



## Powder House Community School Proposal

Response to RFP # 15-63

Submitted by Trinity Powder House Limited Partnership

75 Federal Street, 4th Floor

Boston, MA 02110 617.720.8400

March 20, 2015



POWDER

# Powder House Community School

## TABLE OF CONTENTS

- A. LETTER OF TRANSMITTAL
  - B. STATEMENT OF QUALIFICATIONS
  - C. COMPARABLE PROJECTS AND REFERENCES
  - D. PROJECT NARRATIVE
  - E. PURCHASE PRICE
  - F. FINANCIAL INFORMATION
  - G. MUNICIPAL BENEFITS/IMPACTS/COSTS
  - H. EXCLUSIVE NEGOTIATING AGREEMENT AND LAND DISPOSITION AGREEMENT
  - I. FINANCIAL DEPOSIT
  - J. CERTIFICATION OF GOOD FAITH
  - K. DISCLOSURE STATEMENT
- APPENDIX A - RESUMES
- APPENDIX B - TEAM MEMBER QUALIFICATIONS
- APPENDIX C - ACKNOWLEDGEMENT OF ADDENDA

**TRINITY POWDER HOUSE LIMITED PARTNERSHIP**

**c/o Trinity Financial, Inc.  
75 Federal Street, 4<sup>th</sup> Floor  
Boston, Massachusetts 02110**

March 23, 2015

---

Angela M. Allen  
Purchasing Director  
City Hall  
93 Highland Avenue  
Somerville, MA 02143

Dear Ms. Allen,

On behalf of Trinity Powder House Limited Partnership, I am pleased to submit the following proposal in response to the City of Somerville's Request for Proposals for the redevelopment of the Powder House Community School. We are confident our proposal meets the objectives established by the City and the community and will serve as a starting point for a dialogue with your team about the Project.

We have assembled a team of high caliber real estate professionals with exceptional, well-established reputations for creating award-winning mixed-use, urban developments across the country, including Somerville. We have formulated a development program that enhances the vibrancy of Somerville's artistic community while creating high quality housing that continues the residential vocabulary of the existing neighborhood. Trinity's proposal will meet the community's preferences for the site outlined in the RFP:

**Preference 1. Green spaces, plazas and meeting spots**

In response to the RFP, Trinity's proposal has programmed 40% of the site as active open space. We envision this space as providing opportunities for the public to enjoy the respite of open space, to interact with public art and to connect with the community. Working with the community, Artisan's Asylum, and our local landscape architect, Spurr, Weston & Sampson's Design Studio, we will be able to appropriately identify and place the appropriate programming for the site.

**Preference 2. Mix of use beneficial to neighbors that could create a sense of place**

Trinity's proposal strives to create a balance of residential, LiveWorkSell, commercial and active open space on the site. Each of these uses has been thoughtfully considered to enhance and balance the characteristics of the existing residential neighborhood yet also incorporate a dynamic artist component that speaks to the rich diversity of Somerville's thriving arts culture. We believe our program achieves the ultimate balance of residential and commercial harmony.

**Preference 3. Affordable Housing**

Trinity has a long track record of creating high quality mixed-income housing in urban neighborhoods. For the Powder House Community School redevelopment, Trinity has included five affordable condominiums and one affordable LiveWorkSell unit in its preliminary development proposal. It is proposed that these affordable units would have an artist preference and would be sold to individuals making between 80% and 110% of Area Median Income.

#### **Preference 4. Community gathering spaces**

Trinity's proposal illustrates a variety of ways the community could gather across the site and utilize the open spaces for congregation. Our team will work with the community to further understand the connections that the community desires. This dialogue will help us shape the appropriate community gathering spaces, both indoor and outdoor.

#### **Preference 5. Arts Uses**

A critical component of the Trinity proposal is the partnership with Artisan's Asylum to create a new 30,000 square foot facility for its operations at the southern edge of the site. We believe this element has the potential to serve as a new neighborhood cultural destination and its energy and creativity will resonate throughout the site. Additionally, Trinity's proposal to have an artist preference for its affordable units highlights the importance of supporting the creative and entrepreneurial pursuits of its residents. Please see the attached letter of interest from Artisan's Asylum.

#### **Preference 6. Accessible, attractive streets that could promote a mix of day-time and night-time activity.**

Our proposal seeks to continue the residential feel of the street edge with architecture that is appropriately scaled, and also incorporates LiveWorkSell units to invite the public into the site. This new, artistic component will serve to activate the heart of the site and engage the public in the arts experience.

Trinity's proposal includes a design approach that respects the community's desires, a program that complements the creative fabric of Somerville and a development team that embraces the intricacies of the public process. Working with the City, we would strive to create a transaction that not only honors its goals but also will be financially feasible.

We would welcome the opportunity to work with the City of Somerville on this important and dynamic development. Please feel free to contact Andre White, Project Manager, at 617-398-2530 or [awhite@trinityfinancial.com](mailto:awhite@trinityfinancial.com), should you wish to discuss in detail any aspect of the proposal. We look forward to commencing a dialogue and with your input, further refining the concept we have presented.

Sincerely,



Abby Goldenfarb  
Vice President

March 18, 2015



James Keefe, President  
Trinity Financial, Inc.  
75 Federal Street, 4<sup>th</sup> Floor  
Boston, MA 02110

**RE: Powder House School RFP**

Dear Jim,

On behalf of Artisan's Asylum Inc. (Artisan's), I am pleased to write this letter of interest in connection with Trinity Powder House Limited Partnership's (Trinity) RFP submission for the City of Somerville's Powder House Community School Property Disposition and Redevelopment. Artisan's is strongly interested in collaborating with Trinity as the project's community partner and the anchor for a new arts-oriented commercial building.

After our initial meetings, we understand that your mixed-use proposal contemplates building a 30,000 square foot facility for Artisan's in addition to 35 market-rate/affordable condominiums, 8 Live/Work/Sell units, 67 surface parking spaces and a 32,000 square foot public park. We also understand that the submission is to determine whether the City and community would like to select the Trinity lead Development Team and its mixed-use proposal anchored by the new home for Artisan's.

We feel this location is a perfect site for our organization and will provide excellent visibility in a neighborhood that is supportive of the arts community. By owning our space, Artisan's will be able to control its future in a modern, efficient facility and further strengthen our mission of providing opportunity for makers, artisans and craftsmen to teach, learn and create. Trinity and Artisan's are uniquely positioned to execute this project because of shared commitment to making a positive impact on communities. Artisan's sought out Trinity based on your track record as developer who thinks creatively to bring transformative change to challenging locations. In addition, Trinity has a long history of successfully partnering with community organizations and designing spaces for art communities.

We look forward to speaking with you in more detail about how to structure the deal in a manner that is mutually beneficial for both of our organizations. As community partner, we will work with Trinity throughout this process and provide the necessary personnel and community support.

We truly believe in the project and appreciate the opportunity to work with Trinity.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Seabury", written over a horizontal line.

Derek Seabury, President  
Artisan's Asylum, Inc.

*Artisan's Asylum is a 501(c)3 non-profit community design & fabrication center that empowers individuals to give form to their ideas, providing public access to professional manufacturing equipment, education, and a creative community network.*

10 Tyler Street, Somerville, MA 02143 [www.artisansasylum.com](http://www.artisansasylum.com) Phone: (617) 284-6878 Fax: (617) 718-1641

## STATEMENT OF QUALIFICATIONS

### OVERVIEW OF THE DEVELOPMENT TEAM

The Trinity Development Team is uniquely qualified to undertake the planning and implementation of the Powder House Community School redevelopment. The Team includes the full complement of disciplines necessary to oversee and manage a community based design process and successfully implement the redevelopment of the site.

Trinity and its team specialize in the transformation of urban spaces, excelling in our:

- Experience in, and enthusiasm for, an inclusive and effective public process in diverse communities;
- Appreciation for the value of forging enduring relationships with public agencies, officials and other stakeholders;
- Knowledge of the local and regional development environment including market conditions and trends;
- Commitment to high quality urban design as well as sustainable green design, building strategies and technologies;
- Established relationships with the investment community and conservative underwriting to ensure financial feasibility

Qualifications and resumes for each Development Team member and its lead principals are contained in Appendices A and B respectively.

DISCIPLINE	FIRM	LEAD PRINCIPAL	ADDITIONAL KEY PERSONNEL
Master Developer	Trinity Powder House Limited Partnership	James G. Keefe, President	Abby Goldenfarb, Vice President André White, Project Manager Chris Stanley, AVP Design and Const.
Community Partner	Artisan's Asylum	Derek Seabury, President and Executive Director	
Urban Planner / Architect	DiMella Shaffer	Edward Hodges, Principal	Frank Valdes, Associate Principal Philippe Saad, Senior Associate
Landscape Design & Architecture	Spurr, Weston & Sampson's Design Studio	Cheri Ruane, Practice Leader	Brandon Kunkel, Landscape Architecture Michael Moonan, Stormwater
Civil Engineer	DCI Engineers	David Giangrande, Principal	Stephen Sawyer, Dir. of Engineering Wayne Keefner, Sr. Project Manager Everett Chandler, Director of

## STATEMENT OF QUALIFICATIONS | PHCS RFP

---

			Survey
MEP Engineer	R.W. Sullivan	Paul D. Sullivan, Principal	Michael D. Trickett, Principal Michael O'Rourke, Project Manager Shane P. Wise, Associate
Structural Engineer	L.A. Fuess Partners	Aaron A. Ford, Principal	
Environmental / GeoTech Engineering	McPhail Associates	Ambrose Donovan, Principal	Peter Deschaves, Project Manager
Transportation and Traffic Engineering	Woodland Design Group	Robert Woodland, President	
Property Manager	Trinity Management	Kathleen Franco, CEO	
Legal Counsel	WilmerHale	Katharine Bachman, Esq.	

### **Master Developer**

The project will be undertaken by Trinity Powder House Limited Partnership which is an affiliate of, and controlled by Trinity Financial, Inc. Trinity Powder House Limited Partnership will be under the direction of Trinity Financial President and Founding Principal, James G. Keefe. Additional legal entities will be created as necessary to meet the needs of each individual project.

Trinity Powder House Limited Partnership will be responsible for organizing the overall development vision and deliverables for the Powder House project. It will lead the Development Team through the community process and acquire the necessary entitlements for the project. The Master Developer will use its market knowledge and experience to leverage financial resources and facilitate public/private partnerships that will allow the development project to be successfully realized. It will enter into the customary contracts with consultants and with a general contractor and will provide the necessary guarantees to see the project through completion.

Established in 1987, Trinity Financial, Inc. is a real estate development firm based in Boston and is 50% minority owned. Trinity currently employs 30 professionals with expertise in project management, design and construction, and asset management. Trinity has organized more than 50 limited partnerships, through which it has completed or is currently developing over \$1.95 billion in a wide range of real estate projects, including over 6,800 units of housing and 439,000 square feet of commercial and retail space.

Over its 28-year history, Trinity has established a reputation for delivering complex, multi-source projects within budget and on schedule. Trinity is adept at managing development projects involving substantial community participation. Trinity is committed to developing real estate that aids in creating viable urban neighborhoods including commercial districts and mixed-income residential communities.

### **Community Partner**

Artisan's Asylum, Inc. is a non-profit community craft studio located in Somerville, Massachusetts. Its mission is to support and promote the teaching, learning and practicing of a wide variety of crafts through education, programming and its professionally maintained manufacturing facility.

### **Architect**

DiMella Shaffer will be the master planner and architect for the project and will work with the team and the community to shape the design plans for the Powder House project.

### **Landscape Design & Architecture**

Spurr will be the landscape designer for the project. Spurr is an in-house collaborative of Weston & Sampson architects, landscape architects, urban designers and planners, dedicated to the principles of quality and craftsmanship through innovative thought and mindful application of new materials and technologies. The firm has extensive Somerville experience including design of notable parks, community paths and playgrounds.

### **Civil Engineer**

DCI is a Somerville-based professional engineering, planning, and surveying firm, it has the in-house capabilities to perform a wide spectrum of engineering and land surveying services.

### **MEP Engineer**

R.W. Sullivan will provide mechanical, electrical, plumbing, fire protection and tel-data design services, as well as building and access code consulting.

### **Structural Engineer**

L.A. Fuess Partners will provide the structural design and engineering services for the project's residential and commercial buildings.

### **Environmental**

McPhail Engineering will be responsible for all environmental engineering services including geotechnical and geo-environmental services for the Powder House project.

### **Transportation Consultant**

Woodland Design Group will serve as the project's Transportation Consultant. In this role, the firm will provide analysis of existing and proposed traffic patterns in order to formulate design recommendations to address transportation needs.

### **Property Management**

Trinity Management, LLC will be responsible for property management services for the Powder House project and will develop budgets for ongoing operations and maintenance of the buildings and Green space.

### **Legal Counsel**

WilmerHale will be lead counsel, providing corporate and financing legal services, as well as all services related to permitting, zoning and local approvals.

### DEVELOPER'S PRIOR URBAN INFILL PROJECT EXPERIENCE

A common thread in Trinity developments is the company's willingness to create developments that have a transformative effect on communities, help them to realize their full potential and catalyze further investment. The following are developments that have had a profound impact on the neighborhoods in which they were located and have created a new standard for commercial and residential products that did not exist before in these neighborhoods.

