition, this is why re-development investment programs have been created.

## **Goals**

- I. Be selected as the primary organization to create, own and manage a new and vibrant Sherman's property.
- II. Develop and maintain a facility that will attract business, arts/entertainment, and tourism to the area while managing a coordinated symbiotic relationship with all key stakeholders including residents, the Town Board and existing businesses.

## **Objectives**

- I. Create a Master Plan of the site and surrounding area to ensure we have the best use for the property and the community.
  - II. Develop a new office and technical center strategically located to address new business developments such as the new semi-conductor businesses in Malta and the Quad C project in Utica.
  - III. Develop new year-round housing and hotel rooms for individuals who are interested in work and play in the same region.
  - IV. Redevelop the main building as a center of commerce while maintaining the look and feel of the original building and the Mid-Way. Apply for inclusion of the main building, Mid-Way and carousel to the National Historical Register.
  - V. Maintain the look and feel of the Mid-Way area including the carousel, Ferris wheel and out buildings.
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## **Section 2 – Business Plan/Financing**

### **Why Start This Business?**

Caroga Lake has been a part of my life since I can remember. I was raised in Johnstown and my father Richard Lorence purchased the Lake View on the North Shore of the West Lake before I was born. Dick moved to Caroga Lake during the 80s and was a member of the Town Board for many years. During my youth I spent every summer night at Sherman's while my sisters worked at Ray Allen's ice cream stand and Dad had a cup of coffee. I now own the Lake View and over the years I have been thinking about the best way to turn Sherman's around given the tastes and influences of the public today.

I feel that Caroga Lake deserves to have a vibrant core that will complement the natural beauty of lake, the Adirondacks and the enduring community that has made Caroga Lake its home for the past generation.

Business at Sherman's is needed for many reasons but with the simple fact that interest rates are low, the economy is picking up and I have a cadre of individuals that are interested in having their money work harder for them than the stock market, has created a right time for LPP Management and this project.

## **Industry Analysis**

A hands-on analysis will be completed for each business segment to be developed. These segments eg. office space will be developed with a customer(s) in mind. Continuing with office space example, if we are successful in fulfilling a market's needs, then we are successful signing a tenant and will develop the space accordingly. After an extensive search if we find there is no customer for office space we can convert this space to apartments.

Given, the Town's own analysis, housing diversity is desired and needed. This process will be replicated for entertainment, housing, hospitality, shopping, etc. Research shows the Adirondack Park receives over 7 – 10 million visits each year and this influx needs to be tapped. Caroga needs to be listed on the web sites and data bases as a place to stay and a place to shop or listen to a concert. Although Caroga is in the Park, it is with-in a short drive of multiple population centers.

DataUSA website that has compiled US Census data, shows the average commute for residence of Fulton County to be 24 minutes with 25% of the workforce having a super commute of over 90 minutes. The vast majority of these commuters (82.7%) are driving alone. The conclusion that can be drawn is with proper housing and amenities, attracting full time residents is a reasonable goal as we are well with-in typical commuting times and with a little stretch we are able to tap into housing demands from the Capital Region (60-minute commute). Again, marketing and analysis will be completed for each segment over the coming months.

## **Management Plan**

The financial structure of the overall development will be a Limited Liability Company (LLC) where investors will be members in the organization. The basic concept is similar to a corporation however there is a higher level of flexibility to write variations into the investment package. The investors are not managers, they will be involved to the extent of any typical investor.

The design, renovations and construction will be managed by LPP and my team of seasoned professionals. Once complete the site will be managed by John Lorence and staff that is required for daily operations. As a landlord, each tenant will have specific needs however my experience includes the breadth of skills to handle a variety of needs. As a part of the development effort it is incumbent on our development organization to find the right business entities to ensure we select competent companies to manage their specialty industries such as entertainment and hotel business respectively. Our role is to manage the overall integrity of the site to maintain the vision and ensure a business success.