#### **Avenir – Boston, Massachusetts**

Located in the heart of Boston's historic Bulfinch Triangle, Avenir is a 10-story mixed-use, transportation-oriented development with ground level retail, a 121-space parking garage, and 241 residential units, including 17 affordable units. The site sits directly above the Massachusetts Bay Transportation Authority's (MBTA) North



Station Green and Orange Line Superstation train stop. Along with several adjacent surface parcels, this site became available through the depression of the Central Artery as part of Boston's Big Dig. The parcels were the subject of a joint RFP by the MBTA and the Massachusetts Turnpike Authority. Trinity was one of four developers awarded rights to the parcels through a competitive RFP process and to date has been the only

developer to start and complete its project.

Initially Avenir was planned as a condominium building, with Lehman Brothers as its joint venture partner. However on account of the sharp decline of the condominium market, and thus a lack of condominium pre-sales, Trinity shuttered the marketing center it had constructed in the Fall of 2006 and Lehman Brothers withdrew its commitment from the deal, forgoing its \$4 million investment in the project. In order to maintain its development rights, Trinity then re-positioned the project as luxury rental therefore enabling construction to commence eight months later in accordance with the MBTA's mandated closing date of June 2007 with then investor, Archstone Smith. Trinity repaid Lehman its foregone investment and was responsible for the successful on-schedule completion of the building in July 2009. Today, Avenir is owned and operated by Equity Residential and has set the standard for luxury rental apartments in downtown Boston and is one of the highest performing properties in Downtown Boston.



**Type:** Mixed-Use, Mixed-Income, Transit-Oriented, Rental

**Total Development Cost:** \$150 Million **Units:** 241 **Retail:** 30,000 sf **Completed:** 2009



### The Carruth – Dorchester, Massachusetts



The Carruth is a six-story structure with 10,000 square feet of neighborhood retail on the ground floor and five stories of housing above. Floors 2-4 include 74 affordable rental units and floors 5 and 6 include 42 market rate condominiums. The site is directly adjacent to the MBTA's Ashmont Peabody Square Station in the heart of historic Peabody Square. The development parcel is the subject of a long-term ground lease between Trinity and the MBTA. Construction began in August 2006, occurring in unison with the MBTA's total reconstruction of the adjacent Ashmont Station.

The Carruth's neighborhood retail is a dynamic mix. The first floor retail is occupied by the local office of the St. Marks Area Main Street organization, Tavolo an Italian restaurant run by chef/owner Christopher Douglass, and also an innovative symbiotic retail concept in which a branch of Eastern Bank is integrated with Flat Black, an independent coffee shop. This mix of retail tenants responds to the specific requests and desires of members of the neighborhood, who through a series of pre-development meetings provided input on the types of retail uses they hoped for as part of the project. Today, The Carruth's retail not only serves as an amenity to those who live in the building, but also to the community who seek out the dynamic mix of unique venues.

The development of The Carruth involved a significant amount of community input which occurred over 30 community meetings. The issues surrounding The Carruth centered around the proposed building design and what types of retail would be appropriate for the location. There was significant concern about how the development ought to complement the Peabody Square neighborhoods. Today, the Carruth and the adjacent MBTA station have transformed the formerly blighted site into a vibrant jewel embraced by the community.



**Type:** Mixed-Use, Mixed-Income, Transit-Oriented, Homeownership, Rental  
**Total Development Cost:** \$52.6 Million **Units:** 74 rental, 42 condominiums  
**Retail:** 10,500 sf **Completed:** 2008

### DEVELOPMENT TEAM MEMBER'S EXPERTISE WITH DELIVERING A PROGRAM: AFFORDABLE HOUSING

Throughout its 28-year history, Trinity has shown its commitment to transforming public housing developments into models of high quality, well designed urban communities. In each of its projects, Trinity has established productive relationships with the residents and their leadership, community stakeholders, the local housing authority and the city, and with HUD. The result of Trinity's perseverance and collaborative approach is that Trinity has never missed a deadline in delivering a project, nor caused a local housing authority to miss a deadline. In fact, Trinity closed and built the first and second phases of Quinnipiac Terrace ahead of schedule. In 1996, Trinity closed the first phase of the 215-unit Orchard Gardens HOPE VI project within 15 months of being designated, and at a time when there was extremely limited experience and knowledge about structuring HOPE VI transactions. The narrative below is just one example of Trinity's persistence and commitment in the face of adversity.

#### **Appleton Mills – Lowell, Massachusetts**

The Appleton Mills is the first phase of the Hamilton Canal District in Lowell. The building includes 130 units of affordable housing with a preference for artists and other creative professionals. The program was consistent with Lowell's efforts to attract and retain such individuals as part of its downtown development strategy and met the community's desire to maintain affordable housing for the artists who had helped establish the City as a flourishing arts destination. Trinity developed an artist



certification process so that creative individuals received a preference over other applicants. Over 200 artists of all disciplines were ultimately certified by the Appleton Mills Artist Selection Board (comprised of a Trinity representative, a representative of its property management team and an artist representative nominated by the City).

The project financing included a number of unique financial challenges:

1. High Unit Costs. Since the project was situated between two canals and required a significant amount of infrastructure including pedestrian and vehicular bridges unit costs were high. Additionally the historic mill's floor plates were extremely inefficient and subsequent consultation with the National Park Service determined that reducing the floor plate would jeopardize the federal historic tax credit. Finally, the abandoned building was

in such a state of deterioration that the interior structure had to be completely removed and put back together during construction.

2. Limited Funding Commitments. Although a special line item to specifically benefit the Appleton Mills project and other projects in Targeted Growth Districts was added to the Massachusetts State Transportation Bond Bill that was approved by the Legislature and signed by the Governor in July 2008, there were no major sources of funding committed to the project in at the time the project was seeking an equity investor.

In the fall of 2008, concurrent with the national financial meltdown, Trinity sought a tax credit investor for the project. With the financial crisis looming in the background, Trinity worked with Red Stone Equity Partners to attract an investor to the complicated investment. Although the project's capital budget relied significantly on multiple sources of financing, primarily tax credit equity and soft debt, \$42 million in federal and state housing and historic tax credit equity was needed to make the project financially feasible. Given the uncertain financial climate few, if any, institutional investors were proceeding with investment in development projects. MetLife expressed interest in purchasing all of the tax credits for the property, which included federal and state historic credits and federal and state housing credits. In October 2009, Trinity closed the Appleton Mills transaction with a \$42 million equity investment from MetLife, making the investment MetLife's single largest tax credit investment in its history.

### DEVELOPMENT TEAM'S COMMUNITY ENGAGEMENT PLAN

Trinity approaches each new development project as an opportunity to learn and build a neighborhood presence in the communities where we work. The Trinity team understands that complex projects involve a variety of players – residents, community members, local agencies and elected officials – each of whom has a stake in the outcome of the project. Our goal, in each of our projects, is to create a project that belongs to the community. Trinity has a record of successfully addressing the concerns and interests of the community in a manner that is respectful and consistent with the goals of the project.

This is particularly true in the case of the Rowe Apartments. Located in downtown New Haven, CT on the border of the Yale New Haven Hospital campus and the predominantly low-income Hill neighborhood, there were competing visions for what the redeveloped property should be. Chief among the concerns were those of the existing residents, an elderly and disabled population worried that they would be displaced from their long-time community. Trinity worked diligently with the Rowe Tenants Representative Council, neighboring residents, institutions, community organizations and the City of New Haven to come up with a plan that incorporated replacement public housing units, workforce housing units, market rate units and onsite supportive services for the returning residents.



In the case of the Hamilton Canal District master planning process, the team adeptly demonstrated its ability to achieve broad based community support on a large scale Master Plan. In August 2007, Trinity Hamilton Canal Limited Partnership, an affiliate of Trinity Financial, Inc., was designated by the City of Lowell as Master Developer for 13-acres of vacant and underutilized land in downtown Lowell, known as the Hamilton Canal District (HCD).

At the start of the project, Trinity held a series of meetings with the community in order to formulate a Master Plan. In order to make the process as inclusive as possible and build consensus among a broad range of constituents, Trinity held a series of meetings over 12 months, including listening sessions, design charrettes and numerous working groups. Trinity's "Vision Sessions" meetings were each attended by over 100 members of the community. The comprehensive process produced a transit-oriented, mixed-use, Master Plan and a Form Based Zoning Code that had unanimous support of the entire community. The Form Based Code provided the community with a clearly defined envelope for each building in the Master Plan. The community, the City and Trinity used the Form Based Code to articulate the height, dimensions and program for each building on the site. The Master Plan was

## STATEMENT OF QUALIFICATIONS | PHCS RFP

---

completed in August of 2008 and approved by the City Council in September 2008. The plan will ultimately produce tax revenues approaching \$4 million per year, strengthen and diversify the existing downtown market, and create significant employment opportunities.

The Trinity Powder House team will take a similar approach with the Powder House Community School community process. We recognize that a previous community process preceded the most recent RFP and we will take the time to understand the thinking behind the community preferences that were outlined in the RFP. Building on the concepts we have outlined in this proposal and using the expertise of the development team members, we will work towards a community outreach plan that incorporates the values of the community. We anticipate that like other projects we have undertaken, the Powder House community process will likely include a number of phases after designation. We anticipate the phases will be similar to the following:

Phase I: Conduct preliminary meetings with City officials and the Planning Department about proposal highlights and concerns.

Phase II: Outreach to abutters, community members, and other stakeholders to solicit comments on proposal.

Phase III: Design/visioning meetings to review plan concepts/understand concerns. These may result in breakout groups focusing on particular areas of interest or concern such as: Open Space Programming, Parking, Traffic, etc.

Phase IV: Follow up design meetings to present final plan.

We recognize that the submission of these initial development concepts marks the beginning of a dialogue. Trinity Powder House Limited Partnership is committed to working with the City of Somerville and its residents to design a viable project that earns the support of neighbors, community groups and elected officials.

### DESIGN TEAM'S PRIOR EXPERIENCE WITH COMMUNITY ENGAGEMENT IN DESIGN

The Design Team, led by DiMella Shaffer, is acutely aware of Somerville's local priorities and issues. We believe it is essential that our team consists of and in some cases be led by local residents. This adds to our ability to successfully navigate and participate in a process that will satisfy the proposed program and our neighbors. We build consensus among different parties through listening and negotiating a mutual understanding of stakeholder goals within the interest of the larger community benefit. We recognize that urban environments must evolve and develop in order for the urban qualities to remain current. The strategy for how this change is implemented becomes the key ingredient in the community design process. Our work in and on behalf of urban neighborhoods, sustains our architectural design and site developments with the subtlety and sensitivity necessary to create buildings that meet community desires and expectations

DiMella Shaffer has had the unique opportunity to participate in three comparable projects in Somerville that included community engagement and design outcomes similar to that of the Powder House School proposal. These projects include:

At **Mystic Waterworks**, our first step in soliciting community involvement was a meeting with the residents of Capen Court. Elected officials for the area were present as well. Some of the important information including community demographics and the Capen Court residents' desire for specific amenity programs became part of the agenda for future meetings. Subsequently, a series of community meetings with the immediate abutting neighbors helped to order the design priorities. Many of the concerns at Mystic Waterworks dealt with light pollution from vehicles, increases in automobile traffic, and the removal of some large trees on the site. We continued to work with the community and after our second meeting we proceeded to submit our design to the Design Review Committee and the Zoning Board of Appeals (ZBA) for approval. We had two ZBA meetings that ultimately resulted in the Zoning Board's approval of the project.

At **90 Washington Street**, the community process started by engaging the Cobble Hill area senior community that would be most impacted by the development. We then met with the Alderman of the Ward. After these two preliminary meetings, we proceeded to have our first large community meeting consisting of neighbors and abutters. The project was received very positively and embraced by the community with very little opposition. We then proceeded to broaden the community review with the East Somerville Main Streets. Their mission to support the retail and pedestrian experience in the area fit well with our proposed program. A second community presentation was met with no opposition. We proceeded to submit our design to the Design Review Committee and the ZBA for approval. We went before the ZBA twice in order to reach consensus with the Zoning Board members.

**181 Washington Street** required a long community process. As in other projects, we met with the Ward's Alderman in order to get input and support. Initial opposition to the project led to six community meetings and two design charrettes. The design charrettes identified the most crucial issues and provided a forum to determine which issues were non-crucial. The project's program of affordable housing, the amount of parking and the building's height and position on the site were reviewed and presented. Although we did not receive unanimous support for the project, we felt that there was significant support for the project. In addition to these community meetings, Union Square Main Streets met with us to review the potential to improve the retail and pedestrian experience. We then proceeded to submit our design to the Design Review Committee, with whom we had three meetings. We also submitted the plans to the Planning Board for approval, where we had two Planning Board meetings in order to reach consensus with the Board members.

All three projects were extensively reviewed within each community and represented issues and opportunities specific to the neighborhood and surrounding community. For each project, we started the design process by establishing design principles with the community and the City. In turn, these principles guided the overall planning process. Please see Section C for graphical representations and other pertinent details of the aforementioned projects.

As in each of the projects listed above, the process for the Powder House Community School redevelopment will be similar. We expect to participate in a series of workshops where stakeholders come together to explore their questions about the site, buildings, green space, and environmental sustainability among other issues. As these workshops and meetings progress, the community's priorities will influence the overall design direction of the project.

### COMPARABLE PROJECTS & REFERENCES

Please find below a description of three urban infill projects that are most similar to the Powder House Community School project.

#### DEVELOPER PROJECTS

##### Hamilton Canal District Phase I - Appleton Mills

Location: 219 Jackson Street, Lowell, Massachusetts

Size: 200 units of affordable rental housing for artists

Ownership: Trinity Appleton Four Limited Partnership/Trinity Appleton Limited Partnership

Financing: In 2009 Trinity commenced construction on the \$64 Million Appleton Mills redevelopment into 130 units of affordable housing for artists. The project was financed with \$42 million in federal and state historic and low income housing tax credits purchased by Met Life, approximately \$13 million in Growth District Initiative grants, a \$1.6 million permanent mortgage from MassHousing as well as various forms of soft debt including City and State HOME funds.

##### Community

Process: Trinity engaged in a year-long community process to Master Plan the entire Hamilton Canal District. See Section B for further information on the details of this process.

Parking: The Master Plan process necessitated the highly controversial placement of a proposed parking garage adjacent to the only existing residential condominium building that abutted the site. Trinity worked closely with the condominium residents to mitigate their concerns about the building's placement and design. The ultimate design met the approval of the community.

Today: Construction on the Appleton Mills was completed in 2011 and the project is currently at stabilized occupancy with over 60% of its units occupied by working artists.

##### Green Bldg.

Design: The award winning project is LEED Certifiable and has 30% green roof.

##### Reference

Name: Adam Baacke

Title: Director of Campus Planning and Development

Company: University of Massachusetts Lowell

Email: Adam\_Baacke@uml.edu

Adam is the former Director of Planning and Development for the City of Lowell. He was the principal point of contact for the project.

## COMPARABLE PROJECTS & REFERENCES | PHCS RFP

---

### Reference

Name: Rob Vest  
Title: Director  
Company: Red Stone Equity Partners  
Email: Rob.Vest@redstoneequity.com  
Telephone: (704) 200-9505

Red Stone was the syndicator of the federal and state historic and low income housing tax credits for the Appleton Mills project. Rob Vest was the main point of contact for the investor, Met Life, and for Trinity.

### **Hamilton Canal District Phase I - 110 Canal Street**

Location: 110 Canal Street, Lowell, Massachusetts

Size: 55,000 SF of commercial/office space

Ownership: Trinity Freudenberg Limited Partnership

Financing: In 2012, Trinity commenced the core and shell renovation of the abandoned mill that is adjacent to the Appleton Mills project into 55,000 SF of commercial office space. The project was financed with a combination of federal and state historic tax credit equity, New Market Tax Credit equity, soft debt from the Lowell Development and Financial Corporation and the City of Lowell and Trinity's own equity.

Today: The core and shell renovation was complete in 2013 and today Trinity is managing the \$5.8 million fit out of its first 22,000 SF tenant. Once complete, the building will be home to a new laboratory space and co-working space for its tenant.

Green Bldg.

Design: The project is LEED Certifiable and has 30% green roof.

### Reference

Name: Adam Baacke  
Title: Director of Campus Planning and Development  
Company: University of Massachusetts Lowell  
Email: Adam\_Baacke@uml.edu

Adam is the former Director of Planning and Development for the City of Lowell. He was the main liaison between the City and Trinity.

### Reference

Name: Andrea Daskalaskis  
Title: Chief Investment Officer  
Company: Massachusetts Housing Investment Corporation (MHIC)  
Email: Daskalakis@mhic.com  
Telephone: (617) 850-1033

MHIC was the Community Development Entity and the conduit for the project's New Markets Tax Credit allocation. Andrea is the lead contact at MHIC.

### **Brockton Enterprise Building**

## COMPARABLE PROJECTS & REFERENCES | PHCS RFP

---

Location: Brockton, Massachusetts

Size: 215 units in total, 55,000 SF commercial, 530 parking spaces,  
Estimated \$100 million TDC

Ownership: Trinity Brockton Limited Partnership; Trinity Brockton Commercial Limited Partnership; Trinity Brockton Phase One Limited Partnership; Trinity Brockton Four Phase One Limited Partnership

Financing: MassWorks Grant; Massachusetts DHCD affordable housing resources; City owned land contribution.

### Community

Process: Worked with City and business to create mixed-use urban infill development. 40R process with Planning Board and City Council approvals. Extensive artist outreach with local artist groups for artist live/work component.

Today: Phase 1 slated for April 2015 completion and Phase 2 starting in 2017.

Parking: Brockton has a parking problem as there aren't enough spaces to meet the needs of the downtown. For the project, the solution was to create 89 parking spaces below the residential building and a surface lot of 184 spaces as a Phase 1 condition. Surface lot is owned by the Partnership and maintained by the City. Phase 2 creates a 371 space municipally owned parking garage built by the developer but financed with a City DIF. The land that the parking facility will sit on is a contribution by the developer. Although this series of phased solutions don't solve the parking problem they will nevertheless significantly help.

### Reference

Name: Chris Cooney

Title: President & CEO

Company: Metro South Chamber of Commerce

Email: chris@metrosouthchamber.com

Chris is the local head of the South Shore Chamber of Commerce and was involved in the community process.

### Reference

Name: Martha Goldsmith, head of DCAMM leasing

Title: Office of Leasing and State Office

Company: Planning Division of Capital Asset Management and Maintenance

Email: martha.goldsmith@state.ma.us

Martha was the lead for the DCAM leasing effort for the commercial component of the project.

## COMPARABLE PROJECTS & REFERENCES | PHCS RFP

---

### Reference

Name: Bill Carpenter, Robert Buckley  
Title: Mayor  
Company: City of Brockton  
Email: Contact Robert Buckley, Chief of Staff: rbuckley@cobma.us  
Bill Carpenter is currently the Mayor of Brockton.

### DESIGN TEAM PROJECTS

#### **Mystic Waterworks**

Location: This historic building is located in the senior housing community of Capen Court on the Mystic Valley Parkway.

Ownership: Somerville Housing Authority is developing a historic water pump station from the 1860's.

Size: 25 units of affordable housing.

Financing: The project will be financed with Low Income Housing Tax Credits, MA DHCD funding allocation, federal Historical Tax Credits and MHC. The current construction estimate for this project is \$6.5M.

#### Community

Process: The community process for this project first started with engaging the existing senior community already in place at Capen Court, with the Ward Alderman of present as well. We engaged them first to understand the needs of the inhabitant demographics and their desired vision for any amenity program for the building. This engagement was successful and imperative. We then proceeded to have the first of two community meetings with the immediate abutting neighbors in order to understand their concerns as we moved towards a design consensus. Many of the concerns dealt with light pollution from vehicles, an increase in traffic, and the removal of some large trees on the site. We continued to work with the community and after our second meeting, we proceeded to submit our design to the Design Review Committee and the ZBA for approval. We had two ZBA meetings in order to reach consensus with the Zoning Board members, and although we still had a number of community opponents, the ZBA approved the project.

Today: The project has gotten Historical tax credits approval, and is waiting for a final funding round from DHCD in order to finish construction documents and break ground by 2016.

### Reference

Name: Paul J. Mackey  
Title: Deputy Director  
Company: Somerville Housing Authority  
Telephone: 617-625-1152  
Email: paulm@sha-web.org

**181 Washington Street**

## COMPARABLE PROJECTS & REFERENCES | PHCS RFP

---

**Location:** 181 Washington Street, Union Square, Somerville. This is located on the site of the former Boys and Girls Club School building.

**Ownership:** Somerville Community Corporation

**Size:** This affordable housing project has 35 units aimed at families.

**Financing:** The project will be financed with Low Income Housing Tax Credits, MA DHCD funding and other sources not disclosed to the architect. The current construction estimate for this project is \$9.2M.

### Community

**Process:** This project required a long community process. As in other projects, we met with the Ward's Alderman in order to get input and support. Initial opposition to the project led to six community meetings and two design charrettes. The design charrettes identified the most crucial issues and provided a forum to determine which issues were non-crucial. The project's program of affordable housing, the amount of parking and the building's height and position on the site were reviewed and presented. Although we did not receive unanimous support for the project, we felt that there was significant support for the project. In addition to these community meetings, Union Square Main Streets met with us to review the potential to improve the retail and pedestrian experience. We then proceeded to submit our design to the Design Review Committee, with whom we had three meetings. We also submitted the plans to the Planning Board for approval, where we had two Planning Board meetings in order to reach consensus with the Board members.

**Today:** The project has applied for a building permit and will start demolition in April 2015.

### Reference

**Name:** Danny LeBlanc  
**Title:** CEO  
**Company:** Somerville Community Corp.  
**Telephone:** 617-776-5931  
**Email:** dleblanc@somervillecdc.org

### **90 Washington Street**

**Location:** 90 Washington Street, Somerville. This is immediately adjacent to the Cobble Hill senior housing community complex. Both sit on 11 acres owned by Corcoran Jennison. The land was subdivided in order to create a separate and independent parcel for this development, consisting of 3.9 acres, and owned under a new LLC.

**Ownership:** Corcoran Jennison

**Size:** 159 units, \$30 Million Hard Costs

## COMPARABLE PROJECTS & REFERENCES | PHCS RFP

---

### Community

**Process:** The community process started by engaging the Cobble Hill area senior community that would be most impacted by the development. We then met with the Alderman of the Ward. After these two preliminary meetings, we proceeded to have our first large community meeting consisting of neighbors and abutters. The project was received very positively and embraced by the community with very little opposition. We then proceeded to broaden the community review with the East Somerville Main Streets. Their mission to support the retail and pedestrian experience in the area fit well with our proposed program. A second community presentation was met with no opposition. We proceeded to submit our design to the Design Review Committee and the ZBA for approval. We went before the ZBA twice in order to reach consensus with the Zoning Board members.

**Today:** The project is in the process of pursuing the building permit in order to start construction 4<sup>th</sup> quarter of 2015, 1<sup>st</sup> quarter 2016.

### Reference

**Name:** Sean McReynolds  
**Title:** Project Director  
**Company:** Corcoran Jennison Co., Inc.  
**Telephone:** 617-822-7266  
**Email:** smcreynolds@corcoranjennison.com

## APPLETON MILLS - LOWELL, MA

HISTORIC REHABILITATION



Total Development Cost: \$64 million

Units: 130

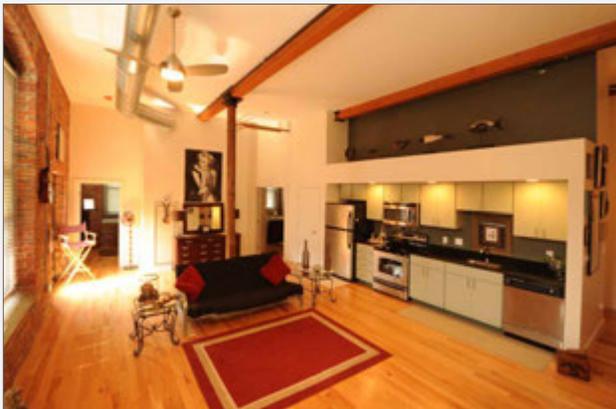
Completed: 2011



Appleton Mills is the first project in the \$800 million, multi-phase Hamilton Canal District Master Plan. Located next to downtown Lowell, Appleton Mills is a \$64-million historic restoration of a textile mill complex into 130 units of affordable housing for artists. The building also includes a five-story, 30-foot-wide atrium that draws sunlight into common areas and creates a dynamic architectural feature. The atrium is designed as a gallery/exhibit space and is conducive to community events such as open studios, film screenings and readings. Common areas in the building include a fitness area, laundry/community lounge, roof deck and a landscaped mill yard.



The building's green components include a green roof, highly efficient mechanical system components and Energy Star appliances. The loft style units range in size from 500 to 1,400 square feet, and include a mix of unit types and layouts, including studios, one-bedroom flats, one-bedroom townhouses, two-bedroom flats and two-bedroom townhouses. The building's elevators, doorways and loading docks are all designed to accommodate large art pieces.



APPLETON MILLS - BEFORE

# 110 CANAL STREET

LOWELL, MA



**N. 110**  
**CANAL**

Total Development Cost: \$8.5m - core and shell rehabilitation  
 Total Retail: 55,000 square feet of commercial  
 Completed: 2013

Historic texture. Downtown convenience. Flexible layouts. Unexpected interior design. It all comes together at 110 Canal Street, an exciting new venue for office and commercial tenants of varying sizes. Located at the intersection of three historic waterways, 110 Canal offers five open-plan floors of approximately 11,000 square feet. Visually stunning and intensely practical, it's a perfect setting for technology companies, service firms, research and development organizations or brand-new ventures. Vigorous architecture, stylish amenities and fun details make 110 Canal attractive on its own. But it's even better as part of the Hamilton Canal District, a 13-acre site currently being transformed into a vibrant, mixed-use district. When complete, the District will include up to 425,000 square feet of commercial/office space, 55,000 square feet of retail space, and 725 units of housing. Right next door to 110 Canal is Appleton Mills, whose 130 units of loft-style housing for artists are already fostering a growing creative community.