## **Marketing Plan**

Marketing will be directed through all resources at our disposal. Over the many years of working in the industry developing new sites and business we have a large matrix of contacts that range from owners of convenience stores to contact in the entertainment industry. Engagement of a professional commercial real estate agency will help to get the word out throughout the northeast of the United States. The message is simple, an ideal place to work and live with convenience of shops, entertainment and outdoor sports package is a superior package. We will market the site to bring in business, residents, entertainment and shops. I have a long-standing relationship with Jack Kelley of

Coldwell Banker in Albany, NY. Jack was one of the architects of the Luther Forest economic development area that is home to Global Foundries, I will use him as an additional resource for marketing.

### Operational Plan

This proposal is an approach to re-vitalize Sherman's property verses describing an endpoint. Although there is not a great deal of detail, the important take-away is the process to get to a viable end result. LPP has a strong team and a vested interest in creating a viable, sustainable location that will be a great home for business, shops, entertainment and tourism. This is a balanced approach to bring together many elements and to not rely on just one income stream.

This project will be a multi-use real estate development that will include residential housing, hotel space and commercial space to be used for offices, shops and entertainment. If done correctly, this site has a space for all activities. Private investors will make up approximately 20% of the total cost where 30 to 40% will be a commercial loan and the remainder will be structured dollars from the above-mentioned programs.

Elements to the plan include:

<u>Market Segment</u>	<u>Percent of Project Income</u>	<u>Comment</u>
Housing	45%	10 to 15 Apartments – New Building
Office Space	15%	1,000 to 2,000 sf – New Building
Boutique Hotel	25%	10 to 15 Rooms – New Building
Shopping	10%	Shops in the Main Building – such as furniture, gift shop, etc.
Entertainment	5%	Main Building and Mid-Way Concert Venue for both large and small scale events

Overall employment numbers to run the operation will be approximately ten full time employees working in year-round positions. In addition, there will be seasonal opportunities that could move as high as 20 additional people depending on the event. Not included in these numbers are the positions that will be created by a small office operation and staffing the shops. These numbers can range from 5 to 20 additional positions not including the multiplier effect.

Overall investment is in the range of \$3 to 5 million with an overall 10% cap rate for the finished property and to create an 8 to 10% return for investors. Real estate acquisition costs are budgeted to be \$150,000 to \$300,000 of the total cost of the project.

There are no appreciable fees that will impact the Town. Some program initiation fees may cost a few thousand dollars, however without knowledge of the exact program, the Town could see fees in the range of \$5,000 to \$10,000. My intent is to own and manage the property over a multi-year period ensuring that my vision will come to fruition while benefiting the entire community.

## How do we pull this together?

To re-invigorate Sherman's, a complex series of investment by individuals, help through state programs and implementation of Historic Tax Credits, IDA and Chamber of Commerce programs must be deployed.

Historic Tax Credits will achieve 20% of the cost to renovate and preserve the historic pieces of the project. These credits cannot be applied to any new construction. If \$1,500,000 is budgeted for historical renovations, then \$300,000 less legal fees will come to the project. Other monies will be applied for via New York State's Consolidated Funding Application (CFA). As a general rule, there are other programs available that will generate approximately \$15,000 per job created. If 20 jobs are created this could generate an additional \$300,000. Other program monies will also be investigated as a part of the development process.

It will be key to have the full support of the Regional Economic Development Council to gain access to additional funds. The Mohawk Valley economic region has a population of nearly 500,000 people and the drive of the council is to develop businesses for the residence in three main areas:

1. STEM
2. Agribusiness
3. Tourism

Our planning can and must include a targeted component of each sector. Tourism is a given, through the lake's natural beauty. The STEM focus is why I envision technical office space as one possibility as a target audience. There are others that we will discover together. Agribusiness has a very wide definition that ranges from breweries to farmer's markets. As we work together to create the right atmosphere for all three to co-exist, the combination in itself will attract people to the area. Caroga is and should be considered a part of the Adirondack lifestyle with one major advantage, it is located on the edge of the Park where full a full complement of technology, shopping and resources exist. If we include a 40-minute commute into our thinking (two times the average commute), we have now reached a large percentage of the residents of the Mohawk Valley Economic Region. The vision of "Beer and Chips" should not apply to only the larger metropolitan areas, Caroga can and should have its own brand of this development focus.