Just steps away from Lowell's restaurants, entertainment and arts venues, 110 Canal offers superior, energy-efficient office space in a unique urban environment. 110 Canal will be accessible via Lowell's historic trolley system and is just three blocks from

the Gallagher Transportation Terminal with access to MBTA commuter rail service. The building is less than 10 minutes from I-495 and Route 3, 30 minutes from Manchester-Boston Regional Airport in New Hampshire, and just 40 minutes from Boston's Logan International Airport.



## ENTERPRISE CENTER - BROCKTON, MA

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$100 million

Units: 215 rental housing

10,000 square feet of retail space

55,000 square feet of commercial space

Anticipated Completion Date: 2015

The Enterprise Center project will be a vibrant, mixed-use development re-creating a significant city block and its street edges in downtown Brockton. The transit-oriented development sits within walking distance of the commuter rail station in downtown Brockton, and within walking distance of the city's center. The new development will occur in two phases and will restore several historic buildings for retail, commercial and housing uses. The block is bounded by Centre Street, Main Street, Montello Street and Petronelli Way and suffers from considerable blight and physical deterioration.

Trinity's proposed development will be the catalyst to bring significant reinvestment back to downtown Brockton and reinvigorate what was once a bustling downtown location. The project is designed to comply with the goals of the Downtown Brockton Smart Growth Overlay District (DBSGOD) and was permitted using the Commonwealth's 40R Permitting Process. The project will consist of two phases of housing, the historic rehabilitation of an existing commercial building and the construction of a new parking garage. The project will be funded using Historic Tax Credits, Low Income Housing Tax Credits, private tax credit equity and other public and private resources.

Trinity has worked with the community to develop a multi-phase development program reflective of the goals of the City and its residents. The first phase of development consists of 113 units of housing in new construction along Centre Street. A section of the new construction, named Enso Flats, will include 42 artist live/work units which will be affordable to artists earning up to 60% of the Area Median Income (AMI). The remaining 71 units of new construction, named Centre50, will include a mix of affordable and market rate units. In addition to the housing there will also be ground floor retail, artist gallery space, green space and parking. Enterprise Main (the existing Enterprise Building) will also be historically rehabilitated to create 55,000 square feet of new commercial and office space.

The second phase of development consists of 102 units of housing, again a mix of affordable and market rate units, as well as a 326 space parking garage and additional green space.

Upon completion this project will consist of 215 units of housing, 10,000 square feet of retail and artist exhibition space, 52,000 square feet of commercial space and 544 parking spaces.



REFERENCE:

Paul J. Mackey  
Deputy Director  
Somerville Housing Authority  
(617) 625-1152 x 321

Design Start: June 2011  
Construction Start: TBD  
Estimated Completion: TBD  
# of Units: 60  
Estimated Cost: \$ 11.4 M  
Final Cost: TBD  
Cost/SF: \$ 205 SF

Along the Mystic River Parkway, the long-vacant Mystic Pump Station awaits a transformation as it is adapted to affordable senior housing as part of the larger Capen Court expansion project. The rehabilitation is planned to create 25 housing units within the historic building, with designated common spaces including a lounge and other communal areas. Efficient, adaptable and accessible units will be integrated into a double loaded corridor, while maximizing the expansive historic window inserts. As the demand for such housing is greater than that which will fit in the building, an additional 35 new housing units will be constructed along the south boundary of the property where the non-historic garage building now sits. The new building will be placed as far back from the historic building as possible and will work to connect the existing Capen Court housing with the expansion project. In addition to meeting housing needs, this project will help to reinvigorate a northern entrance into the City of Somerville.



REFERENCE:

Scott Hayman  
Director of Real Estate  
Somerville Community Corporation  
(617) 776-5931 x 227

Design Start: Aug 2014

Construction Start: March 2015

Estimated Completion: April 2016

# of Units: 30

Estimated Cost: \$9.25M

Final Cost: TBD

Cost/SF: \$195/SF

Historically, Union Square was the center of Somerville, a transportation and shopping center. 181 Washington Street is a proposed transit oriented mixed-use development within Union Square, Somerville, that will provide 44 units of affordable rental housing and commercial ground floor retail/office space, including the Somerville Community Corporation's (SCC) main office. The site is within a quarter mile of two future MBTA Green Line T stops and is a pioneering project designed such that it leads Union Square back to the higher density in which it was originally developed. Many Green features will be incorporated into the design and SCC anticipates applying for Enterprise Green Communities. In anticipation of the Green Line extension, the City has recently re-zoned the area to increase density and decrease parking requirements. The project will be five stories high with retail frontage on Washington Street, stepping down to four stories on Boston Street.



REFERENCE:

Mr. Gary Jennison, Chairman  
Corcoran Jennison Co, Inc.  
(617) 822-7351

Design Start: January 2012

Construction Start: Ready for Construction

Completion: N/A

# of Units: 159

Estimated Cost: \$29M

Final Cost: N/A - Ready For Const.

Cost/SF: \$161/SF

The residences in Somerville, MA will utilize sustainable initiatives to provide 180,000 SF of new residential units. The site is located in an urban environment served by existing infrastructure and discourages building users' reliance on the automobile with a reduction in parking spaces. Access to daylight and views is central in achieving occupant comfort and will be provided through generous expanses of vision glass. Occupants will also have control over lighting and their thermal environment. Additionally, no chlorofluorocarbons (CFC) based refrigerants will be used in the project to reduce ozone depletion in the atmosphere.

## PROJECT NARRATIVE

### QUALITATIVE DESCRIPTION OF PROJECT INCLUDING A DETAILED PROGRAM OF PROPOSED USES

#### **Commercial**

A key component of the Trinity proposal is the creation of a new facility for Artisan's Asylum. As a local non-profit, Artisan's Asylum draws its membership from the community and provides a creative, innovative and inspiring place for entrepreneurs to create and innovate at an affordable cost. Artists of all kinds including industrial designers, fabricators, architects and graphic artists will occupy a central space in the revitalized Powder House Community School site. With an attractive, glassy façade the new Artisan's Atrium will be a showplace for artists to exhibit, work and interact with the community.

Trinity's proposal includes the creation of eight, for-sale, LiveWorkSell units on Broadway that will target artists as residents and business operators. The units will be available to both affordable and market-rate buyers. This innovative programming presents an economic development opportunity that allows for the creation of eight new businesses focused on the arts. The LiveWorkSell units will borrow their character from the neighborhood's existing urban fabric and provide the opportunity for store-front retail at street level with living space above. The connection between the LiveWorkSell units and Artisan's Asylum reinforces the burgeoning creative economy of Somerville. Each LiveWorkSell unit will come with a parking space.

#### **Residential**

The project will also include a 35-unit, for-sale condominium building. The homes will range in size from studios to three bedrooms and will be for sale to both affordable and market-rate households. Each residential unit will include a surface parking space.

### SITE PLAN OPTIONS

The design illustrates a pair of buildings located to the East and West edges of the site framing the green space in between. The East building will house eight LiveWorkSell studios fronting Broadway and a large commercial space for Artisan's Asylum's studios, workshops, exhibits, classroom and offices. Part of the commercial space is imagined as a publicly viewed atrium that opens onto the green space. It will contain artist studios, exhibition space and possibly a café. The West building will house 35 condominium units on 3.5 floors. Two on-grade parking areas take advantage of the east and west setbacks and provide a buffer with the direct abutters. To minimize on-site paving areas, the on-grade parking takes advantage of the site topography and is partially tucked below the two residential buildings.

The public park occupies 0.75 acres and is imagined as an active space serving the local Somerville community. The current pedestrian path function linking Broadway with Holland Street will be maintained. Additional site programs are considered for the open space such as: artist exhibits, open air workshops, intergenerational grown center, spice and herb garden, shaded area in the form of pergolas and tree canopies as well as informal gathering space for the community.

### DESIGN ALTERNATIVE

The design alternative illustrated on the following pages suggests a location for the LiveWorkSell that would front the Green space instead of the street.

## ANTICIPATED TIMELINE

March 23, 2015	Submission deadline
April 6, 2015	Initial evaluations
April 13-April 17, 2015	Proposer Interviews
June 2015	Mayor's Recommendation to Alderman
June 2015	Aldermanic Review
June 2015	Developer designation
June - September 2015	Schematic Design – A series of public visioning charrettes
June - September	Negotiate + execute ENA (90 days per the RFP)
June 2015-March 2016	Zoning/Entitlement approvals
January 2016	Design Development with Public Meetings
June 2016	Construction Documents Authorized
June 2016	LDA Execution
September	GMP design complete
October 2016	Financial Closing
October 2016	Construction Start (20 month duration)
May 2018	Construction Completion

## DESCRIBE ANY OTHER AMENITIES INCLUDING ANCILLARY USES AND PUBLIC AMENITIES AND INCLUDE THEIR ANTICIPATED LOCATION ON THE PARCEL

### **Green Space Programming + Design**

In order to commence the programming and design of the Project's green space, it is important to understand the fabric that surrounds the site. Strategically nestled between Davis Square, Powder House Square and Teele Square, the site draws its inspiration from the unique diversity of businesses, people and activity that will be enhanced by our proposed development.

Since the Project's green space is so significant, even before we design a building we must begin with the most important component of the site, which is not only designing, but also programming the 40% of active open space, or approximately 32,600 SF, on the site. This critical element of the project must be conceived accordingly in order to program an incredible amenity for the community, and to help inform the placement of buildings.

What can this green space be? This is a question we hope to explore with the community.

We seek inspiration for the green space in a multitude of possibilities that can begin to inform us what the intended use for this place can be. It can be a place of respite, a place of nature, a place of gardens, a place of discovery and diversity, a place of activity, a place of event, a place of production, a place of structures, a place of temporality and even a place of performance.

So with such inspiration, we believe the best program a space for this site will not only activate the green space but also provide a unique area in Somerville that does not currently exist, so that we can create an interactive and enjoyable public space.

We have thought about what some of these program catalysts might be for the green space:

- *Interactive water feature*: this could take the form of a pond that can also serve as a public ice skating rink in winter. We know how popular hockey is in Somerville, perhaps we program a space for families to enjoy, similar to the Frog Pond in the Boston Common.
- *Social gathering areas*: this could include pockets of space that can stimulate social gatherings, and open air teaching activities.
- *BBQ areas / fire pits*: this could include a fire pit similar to some of the dynamic public places in Montreal, which activate spaces during winter and at night. Places for BBQs could be activated by family potlucks or farmers markets.
- *Community gardens / growing center*: this could include an opportunity for an intergenerational program element for growing vegetables and plants where local seniors and school children can interact. It is also a place where healthy eating habits are taught to school children expanding on the great work being done by the Vinyl Street growing center.
- *Shade / pergolas*: this could include places of shade to provide variety and places of gathering.
- *Small structures*: this could include space that is activated by the work from Artisan's Asylum. Such a program could include a way to promote artisans, and provide an opportunity for the public to learn more – a great symbiotic program.
- *Wifi/working areas*: this could include places for people to work and enjoy fresh air.
- *Entertainment/movie area*: this could include activating spaces for entertainment with a dedicated area for possible movie projection during summer evenings.
- *Bocce ball court*: A simple game that can serve to bring old and new Somerville together.

These are just some of the ideas and visions we have for the green space and its program. With these informing our design intent, we have come up with four program options that we would like to further explore and refine with the community: Central Green, Urban Rooms, Interwoven, and Get a Bit Lost/Discover. These design approaches each incorporate some of the program components:

- *Central Green* is compromised of places of respite – program spaces that engage the individual to stop and relax, enjoy a promenade, rest on a hammock or by a fire pit - a place for a short period of rest or relief.
- *Urban Rooms* would create spaces with nature or manmade. These pockets would serve for gatherings, reflection, and play, while giving a unique character to the site - where architecture and nature can engage together.
- With *Interwoven* we explore multiple programs and activities, as well as materiality in order to create a rich environment. Interwoven would also possibly keep a small piece of the old school as a ruin and memory – art from

Artisans Asylum would also play a big programmatic role in the landscape as visitors would be able to engage and participate with the art.

- In our final option, *Get a Bit Lost/Discover*, we would create a place of discovery that would engage young and old to interact with the spaces provided – we would break out part of the site to create individual characteristics to each region of the ‘green’ space.

### **Existing Pedestrian Path**

The existing pedestrian path from Packard Avenue to Holland Street will be maintained as a critical link to existing programs at the Tufts-owned building and as a means of travelling across the site. The design will enhance the experience of the pedestrian path by establishing a publicly accessible park that will frame the buildings in our proposed design.

### IDENTIFY ANY PROPOSED GREEN BUILDING ELEMENTS, INCLUDING LEVEL OF LEED CERTIFICATION, AS APPLICABLE

We always strive to include as many sustainable elements in our design. Our initial design concept would explore incorporating elements such as:

- Permeable pavements in parking and paved areas;
- Bioswales/ drainage basins for storm water;
- Rain water collection and storage for building use;
- Rain water collection and storage for limited irrigation;
- Native planting that requires no irrigation;
- Efficient MEP systems to exceed ASHRAE standards;
- A minimum, LEED Silver certification for each building;
- Energy efficient lighting with motion sensor occupancy detectors;
- Use of recycled building materials;
- Maximizing daylight; and
- Solar photovoltaics.