The Town has laid out a very complete Request for Proposal and request for financial modeling. The challenge lies in that the numbers cannot be reasonably developed without first having site control and a few months of ground work in order to lay out the financial model. This proposal will morph into a specific design sequence depending on possible satellite real estate deals, property findings and feedback from the DEC and APA, involvement from the community as well as Fulton County IDA. There is a lot of ground to cover and this process starts with conversations with the Town Board and a site control agreement.

I have been a project manager, engineer and business development resource since 1980. My work includes, among many varying experiences, writing and receiving a \$750,000 business development grant through the first round of the Consolidated Funding Application process to expand a brewery. I purchased with a partner and redeveloped a 44,000 surplus school building where I wrote and received a \$35,000 Wired Building Grant. Other work included fit out of class room space into a modern



pharmaceutical laboratory and replacement of an 850,000 BTU/hour low pressure steam boiler. Additionally, after graduating from Clarkson University, I worked as an equipment designer and automation engineer for five plus years for Corning Glass and then a capital project manager for Procter & Gamble for the next 18 years. In 2002 I started my own company (LPP Management, LLC) and offer design services, construction management services and program management services to a variety of customers in many industries including P&G, Norwich Pharmaceuticals, Chobani, Global Foundries, Butternuts Beer and Ale and JH Rhodes.

Other members of my team include John Snyder of John Snyder Architects of Ithaca, NY. John and I have collaborated on many projects over the past ten plus years including development projects and industrial renovation projects. John and his company has extensive experience with many re-use projects in the Ithaca area and have won awards for his designs.

For additional engineering skills with waste water handling and regulated environments is Dave Tagg. Dave is a professional engineer with over 40 years of experience including owning his own engineering firm, completing a re-design of the stage lifts for Radio City Music Hall and extensive work with Destiny USA mega mall in Syracuse. Some time ago, he sold his firm and continues to work in partnership, now exclusively, for LPP.

Bousquet and Holstein, PLLC is our legal firm for business matters. Bousquet and Holstein are located in Syracuse and were previously known as Green & Seifter. Phil Bousquet is a partner in this large firm and has been representing LPP in business matters for many years. He has extensive experience in Historic Tax Credits and funding large and complex projects.

Other specialty firms will be brought on board as needed.

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### **Section 3 – Environmental Impact/Site Plan**

If selected, we will complete a site assessment to fully know all that we can about the physical site. In parallel, we will begin a series of meetings with the Town Board and appropriate sub-committees or community committees, Fulton County IDA and Chamber of Commerce, the APA and NYS Senators and Assemblymen to ensure all resources are aligned, any restrictions or covenants are clearly understood and all resources are made available.

The next major piece of work is to create two or three concepts that become the basis for the business plan. As an aside, the RFP sent out by the Board equates to a full business plan. I commend the Board for thoroughness, however I feel these questions cannot not be answered with any level of accuracy without having the opportunity to ferret out the details and understand the business development landscape. Without the correct tools and programs, this site will sustain a much lower amount of investment than with the correct approach. The concepts will be reviewed with the Board and the public as necessary. A lead concept will emerge and then the work will begin in earnest to create a full business plan.

In parallel with creating a business plan, meetings and effort will be underway to complete a Phase I Environmental Audit and a short form SEQR. Once a lead agency is established, the SEQR work and

newly created site plan will be used as a tool to work with APA, DEC and local authorities to adjust the approach to meet desired outcomes.

All work will be completed inside of the local, regional and statewide ordinances and laws such as Caroga Lake building codes and we will work to meet the intent of the Comprehensive Plan.