### TRANSPORTATION SUMMARY

As currently envisioned, the development proposal calls for the demolition of the existing Powder House Community School to accommodate the construction of two new buildings for a total of approximately 80,000 gross square feet of development and creation of a new public park. The project would include construction of a 3.5 story, 40,000 gross square foot residential building with 35 residential condominiums and a 40,000 gross square foot mixed-use commercial building which would include eight LiveWorkSell units in 10,000 square feet and approximately 30,000 square feet for Artisan's Asylum's studio, classroom, workshop and atrium spaces.

#### **Site Access**

As currently envisioned, vehicular access to the project site would be provided by two proposed driveways to be located on the west side of Broadway on the northerly and southerly properties boundaries. The northerly site driveway would provide access to the proposed 35-unit condominium building. The southerly site driveway would provide access to the 8 LiveWorkSell units and the 30,000 square feet of Artisan's Asylum space in the approximate location of an existing driveway serving the Powder House Community School garage.

The final design will need to incorporate adequate loadings areas for the commercial space, and provide safe and efficient emergency vehicle access to both of the proposed new structures. The project team will work with the City of Somerville Fire Department to ensure that emergency vehicle access is provided to the new buildings and existing adjacent structures.

#### **Parking Demands**

The anticipated parking demands would be accommodated in two separate on-site surface parking lots to be located on the ground floor or basement level of each

building. The project will include 35 off-street parking spaces, one per unit, for the proposed 35 residential condominiums, 8 off-street parking spaces, one per unit, for the proposed 8 LiveWorkSell units, and 24 off-street parking spaces for the 30,000 square foot of Artisan's Asylum commercial space. The initial parking supply would meet or exceed the City of Somerville's parking requirements. The final parking count may be modified to meet the needs of competing objectives for the site and in consideration of Travel Demand Management (TDM) strategies intended to reduce single occupancy vehicle trips to and from the site.

### **Potential Traffic Impacts**

Preliminary assessment of potential traffic increases associated with the currently envisioned development proposal indicates that the proposed land uses would not result in significant traffic increases on the surrounding area roadways relative to the prior use of the site. These potential traffic increases would be dispersed to the surrounding roadway system via two proposed site driveways thus further reducing potential traffic increase at any one driveway location. Due to its proximity to the exiting traffic signal at the intersection of Broadway and Packard Avenue, the final design would review possible left-turn in restrictions at the northerly residential condominium site driveway to minimize potential impacts to through traffic traveling on Broadway.

### **Travel Demand Management**

The project will also seek to reduce single occupancy vehicle trips to and from the site, from the initial conceptual design elements, and development of a comprehensive the Travel Demand Management (TDM) program, to the final marketing strategies for the completed development. The final design will seek to enhance access to available public transportation (MBTA Bus Service) on Broadway and Holland Street, provide enhanced pedestrian connections through the site, as well as encourage use of existing bike lane accommodations on Broadway, directly adjacent to the project site.

### **IDENTIFICATION OF ANY DEVIATIONS FROM THE PROPOSED STANDARDS AND DESIGN GUIDELINES IN APPENDIX E**

The proposal fits within the parameters of the RFP's design guidelines and the City's current and proposed zoning ordinance.



**Primary Scheme:**

A pair of buildings framing the green space in between. The commercial building will house 8 LiveWorkSell studios fronting Broadway and a large commercial space for Artisan's Asylum's studios, workshops, exhibits, classroom and offices. The residential building will house 35 condominium units on 3.5 floors. Two on grade parking areas along the east and west setbacks partially tucked below the two buildings. The public park occupies 0.75 acres and is imagined as an active space serving the local Somerville community.

- Gross Square Footage: 80,857sf
- Public Park: 32,670sf (0.75 acres)
- Condominiums: 40,000 gsf, 3.5 floors, 35 units
- Artist Live/Work/Sell: 10,000 gsf in 8 units
- Studios/Classrooms/Workshops: 26,300gsf
- Artisan Atrium: 4,557gsf parking: 67 spaces (35 for housing and 32 for commercial)











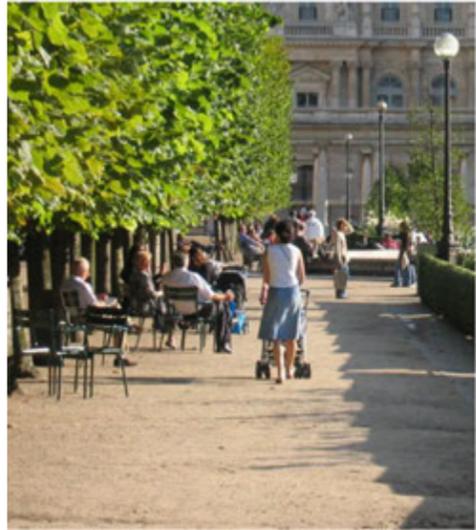


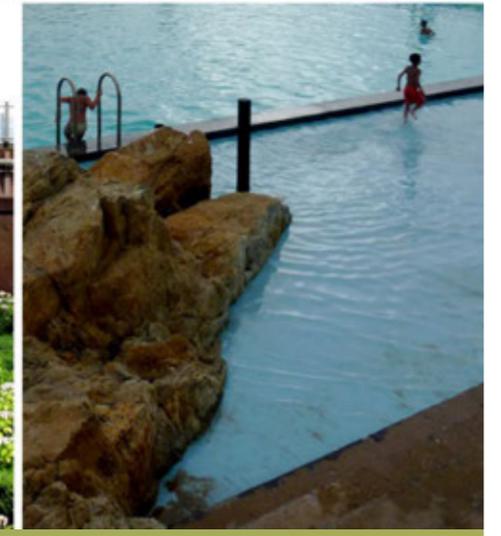
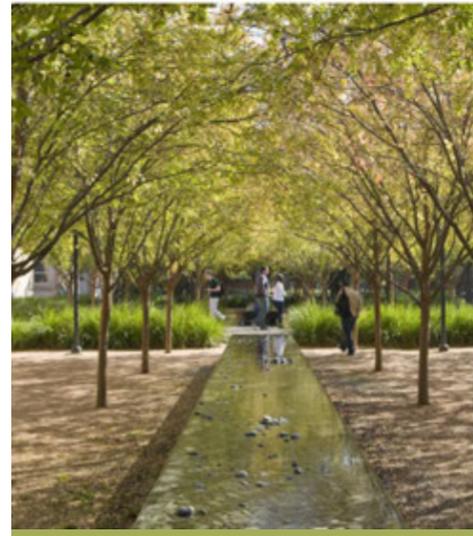
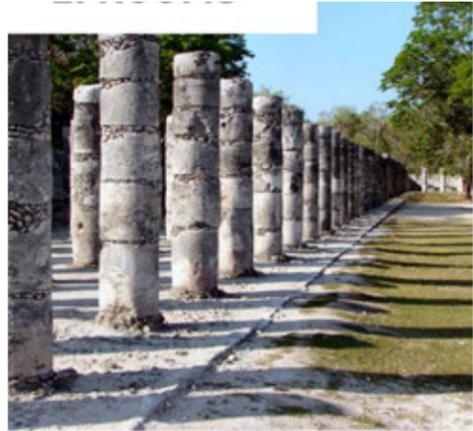
### Alternate Scheme:

A pair of buildings framing the green space in between. The commercial building will house 8 LiveWorkSell studios fronting the Park and a large commercial space for Artisan's Asylum's studios, workshops, exhibits, classroom and offices along Broadway. The residential building will house 35 condominium units on 3.5 floors.

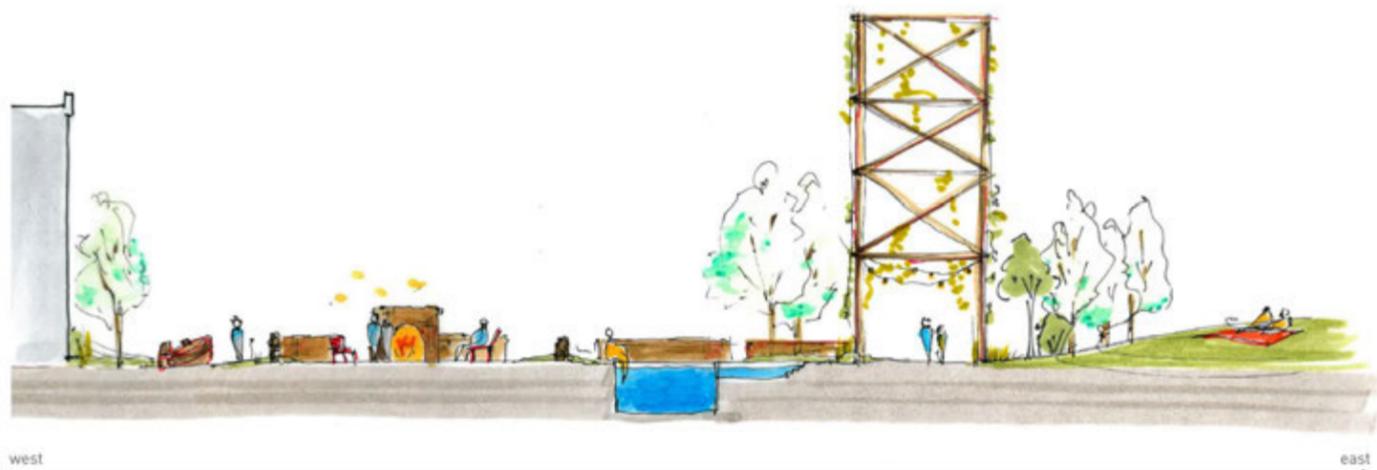
Two on grade parking areas along the east and west setbacks partially tucked below the two buildings. The public park occupies 0.75 acres and is imagined as an active space serving the local Somerville community.

- Gross Square Footage: 80,857sf
- Public Park: 32,670sf (0.75 acres)
- Condominiums: 40,000 gsf, 3.5 floors, 35 units
- Artist Live/Work/Sell: 10,000 gsf in 8 units
- Studios/Classrooms/Workshops: 26,300gsf
- Artisan Atrium: 4,557gsf parking: 67 spaces (35 for housing and 32 for commercial)



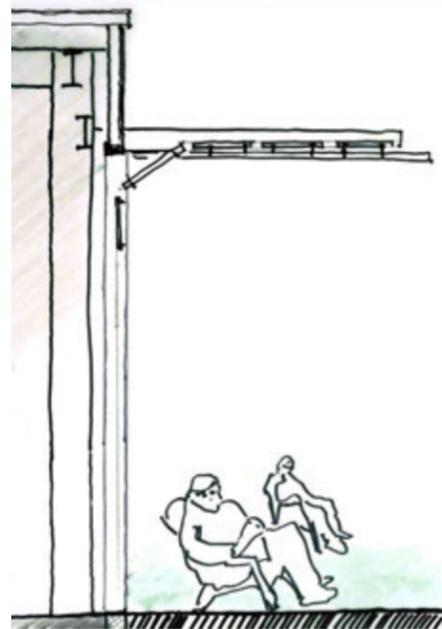


THE ALLÉE — FOR BOCCÉ OR OTHER GAMES

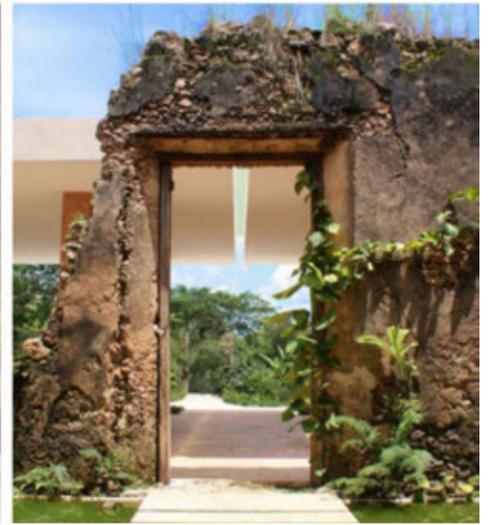
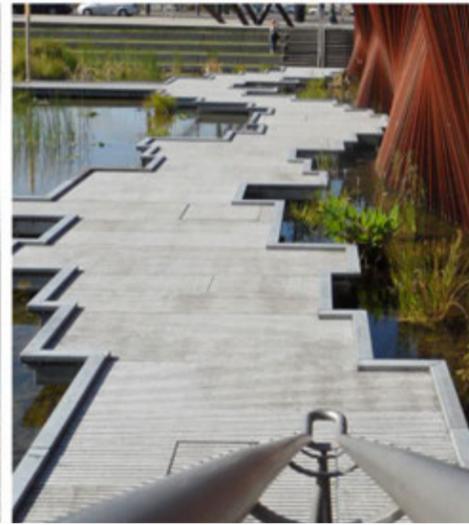


west

east



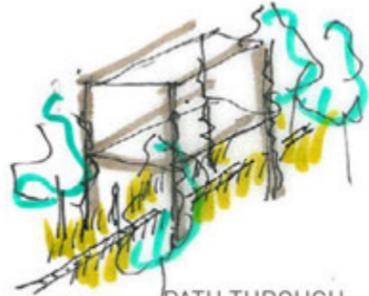
# URBAN ROOMS



INTERWEAVE MATERIALS



RESIDENTIAL TERRACES



PATH THROUGH THE SCAFFOLD



west ← → east



north ← → south

# INTERWOVEN



## PURCHASE PRICE

The purchase price is based on the Primary Scheme described in Section D and is structured based on the cash value of the public goods the City will receive from the project. Trinity Powder House Limited Partnership is prepared to offer the City **\$4,982,464**. This breakdown is as follows:

- \$2,000,000 in cash to the City;
- \$1,223,264 affordable housing subsidy;
- Up to \$1,000,000 in park improvements; and
- \$759,200 which equals the value of the Green space donation back to the City based on the RFP's assessed land value, prorated for .75 acres.

The cash portion of the purchase price will be paid in accordance to the terms and conditions of the Land Disposition Agreement to be negotiated with the City.

### FINANCIAL INFORMATION

#### ANTICIPATED FINANCIAL AND MANAGEMENT INTERESTS IN THE PROJECT

Trinity Powder House Limited Partnership (“Trinity”), a Massachusetts limited partnership, an affiliate of Trinity Financial, Inc, will be the master developer for the Powder House Community School residential and commercial projects.

Trinity will design and obtain permitting for the residential, LiveWorkSell, commercial and open space components of the site. Trinity will manage and fund the entire project’s predevelopment expenses and will assume the required completion guarantees for financing. The residential and LiveWorkSell components will be financed through a combination of Trinity’s own equity and private equity of investors who have already expressed interest in the project. Additional financing will come in the form of a construction loan and proceeds from the sale of the individual market rate and affordable condominiums units. At less than 50 units, the project’s size is appealing to a lender interested in reentering the for-sale market after the most recent downturn in the economy. Please see the letter of interest from TD Bank at the end of this section.

The commercial project will be financed using two debt vehicles more particularly described below and equity from Artisan’s Asylum, the proposed commercial building owner. It is currently contemplated that 75% of the project costs will be financed with Tax-Exempt Bonds issued through Mass Development and purchased by a local community bank. We estimate that 15% of the project costs will be financed through a subordinate and/or bridge debt facility. Boston Community Capital has expressed interest in providing this form of debt. Lastly, a minimum of 10% of the project costs will be provided by Artisan’s Asylum. Artisan’s Asylum believes this equity will come in the form of capital contributions from institutional and individual donors as well as various grants. Please see letters of interest from MassDevelopment, Cambridge Savings Bank and Boston Community Capital at the end of this section.

#### STRATEGY FOR SECURING FINANCING

In order to successfully finance the proposed project, Trinity will draw from its past experience developing homeownership units, commercial buildings and modeling complex affordable housing transactions in addition to its proficiency in managing complex construction and the myriad of strong relationships it has built in the housing industry.

##### **Conservative Underwriting**

The financing of the 43 condominium and LiveWorkSell units is straightforward. The total development cost for the residential and LiveWorkSell buildings is approximately \$19 million. Trinity has conservatively modeled a financing scenario of which \$13 million will be financed through a construction loan (68% of total cost) and \$6 million of equity (32% of total cost).

In order to pay down the construction loan and provide a preferred equity return to the investors, the 37 market rate condominiums and LiveWorkSell units will be sold at market rates and will range from approximately 500 to 1250 square feet, with the

average unit measuring approximately 873 square feet. The six affordable condominiums and LiveWorkSell units will be sold at prices that are between 80% and 110% of Area Median Income. It is estimated that these prices will range from approximately \$127,000 to \$216,000 according to the standards set by the City of Somerville. The units are proposed to have an artist preference and each will include a parking space.

### **Experience in Construction and Construction Management**

Trinity's 28-year history of navigating complex new construction projects ensures that the proposed project will exceed the City of Somerville's expectations for a high quality development. Over the course of time, Trinity has established best practices in how it manages construction budgets to ensure that a project meets its financial obligations. Trinity typically uses a Guaranteed Maximum Price (GMP) construction contract with shared cost savings. This provides incentive to the general contractor to identify savings and, in combination with our on-site senior construction project manager, maximizes the ability to control costs and then manage the contingency. Each and every one of Trinity's projects in its 28 years of business has been completed on time and on budget. Trinity has never defaulted on any of its loans.

### **Line of Credit Information**

Trinity has a long and successful track record of raising capital in the form of both debt and equity to support large, complex, phased redevelopment projects. For the Powder House Community School redevelopment, Trinity is confident that through a combination of equity and debt resources, sufficient capital can be raised to implement a comprehensive revitalization strategy.

Trinity's strong balance sheet and extensive experience with complex large scale developments will also enable us to bring the necessary equity to the redevelopment of the Powder House School site. The project's transit-oriented location in a strong urban market that is appealing to a diverse population also makes it an attractive investment. Finally, Trinity maintains a seven-figure line of credit with Bank of America (BoFA) and routinely secures eight-figure construction and permanent financing from BoFA and our other major bank, TD Bank.

### **BANKING REFERENCES**

Trinity has a long-standing relationship with a number of lenders that have provided both construction and permanent debt for large-scale projects.

Elizabeth Gruber, Senior VP  
Bank of America-Community Development Banking  
225 Federal Street MA1-225-02-02  
Boston, MA 02110  
617-346-1060

Thomas J. McColgan, Vice President  
TD Bank-Commercial Real Estate  
1441 Main Street, 5<sup>th</sup> Floor  
Springfield, MA 01103  
413-748-8219



America's Most Convenient Bank®

**TD Bank, N.A.**  
1441 Main Street  
P.O. Box 3034  
Springfield, MA 01103  
**T: 800-462-3666** F: 413-748-8450  
www.tdbank.com

March 23, 2015

James G. Keefe  
Trinity Financial, Inc.  
75 Federal Street, 4<sup>th</sup> Floor  
Boston, MA 02110

**Re: Construction loan for the Powder House condominium development in  
Somerville, Massachusetts**

Dear Jim:

TD Bank is pleased to offer this letter of interest to serve as the construction lender for the Powder House condominium redevelopment (the "Project"), located in the vibrant residential neighborhood edging Davis and Teele Squares in Somerville, Massachusetts. The Project includes the new construction of approximately 35 units of for-sale housing, including five affordable units for artists, associated parking, utilizing a construction loan of approximately \$14 million.

Trinity Financial has a stellar track record of delivering high quality projects that contribute to the revitalization of neighborhoods and attract new growth and investment to urban communities. We have recently worked with Trinity on the adaptive reuse of the 110 Canal Street building in Lowell, Massachusetts. TD Bank purchased the federal and state Historic Rehabilitation Tax Credits and the New Markets Tax Credits for this \$9 million project and provided the bridge financing during construction. TD is also providing the \$47 million construction financing for the \$95 million Randolph Houses redevelopment in Harlem, NY. This 168-unit, mixed income development is the first phase in a two phase project which will ultimately include 302 units of housing.

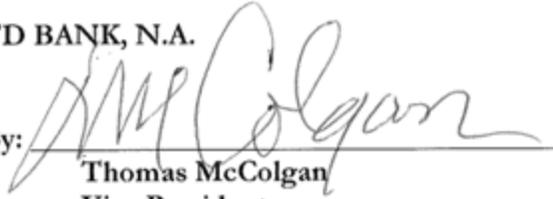
Trinity's commitment to community process and creativity is evident in the company's transformation of the Appleton Mills in Lowell, MA. The programming of this project evolved from the year long community process Trinity ran with the City of Lowell. Based on comments from the community that artists were being pushed out of Lowell, Trinity developed Appleton's program of 130 units of affordable housing for artists, and was able to resourcefully leverage federal and state historic and housing tax credits. Today this building is thriving and is a testament to the thoughtfulness and creativity of the Trinity team and its commitment to working with communities.

The creation of both market rate and affordable condominiums presents the opportunity to contribute to the vitality of the Somerville neighborhood by adding much desired high quality for-sale housing to the residential community. TD Bank welcomes the opportunity to discuss with Trinity Financial, Inc. the more specific terms of the construction loan for this project and continuing our successful partnership.

Very truly yours,

TD BANK, N.A.

By:

A handwritten signature in black ink, appearing to read 'T. McColgan', written over a horizontal line.

Thomas McColgan  
Vice President



# MASSDEVELOPMENT

99 High Street  
Boston, Massachusetts  
02110

Tel: 617-330-2000  
800-445-8030

Fax: 617-330-2001

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

March 16, 2015

André White  
Trinity Financial, Inc.  
75 Federal Street, 4th Floor  
Boston, MA 02110

RE: Tax Exempt Bonds for Artisan's Asylum

Dear Mr. White:

MassDevelopment is pleased to provide this letter of interest to provide tax-exempt bond financing to help fund the acquisition of land and construction of a 30,000 sq. ft. building in Somerville, MA. The proposed borrower is Artisan's Asylum, a Somerville based not-for-profit art organization focused on providing affordable work space for artists.

Based on our discussions, I believe that the project is a candidate for 501(c)(3) tax-exempt bond financing and is similar in scope to other projects that have been successfully financed with MassDevelopment tax-exempt bonds.

MassDevelopment expects to serve as the conduit issuer of the 501(3)(3) tax-exempt bond and **not** as the direct lender. In addition, this is **not** a commitment to provide financing and is only an expression of interest to receive an application for financing to evaluate the project's eligibility for tax-exempt bond financing.

Assuming the bond application is approved by MassDevelopment's Board of Directors, bond counsel will be responsible for delivering to the lender and this Agency at the closing of the bond sale their unqualified opinion that the interest on the bonds will be tax-exempt and that the bond is in compliance with all federal and Commonwealth of Massachusetts laws and requirements.

Thank you and please do not hesitate to contact me if there are any questions.

Sincerely,

Benny Wong  
Vice President



March 16, 2015

James G. Keefe  
Trinity Financial, Inc.  
75 Federal Street, 4<sup>th</sup> Floor  
Boston, Ma 02110

**RE: Financing for Powder House RFP in Somerville, MA**

Dear Mr. Keefe:

On behalf of Cambridge Savings Bank, and in response to your request, I am pleased to write this Letter of Interest, in connection with Trinity's submission to be designated Developer for the Powder House Community School RFP in Somerville, MA. This mixed-use development opportunity will be located in the heart of Somerville and presents a dynamic chance to enhance an already vibrant area.

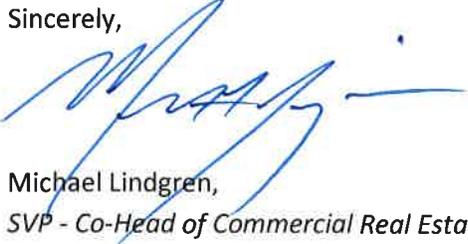
After our preliminary review of your proposal, we understand that you plan to construct a mix of commercial space for Artisan's Asylum, artist LiveWorkSell units and market-rate, for-sale condominiums. We understand that this initial proposal and if Trinity is selected, the neighborhood and City officials will have to approve the ultimate project.

Cambridge Savings Bank very interested in learning more about the project, and providing construction financing and CRA resources such as purchasing tax-exempts bonds and providing advice and support to Artisan's Asylum. The loaning and investing of any such funds would be subject to additional underwriting and full Bank committee approvals as the team advances in the selection process.

Trinity Financial is a highly-valued partner of Cambridge Savings Bank, and we welcome the opportunity to work again in partnership with you on this exciting development. We expect, like all projects that Trinity has undertaken, that this one would also be a rousing success, as well as a catalyst for further redevelopment of the surrounding community. Cambridge Savings Bank is currently holding a 1<sup>st</sup> Mortgage for Trinity's Riverway Plaza in Mattapan, Massachusetts.

Please let me know if there is any additional information that you require at this time, or if you have any further questions or comments. We wish you the best of luck as you pursue this potential opportunity. I look forward to the opportunity to work with you on this innovative and important development, and enhance our already strong relationship with Trinity. Should you have any questions, please feel free to call me at (617) 441-4122.

Sincerely,



Michael Lindgren,  
*SVP - Co-Head of Commercial Real Estate*  
Cambridge Savings Bank



March 16, 2015

James G. Keefe  
Trinity Financial, Inc.  
75 Federal Street, 4<sup>th</sup> Floor  
Boston, Ma 02110

**RE: Financing for Powder House, Somerville, MA**

Dear Mr. Keefe:

On behalf of Boston Community Capital, I am pleased to write this Letter of Interest in connection with Trinity's submission to be designated Developer for the Powder House Community School RFP in Somerville, MA. This mixed-use development will be located in the heart of Somerville and presents a dynamic opportunity to enhance an already vibrant area.

**Charles Clark**  
Chair of the Board

**Elyse D Cherry**  
Chief Executive Officer  
Boston Community Capital

**DeWitt Jones**  
President  
BCC Solar Energy Advantage

**Michelle Volpe**  
President  
BCC Loan Fund

**Affiliates**  
Boston Community Loan Fund  
Boston Community Venture Fund  
Boston Community Managed Assets  
Solar Energy Advantage  
NSP Residential LLC  
Aura Mortgage Advisors LLC

After our preliminary review of your proposal, we understand that you plan to construct a mix of commercial space for Artisan's Asylum, LiveWorkSell units and market-rate, for-sale condominiums. We understand that this is an initial proposal and if Trinity is selected, the neighborhood and City officials will have to approve the ultimate project. Boston Community Capital is extremely interested in learning more about the project, and potentially providing construction, bridge, subordinate and/or permanent financing for the project. Such financing would be subject to additional underwriting as the team advances in the selection process.