Each environmental issue will be addressed with engineering solutions or a change in the direction of the development. We will not jeopardize the environmental health of the site or the lake.

Once this plan is set and agreed to by all key stakeholders, we will roll up our sleeves and begin the work of detailed designs, bidding and construction.

The RFP asks for visual details for human use of the land and property structures. Once again, this concern will not be addressed to a high level of detail, however, this initial thought is to re-use existing structures to the greatest extent possible. A new structure will be added to the landscape that will house meeting spaces, office and residential/hospitality that will be designed in an appropriate Adirondack design. Other features are to return the main building to a closer facsimile of the original design.

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#### **Section 4 – Community Benefit/Consistency with Comprehensive Plan**

The community is key to the success of this project and will be involved throughout the process. At the end of the day the community will have access to this asset for health and wellness, swimming and entertainment. There needs to be accommodations for as many market segments as can co-exist on this site.

The core elements of this plan align with the Town of Caroga's Comprehensive Plan and all NYS Building Codes and regulations.

The SEQR process will be followed and all environmental concerns will be addressed via the design approach and with engineering controls. My team has many years' experience with environmental and waste water designs.

Visually we will create an integrated and cohesive campus with an emphasis on utilizing what currently exists on the site. One new building is planned to be a multi-story structure to house office, apartments and hospitality. The design aesthetic will be congruent with the Adirondack style with the use of stone and wood for exterior elements.

Site control is required to start the process. This is a process where the Town recognizes and agrees that we will have access and alignment to move toward ownership of the site. It is basically a lease agreement where the developer can talk with confidence to potential investors that the site will be a part of the program. It is also the mechanism to allow for environmental testing such as checking for asbestos, ground water testing and structural analysis. This is essential to moving forward.

## **Section 5 – Economic Impact Analysis**

The economic impact to the community is an overall positive that will be reminiscent of a time when the entire site was active with business. The Town of Caroga will see an increase of employment and as per the plan additional opportunity for shopping resulting in a higher level of sales tax.

The Town will receive real estate tax income through an agreed to PILOT program designed to give the development assistance during the start-up while creating a source of income to the Town based on success.

As the project progresses there will be many opportunities to involve various groups in the community and once complete the intention is to have the site remain an integral part of the community. This means that seniors, students and others will be able to engage and enjoy the amenities.

Other questions asked in this section were answered throughout the write-up in previous sections.

## **Conclusion**

LPP and our team would like to thank the Town of Caroga for this opportunity and wish them the best of luck in selecting a path forward. We are interested in making Sherman's into something that has not been foreseen yet needed for the community. Our strong skill set will bring the right resources to the table and our mixed use vision has room for other proposals that the Board may have presented to them during this process. We are open to incorporate our vision with the other proposal received by the Town, as there are synergies that will enhance both proposals as a benefit to the Caroga Lake.

Please feel free to keep the dialog open and to ask any questions you may have.

Sincerely,

John Lorence

President

LPP Management, LLC

[Johnlorence.lpp@gmail.com](mailto:Johnlorence.lpp@gmail.com)

607.373.5880 cell

This plan in its entirety is considered Confidential and is intended for Town of Caroga Board use only.



# LPP Management

## Complex Problems – One Solution

### **Sherman's Re-Development Supplementary Questions**

Once again, the committee is asking very pertinent questions as this project unfolds. I have done my best to give the committee and sense of what could happen on this site, however, one point must stay in the forefront, this activity starts with a study of what can be accomplished as multiple streams of information are assimilated into a plan that addresses environmental, economic and community concerns.

With that said, below is the additional information requested by the Sherman's Re-development Committee.

#### **PROVIDE ADDITIONAL INFORMATION ON THE GRANT AND "PROGRAMS" THAT WOULD PROVIDE 50% OF THE FUNDING.**

This is the most challenging portion of the project. The purpose of "program" money is to bring projects over the fiscal hump to make them financially attractive to investors and developers. In many instances viability of the project is wholly dependent on grant money. Grants such as Federal and State Historic Tax Credits can each contribute 20% for a total of 40% of the cost to restore a historic structure. In this case, it will not contribute to any new construction. There are caveats as with any grant program and this one is no different. The building must be certified as a historic structure and that will consume time to get this on the historic register or to create a historic district in the business district.

As you look at the proforma I have adjusted the grant portion to under 30% of the project with \$500,000 in investments the loan becomes 64% of the total. If we are able to gain a higher level of investment the demand for grant money can be diminished.

We will pursue additional resources through MVREDC via Jim Mraz and the IDA, Ron Peters and the Fulton County Center for Regional Growth, NYBDC and others with the Governor's plan to revitalize upstate New York as the backdrop. Again, this is not the final plan, as there are many stones to overturn before we have a clear picture of the total outcome.

#### **PROVIDE MORE INFORMATION ABOUT INVESTORS AND PROJECT TEAM – RESUMES/PROFILES, ETC.**

The type of people that I am talking with are simply people who are successful in business and are willing to invest in my ideas with the understanding there will be a return their investment. There is no large real estate investment companies or other organized investment vehicle, it has been people who own businesses such as a car dealership, tractor dealership, lab cabinet supplier and installer. If there is a concern with outside money creating a negative influence on the area, there are two things to keep in mind. First is that I am from this area and have been coming to our family place

# LPP Management

## Complex Problems – One Solution

on West Caroga for my entire life. I have seen what was here and I know what needs to be here to attract people to spend quality time and some money in our local businesses. Second, the door is open for additional investment, if there is a strong local contingent that would like to participate, this would be an exciting addition to the team. People who live in Caroga Lake understand what this area has to offer and understand the pleasure in sharing the experience with others.

### **PROVIDE MORE INFORMATION ABOUT TOWN COSTS AND RESPONSIBILITIES UNTIL PURCHASE DATE.**

There are two facets to this question, and I will address both to ensure all parties are on the same page and the help each party understand responsibilities without letting anything drop through the cracks.

The first area is to maintain the buildings and grounds as owner of the site. The plan is to fully understand the facility, grounds, regional economy and funding prior to closing on the property. However, we cannot complete any of this work without a document stating that I have the ability to move this project ahead and can ultimately own the site as we proceed. Prior to closing, the Town will own the facility and will continue to maintain the facility and all the property that it owns. The Town should be in a better position than I to understand the associated costs. Typical maintenance, insurance, snow removal, lawn care etc. are some of the items that come to mind.

The second item is the application for grant money. All of the grant programs will have an application fee. At times money is granted to a local authority prior to moving the money into the project. If this is the case the application fees are usually a few thousand dollars and are paid by the locality. The authority on this would be the Fulton County IDA, however to shed some light on this topic I have included the application fee table for NYS Historic Tax Credit Program.

Rehabilitation expenses of:	Fee
Under \$20,000	\$100.00
\$20,000 - \$99,999	\$500.00
\$100,000 - \$499,999	\$1,000.00
\$500,000 - \$999,999	\$1,500.00
\$1,000,000 – \$2,499,000	\$2,500.00
\$2,500,000 - \$4,999,999	\$3,000.00
\$5,000,000 - \$9,999,999	\$4,000.00
\$10,000,000 and over	\$5,000.00

This will have to be fully researched and vetted before we can use this for any final decisions.

### **PROVIDE SEPTIC/WASTE WATER CAPACITY REQUIREMENTS AND A CONTINGENCY PLAN FOR SEPTIC NEEDS.**

# LPP Management

## Complex Problems – One Solution

My first blush analysis shows the system has an overall capacity of 5,000 gallons per day. There are accommodations for restaurant, food prep and a high capacity of people using public restrooms. There is a lot to work with as a starting point for this project. The end point is not yet known. What is known is the system will be revamped to meet the needs of the use of the property. It is my understanding that the pump station for the raised bed leach field remains on adjoining property and will have to be moved or reconstructed to keep all septic system components under our control. As with any project, we will design the system for our final use as per NYS regulations as well as local ordinances and the APA. If we find ourselves with a large contingent of people at an event that could overwhelm our system, we will address this issue through other means to ensure we are not causing any pollution issues at the site.