Trinity Financial is a highly-valued partner of Boston Community Capital and we welcome the opportunity to work together again on this exciting development. With Trinity's strong track record, we fully expect this project will be a resounding success and serve as a catalyst for further redevelopment of the surrounding community. Boston Community Capital currently holds a permanent subordinate mortgage for Trinity's Enterprise Commercial Building in Brocton, Massachusetts.

We wish you the best of luck as you pursue this exciting opportunity. I look forward to the opportunity to work with you on this innovative and important development, and enhance our already significant relationship with Trinity. Should you have any questions, please feel free to call me at (617) 427-3509.

Sincerely,

A handwritten signature in blue ink that reads "Michelle Volpe". The signature is written in a cursive, flowing style.

Michelle Volpe  
President  
Boston Community Loan Fund  
Boston Community Capital

### MUNICIPAL BENEFITS/IMPACT/COSTS

#### CALCULATIONS FOR ALL LOCAL TAXES ANTICIPATED BY THE PROJECT UPON ITS COMPLETION

The potential real estate taxes generated from the project proposed in Section D will consist of revenue derived from residential and commercial uses. For the purposes of this analysis, we are assuming full real estate taxation based on 2015 millage rates. There is the potential for a tax abatement for the 6 affordable for-sale condominiums and the Artisan's Asylum is not subject to taxation for its 30,000 square foot commercial space given its non-profit status.

#### **Residential**

As described in Section D, the residential component will consist of 35 for-sale condominiums. Based on an estimated average unit net square footage of 873 sf and a projected average unit sales value of \$624.16 per square foot, the estimated average per unit assessed value will be \$544,582.

Using the current millage rate for residential of \$12.61 per \$1,000 of assessment would result in a per unit estimated real estate tax of \$6,867. The estimated total annual residential tax paid to the City will be \$240,351.

#### **Commercial**

As described in Section D, the site's commercial components will consist of 8 LiveWorkSell units and a 30,000 square foot commercial building.

The LiveWorkSell units are considered commercial with each unit having a retail presence along Broadway and/or the active public open space. Based on an estimated average unit net square footage of 1,000 sf and a projected average unit sales value of \$624.16 per square foot, the estimated average per unit assessed value will be \$624,163.

Using the current millage rate for commercial of \$20.52 per \$1,000 of assessment would result in a per unit estimated real estate tax of \$12,808. The estimated total annual commercial LiveWorkSell commercial tax paid the City will be \$102,463.

#### **Total Taxation**

The projected total annual real estate revenue (based on 2015 tax rates) from the proposed project would be **\$342,814**.

## CALCULATIONS AND METHODOLOGY FOR THE COST OF MUNICIPAL SERVICES

### Schooling Costs

As a mixed-use project in an extremely diverse and desirable neighborhood, it is difficult to predict the size of family who will purchase the for-sale residential condominiums and LiveWorkSell units. Based in the City's FY2015 School Department Budget of \$60,317,201 and an enrollment of 4,987 students according to MA DOE, the average cost per student is \$12,095. However, since the marginal cost of adding one student is less than the fixed cost per student, one can assume each student from the development will not add \$12,095 costs to the City's budget.

Using ratios from a 2011 study completed for Trinity by ConsultEcon, Inc. which estimates the number of children for multi-family developments in Massachusetts, we estimate approximately 9 - 10 school-age kids living in our development.

TYPE	Market Rate			School Age	
	#	Ratio	Est.	%	#
Studio	3	0.0	0	70%	0
1BDR	9	0.0	0	70%	0
2BDR	15	0.5	7.5	70%	5.25
3BDR	3	1.0	3	70%	2.1
LWS	7	0.0	0	70%	0
<b>Total</b>	<b>37</b>	<b>-</b>	<b>10.5</b>		<b>7.35</b>

TYPE	Affordable			School Age	
	#	Ratio	Est.	%	#
Studio	1	0	0	79%	0.0
1BDR	1	0	0	79%	0.0
2BDR	2	0.75	1.5	79%	1.2
3BDR	1	1.5	1.5	79%	1.2
LWS	1	0	0	79%	0.0
<b>Total</b>	<b>6</b>	<b>-</b>	<b>3</b>		<b>2.4</b>

TYPE	Totals			%	#
	Units	Ratio	Est.		
<b>Total</b>	<b>43</b>	<b>-</b>	<b>13.5</b>	<b>-</b>	<b>9.7</b>

*Based on ConsultEcon, Inc. study commissioned by Trinity in 2011.*

Assuming the marginal cost of adding one additional student is 50% of the average cost per student of \$12,095, the estimated 9 - 10 students would add approximately \$57,451 to the City's education budget. This calculation does not factor in the likely possibility of existing Somerville residents moving to the project which would lower the estimate on the table above.

### Water and Sewer

The owners of the residential and commercial components will be billed by the City individually for water and sewer charges.

**Trash Removal**

Somerville’s FY2015 Dept. of Public Works’ Sanitation Budget is \$4,607,000. From a residential perspective, the FY2015 budget divided by the census estimate of 78,804 residents yields a per resident cost of \$58.46. We assume our project will house an average of 2.1 persons (See chart below) per unit in all 35 residential and 8 LiveWorkSell units, the estimated impact would be \$5,279 (which is roughly 1.5% of the total project’s projected real estate taxes). Artisan’s Asylum’s waste disposal will be handled by a private operator.

Market Rate				
TYPE	Units	Kids	Adults	Combined
Studio	3	0	3	3
1BDR	9	0	13.5	13.5
2BDR	15	7.5	30	37.5
3BDR	3	3	6	9
LWS	7	0	14	14
<b>Total</b>	<b>37</b>	<b>10.5</b>	<b>66.5</b>	<b>77</b>

Affordable				
TYPE	Units	Kids	Adults	Combined
Studio	1	0	1	1
1BDR	1	0	1.5	1.5
2BDR	2	1.5	4	5.5
3BDR	1	1.5	2	3.5
LWS	1	0	2	2
<b>Total</b>	<b>6</b>	<b>3</b>	<b>10.5</b>	<b>13.5</b>

Combined				
TYPE	Units	Kids	Adults	Total
<b>Total</b>	<b>43</b>	<b>13.5</b>	<b>77</b>	<b>90.5</b>

Avg. 2.1

*Based on ConsultEcon, Inc. study commissioned by Trinity in 2011.*

**General City Budget**

Somerville’s FY2015 Overall Budget is \$202,936,810. From a residential perspective, the FY2015 budget divided by the census estimate of 78,804 residents yields a per resident cost of \$2,575. If we assume our project will house an average of 2.1 persons (See chart above) per unit in all 35 residential and 8 LiveWorkSell units, the estimated impact would be \$232,522 (which is approximately 68% of the total project’s projected real estate taxes).

The Development Team has designed and envisions operating the project with a minimal adverse fiscal impact on the City’s budget. To mitigate the above impacts, our proposal includes the following public benefits: annual contribution from residential and commercial owners for the maintenance of the public open space and sidewalks, eyes on the public open spaces which will limit the need of general policing, increase in patronage to neighborhood businesses from Artisan’s Asylums occupants and visitors, and increase in local disposal income as a result of the new market-rate housing being built.

## **NUMBER AND TYPES OF JOBS EXPECTED TO RESULT FROM THE PROJECT, PARKING, FACILITY AND ANCILLARY USES**

There will be two categories of jobs created from the project; Construction jobs that be based on Full Time Equivalent (FTE) units and Permanent jobs. Since there is a possibility the final project design may vary, the estimate is based on the proposed concept in Section D.

### **Construction**

Based on an estimate hard cost budget of \$21.3 million, the project will generate 47 FTE construction jobs. This assumes both open shop and union jobs.

### **Permanent**

Trinity Management estimates the property would be managed by 1 full-time position and 1 quarter-time position. The full time position would be a maintenance/porter position with a starting annual pay range of \$40,000 - \$42,000. The quarter-time position would be shared with another Trinity project and would be a property manager with an annual salary allocation of \$6,500 - \$8,000.

Without knowing the types of businesses that will occupy the LiveWorkSell units, it is premature to estimate the types and number of jobs and range of potential salaries.

In addition to a staff of 5, over 75 artists, craftsmen, engineers and designers work out of the Artisan's Asylum today.

## **DESCRIPTION OF THE ANTICIPATED NEIGHBORHOOD IMPACTS, INCLUDING TRAFFIC, NOISE, ODOR, LIGHTING, AND SHADOW EFFECTS, BOTH DURING AND POST CONSTRUCTION; DESCRIBE OTHER BENEFITS, IMPACTS, OR COSTS INCLUDING CONTRIBUTION TO COMMUNITY IMPROVEMENT PROJECTS**

The new buildings will have minimal shadow impact on the surrounding neighborhood due to their lower rise in-line with the nearby structures. The commercial building will cast shadows on the park whereas the condominium building will cast shadows on its own parking lot. Outdoor lighting will be studied to provide a secure environment and be nighttime friendly. It will be targeted at program elements such as signage, sports courts and walking paths with full cut-off fixtures to provide and reduce negative impacts on the nighttime environment.

### **Other Project Benefits**

- Affordable Housing | If permitted by the City we will designate 1 LiveWorkSell unit and 5 condominiums as affordable for-sale units with an artist preference.
- Art Classes + Programs | Artisan's Asylum currently offers 53 classes and programs that are free or for a minimal cost. In addition, new classes will be offered to take advantage of the new facility and vast outdoor space.

- Economic Development | The 8 LiveWorkSell units will create an opportunity for a series of local small businesses to emerge and grow.
- Economic development | Artisan's Asylum will have a more public face which will translate to more awareness of the affordable spaces and programs it offers to residents of Somerville.
- Open Space Management | The privately managed public Green space ensures the highest quality maintenance as the space will not be subject to potential fiscal budget constraints.

### **DESCRIBE ANY PROPOSED INFRASTRUCTURE IMPROVEMENTS TO BE MADE BY THE PREFERRED DEVELOPER**

Based on the project as designed in Section D, the main infrastructure improvement will be the creation of a 32,600 square foot active public open space. In addition, there will be enhanced sidewalks along Broadway with wider sidewalk sections to accommodate patrons of the LiveWorkSell units and hardscape improvements along the park's and condominium building's edges.

### **DESCRIBE PLANS FOR MAINTENANCE AND OWNERSHIP OF OPEN SPACE**

Upon completion of the project, Trinity Powder House Limited Partnership is proposing to deed the public open space to the City. As the potential abutting owners of a mixture of uses that should harmoniously interact with the open space, the condominium associations for the residential, LiveWorkSell and commercial buildings will contribute \$25,000 annually to the ongoing operations and maintenance of the open space.

**EXCLUSIVE NEGOTIATING AGREEMENT & LAND DISPOSITION AGREEMENT**

Trinity Powder House Limited Partnership will execute the ENA in substantially the form included as Appendix F, subject to the comments set forth in the attached memorandum from our attorney, Kathy Bachman of WilmerHale.

## MEMORANDUM

Date March 16, 2015

+1 617 526 6216  
+1 617 526 5000  
katharine.bachman@wilmerhale.com

To Abby Goldenfarb  
Andre White

Cc James Keefe  
Jill Hyde, General Counsel

From Katharine Bachman

Re **City of Somerville**  
**Powder House Community School Redevelopment**  
**Trinity Powder House Limited Partnership**

I am writing to provide legal comments on the Exclusive Negotiating Agreement (“ENA”) attached as Exhibit F to the Request for Proposals (“RFP”) issued by the City of Somerville for the disposition of the Powder House Community School, and the Land Disposition Agreement (“LDA”) attached as Exhibit G to the RFP.

The principal matter to be addressed in the comments is the fact that the ENA and LDA contemplate a schedule more accelerated for the prosecution of the development process than will be feasible given the timeline required by any development team to mutually agree upon a design and development program, obtain the necessary permits, price construction documents, assemble financing, and achieve a closing of the debt and equity necessary to carry out the project. Comments on particular sections of the agreements are also provided below.

A. Exclusive Negotiating Agreement.

Section 3.1: Section 3.1 of the ENA sets forth the contemplated schedule for performance of the developer during the term of the ENA. These dates should be completed after consultation with the City, to assure sufficient time for conversations between the City and the developer regarding the response to the RFP, and the appropriate duration of the community process for review of the project.

Section 3.2: We would suggest a thirty (30) day period after designation for the developer to retain the team necessary to undertake the initial due diligence. We note, however, that this schedule is for the selection of the team and conduct of due diligence, but not for the obtaining of all zoning approvals as Section 3.2 contemplates. The obtaining of zoning approvals should be addressed during the term of the LDA.

Abby Goldenfarb  
Andre White  
March 16, 2015  
Page 2

Section 3.3: Section 3.3 of the ENA contemplates that the developer must provide a specific description of the debt and equity sources for the project, requires that all legal agreements for the entity to undertake the project be provided to the City, and requires delivery of financing commitments. These requirements should be itemized in a development milestones schedule in the LDA, rather than in the ENA. In fact, the assembly of debt and equity necessary for the prosecution of the project will be taking place simultaneous with the design and development process. It will not be possible to assemble financing until the total project cost is more concretely defined. For this to occur, detailed studies of existing conditions, agreement upon the project design with the City and community, securing of permits, and preparation of construction documentation must take place, and only after these activities have neared completion will detailed debt and equity documents and the financing structure be available.