### **PROVIDE A HIGH LEVEL FINANCIAL PROJECTION/PLAN WITH A PROPOSED PROJECT TIMELINE.**

I have attached a proforma designed to look at financial projects based on a certain set of criteria. This is the first cut and the start of a journey to find the right mix buildings and services that will create the critical mass needed to make this a viable economic center.

An illustrative timeline has been included as well. This work is designed to create a clearer picture of what it will take to move this project ahead.

### **PROVIDE A BASIC SITE PLAN THAT INCLUDES EXISTING BUILDINGS AND PLANNED NEW STRUCTURES.**

Attached are two drawings that will address the question on whether or not all of the features that have been discussed can actually fit on the site and function as a cohesive plan. A second drawing is provided to show various architectural styles that could be deployed. There are a couple other ideas that are in the works but are not ready to be presented. This work is for the Town of Caroga Sherman's Re-development Committee only and are not to be shared with other entities.

### **PROVIDE MORE COMPLETE INFORMATION ON COMPARABLE PAST PROJECTS AND THEIR CURRENT STATUS.**

I have attached my CV that will highlight some of my current work however the question is to address comparable projects with additional information.

As we have discussed, I have been involved with projects where my efforts set the table for the work to be done. In one case, there was a change in direction by the County Board and with the, other plans were brought to completion via an alternate developer. After these experiences, I realized that I need to be in a lead position instead of a support role. This is to ensure a level of sincere concern for the areas that have impacted me during my life.

Fifteen years ago our recently merged school district needed to decide whether or not to build a new school for our communities or renovate the existing buildings. I was asked to help the community to make this decision. I was the leader of the committee where we had an open forum to discuss and decide this direction. I created a system where

# LPP Management

## Complex Problems – One Solution

we listed important success criteria and put a numerical ranking against each item. As a community, we decided it was in the best long term interest of the school district to build a new school mid-way between New Berlin and South New Berlin. Once we established a new building would be constructed, my attention turned to what to do with the existing structures. The school building is the major landmark in South New Berlin a town of 120 homes. I, with a partner, purchased the building and converted the structure into a contract pharmaceutical laboratory and a commercial building that held my office and four additional businesses. I used my knowledge of engineering and construction to attack renovations in such a way as to complete fully professional and quality renovations at a great discount to open market rates. After many years of ownership, I sold my half to my partners who continue to have a growing business today.

John Snyder of John Snyder Architects and I were the initial designers for the Bresee's re-development in downtown Oneonta, NY. Working with an out-of-town developer we created the financial ins and outs with multiple grants and investor money. This project was interrupted by the banking industry crisis and ultimately our concepts were executed by a different party.

John and I were on the consultant team to re-develop the obsolete sheriff's department with jail cells for Chenango County. As the architect and engineering firm selected by the county board we were asked to imagine what the property could become. The range of options described to us varied from a building to be sold on the open market to creating additional parking. John and I re-imagined what could happen and described the process to the county and developed options. We demolished the jail cell that joined two other building together and restored the remaining buildings. During execution of the project, the county decided to use the new facilities to house Social Services and once again the facilities were joined with a second story bridge.

My team includes John Snyder of John Snyder Architects and Dave Tagg of Dave Tagg & Associates. Through John Snyder Architects, we are currently involved with a client who has acquired a large surplus army complex that consists of thousands of acres and various specialized pieces of infrastructure. Our charge is to assist the owner with developing a series of manufacturing buildings and an office complex. The work includes manufacturing facilities, utility studies with proposed upgrades and the possible introduction of other businesses in the park. This work is in the early stages of planning and design. We will be responsible for working with the owner to gain all environmental and building permits.