Section 4: We would ask that the City response to the developer's submissions be provided within seven (7) business days after the City receives submissions. We also recommend that the ENA and LDA delegate to the Mayor or Director of the Planning Department or other appropriate official the authority to grant project approvals, and to sign estoppel certificates and other ancillary documentation necessary to the efficient exchange of documents, project plans, and other development information, so that the project may be undertaken on a timely basis.

Section 6.2: We would ask that the developer be provided with at least thirty (30) business days of notice of any default, and at least ninety (90) business days in order to cure those matters which cannot be cured within the initial thirty (30) day period.

Section 9: In order to provide flexibility for the arrangement of equity for the project we would ask that the last sentence of Section 9 be amended to provide that an affiliate of the developer could serve as either the general partner or managing member of any affiliated entity to which the development rights and obligations may be assigned for financing purposes (this flexibility could be provided in the LDA rather than ENA, as it would be during the LDA timeframe that the details of the equity arrangements would be negotiated).

Section 12: We recommend that the notice clause provide for either recognized overnight courier service, with notice to be effective one (1) business day after deposit with the service, or, if sent by U.S. Mail, three (3) business days after deposit with the U.S. Mail, sent by certified mail, postage prepaid, return receipt requested.

#### B. Land Disposition Agreement.

Section D: Section D, regarding conveyance of title, indicates that a payment in lieu of taxes may be available for the transaction. We would appreciate the opportunity to discuss this alternative further – is the City considering a Chapter 121A designation for the project? Is there

Abby Goldenfarb  
Andre White  
March 16, 2015  
Page 3

another statutory scheme available for a PILOT? We also note that the restrictive covenant that is proposed for the project requires no change in the “development concept” of the property for twenty years; we recommend that this not be included in the deed, or, at least, that the rights of lenders and investors following a foreclosure or deed in lieu transaction or similar transaction would not be subject to this restriction. The requirement for 40% of open space also should be reviewed in the context of the project design and regulatory and community planning process.

Section J.1: The identification of the lender(s) and equity partner should be made at the required milestone in the development schedule.

Section J.3: As noted above with regard to our comments on the ENA, the development milestones which are in the ENA are more properly located within the LDA, including agreement upon the project scope and design, obtaining of permits, and the assembly of financing resources. Section J of the LDA would be the appropriate place for the transfer of those provisions of the ENA.

Section J.5 – The security for performance of the developer should be limited to the payment, performance, and lien bond for the project. There should be no additional bond or other letter of credit security for the project. The developer will be investing substantial sums for the predevelopment costs of the project, which should be recognized as adequate security for its performance.

Section K.3: The 3-year outside date for completion of construction should be extended not only for force majeure, but also to permit the exercise by the mortgagee(s) and lenders of their rights upon developer default, including replacement of the developer and foreclosure and deed in lieu thereof upon default, as to which no consent of the City should be required.

Section L: The representation that the buyer has adequate financial resources to acquire the property and construct the project will be premature at the time the LDA is executed. Trinity has a long-standing track record in successfully assembling the debt and equity resources required to undertake a project such as the proposed Powder House School redevelopment. However, until the scope of the project is known and construction pricing obtained, it is not possible for any development team to obtain binding commitments for the financial resources necessary for the project. The matter of determination of adequacy of financial resources is best addressed as part of the milestone process, so that the information necessary for securing financing will be in hand prior to the time that it is due.

Section M.3: The provisions of Section M.3 should be revised. Rather than requiring that permits and approvals for the project be obtained prior to the LDA, the LDA should contain milestones for the achievement for this part of the development process.

Abby Goldenfarb  
Andre White  
March 16, 2015  
Page 4

Section N: Given the significance of the investment required to pursue the development, we suggest a sixty (60) day default notice period for Section N of the Agreement, with a one hundred eighty (180) day outside date for performance.

Section O: We would ask for the same edits to the notice clause of the LDA as are reflected in our comments regarding the ENA.

---

Thank you for the opportunity to provide these comments regarding the proposed documentation for the exciting Powder House Community School project.

## FINANCIAL DEPOSIT

Please find included in the Trinity Powder House Limited Partnership proposal a certified check for \$20,000 made payable to the City of Somerville as a Good Faith Deposit.

Trinity Powder House Limited Partnership is willing and able to make a deposit of 20% of the purchase price if selected as the Preferred Developer upon signing the Land Disposition Agreement.

Trinity Powder House Limited Partnership permits the City to use these funds to conduct its due diligence as needed subject to the terms of the ENA/LDA.

APPENDIX H

**CERTIFICATION OF GOOD FAITH**  
**Pursuant to G.L. c. 30B, §10**

---

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

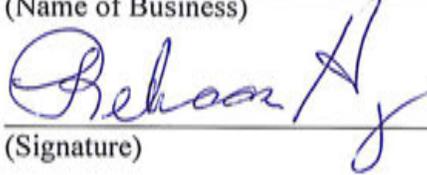
Rebecca Hemenway, Vice President

(Name of person signing bid or proposal)

TRINITY POWDER HOUSE LIMITED PARTNERSHIP

by: Trinity Powder House, Inc. its General Partner

(Name of Business)



(Signature)

APPENDIX I

**DISCLOSURE STATEMENT**  
**Acquisition/Disposition of Real Property**

The undersigned does hereby file the following statement with the Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) for the purpose of disclosure pursuant to section 40J of Chapter 7 of the General Laws of Massachusetts:

REAL PROPERTY: POWDER HOUSE COMMUNITY SCHOOL

SELLER (X) LESSOR ( ): CITY OF SOMERVILLE MASSACHUSETTS

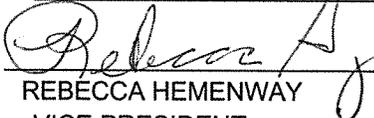
BUYER (X) LESSEE ( ): TRINITY POWDER HOUSE LIMITED PARTNERSHIP

TERMS: Purchase Price: REFER TO SECTION E  
Closing Date: TBD  
Other: NA

Listed below are the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in the Property. There is no person with a direct or indirect beneficial interest in the property who is either an official elected to public office in the City of Somerville or an employee of the City of Somerville.

JAMES G. KEEFE of BOSTON, MA  
PATRICK A.T. LEE of BOSTON, MA  
\_\_\_\_\_ of \_\_\_\_\_

TRINITY POWDER HOUSE LIMITED PARTNERSHIP  
Name: by: Trinity Powder House, Inc. its General Partner

By:   
REBECCA HEMENWAY  
Title: VICE PRESIDENT



## TRINITY RÉSUMÉS

### **Jim Keefe, Principal**

Mr. Keefe is a founding partner of Trinity Financial, Inc. In the nearly 25 years since establishing Trinity, Mr. Keefe has worked across all of the firm's areas of expertise. With his work on the 310-unit One Canal project, the 241-unit Avenir luxury apartment project in downtown Boston and on The Carruth in Dorchester, Mr. Keefe was instrumental in expanding Trinity's work into transit-oriented developments. Mr. Keefe has overseen the firm's mixed-income work at Maverick Landing project in East Boston, Massachusetts; Mattapan Heights in Boston, as well as at the Davenport Commons development in Roxbury, Massachusetts. Mr. Keefe has also managed numerous historic restoration projects, including the 331-unit Orchard Gardens in Roxbury, the 272-unit Mattapan Campus in Mattapan, Massachusetts and the 130-unit Appleton Mills affordable artist housing development in Lowell, Massachusetts. Mr. Keefe holds a bachelor's degree from Fordham University and a Master of Business Administration from Boston University. Mr. Keefe will serve as Principal-in-Charge.

### **Kenan Bigby, Vice President of Development**

Mr. Bigby joined Trinity Financial in 2001 and is a Vice President with the company. He has a wealth of experience in multi-family housing development. During Mr. Bigby's tenure at Trinity he has overseen the development of more than 1,500 units of housing. He enjoys an excellent rapport with public and federal agencies and with the communities in which he has worked. He has an aptitude for creating successful public / private partnerships and exhibits a strong ability to manage the complex financial structures needed to complete large scale development projects. He also acts as liaison to residents and community stakeholders throughout the permitting and development process. Prior to joining Trinity, Mr. Bigby worked in the field of affordable housing development and management. He worked in various capacities for Boston area non-profit organizations where his responsibilities included the management of several supported housing programs as well as property oversight ensuring compliance with state and federal housing quality standards. Mr. Bigby holds a Bachelor's degree from the University of Pennsylvania.

### **Abby Goldenfarb, Vice President of Development**

Ms. Goldenfarb joined Trinity in 2004 and is a Vice President with the company. She has served as project manager on One Canal, a 310-unit transit oriented development in the Bulfinch Triangle neighborhood of Boston, Avenir, a 241-unit, transit oriented development also in the Bulfinch Triangle neighborhood of Boston; the Appleton Mills, a 130-unit residential development in Lowell; and the Hamilton Canal District, the redevelopment of a 13 acre parcel of land in downtown Lowell into 1.9 million square feet of mixed use, transit oriented development project manager for Foundry Square, a 20-unit homeownership development in Newburyport, MA. As Project Manager, Ms. Goldenfarb's responsibilities have primarily included leading a team of consultants through the complex permitting, financing, closing and marketing phases of the development. Prior to joining Trinity, Ms. Goldenfarb founded, operated and managed the sale of her own professional organizing



company. Ms. Goldenfarb received a Bachelor's degree from Wellesley College and a Master's degree in Business Administration from Boston University.

**Andre White, Project Manager**

Mr. White joined Trinity Financial in 2012 and is a Project Manager within the company. Since arriving, André has worked on pre-development and prospecting efforts on a range of housing anchored mixed-use, mixed-income deals in Boston, MA, Somerville, MA, New Haven, CT and Bronx, MA. Prior to joining Trinity, André worked as a developer, project manager and consultant on single-family, multi-family, mixed-use, affordable housing and master planning projects in South Carolina and Massachusetts for for-profit, non-profit and municipal development entities. Prior to entering the real estate field, André worked for four years in Investment Banking and Fixed-Income Trading. Mr. White holds a Master's degree from Harvard University and a Bachelor's degree, cum laude, from South Carolina State University.

**Chris Stanley, Assistant Vice President, Design and Construction**

Mr. Stanley joined Trinity in 2013 and has 15 years of experience as an architect working in Boston. His previous projects included the mixed-use and multi-phase Waltham Watch mill renovation, planning efforts for Peddocks Island in the Boston Harbor Islands and the design of 342 new apartments at the Viridian in Boston's Fenway. As a resident and community activist in Dorchester, Mr. Stanley led the 8 year effort to redevelop the MBTA's Ashmont Station into a new transit oriented development that includes Trinity's own innovative mixed-income housing, The Carruth. His most recent responsibilities at Trinity have included the Choice Neighborhoods Initiative planning effort at the Providence Housing Authority's Manton Heights. Mr. Stanley holds a Bachelor's degree in Government from Connecticut College, a Master's in Architecture from Harvard University and is a Massachusetts registered architect.

**Larry Sparrow, Project Manager, Design and Construction**

Mr. Sparrow joined Trinity in 2003 and brings over 35 years of experience in construction management to the company. Mr. Sparrow is currently managing the \$197 million One Canal project in the Bulfinch Triangle neighborhood of Boston. Prior to this he managed the construction of a ten story 241-unit, mixed use development over the MBTA Orange and Green line Superstation in the Bulfinch Triangle neighborhood of Boston and Appleton Mills, a 130 unit adaptive reuse of an historic mill into 130 units of affordable artist housing in Lowell. Mr. Sparrow also served as Construction and Design Project Manager for the reconstruction of Maverick Landing in East Boston, a HOPE VI reconstruction of approximately 430 housing units. Prior to joining Trinity, Mr. Sparrow was the Senior Construction Manager for the Casali Group where he worked on Harvard's 125 million consolidation of the Center of Government and International Studies designed by Pei Cobb Freed and Partners. Prior to that, Mr. Sparrow supervised all construction related activities at Keen Development for more than two decades. At Keen, Mr. Sparrow oversaw more than 20 historic rehabilitations and numerous new construction projects, ranging in cost from \$1.8 million to over \$35 million. Mr. Sparrow holds a Bachelor's degree in Architecture from the University of Oregon and is a Licensed Construction Supervisor in Massachusetts.



# Who We Are

10 Tyler Street, Somerville MA 02143 (617) 284-6878 [general-info@artisansasylum.com](mailto:general-info@artisansasylum.com)

## *Derek Seabury – President, Executive Director*



Derek hasn't let degrees in Electrical and Computer Engineering and Computer Science or years of IT and Business Process consulting sway him from his delight in teaching. He led the community in building the Asylasaur laser cutter and managed the Digital Fabrication Lab prior to taking the helm of the Asylum. As President and Executive Director he hopes to educate, inspire and enable the community while evolving business operations to ensure the long term success of the institution. Derek has been a SCUBA instructor, award nominated

set designer, film financier and world traveler and teaches a variety of Asylum classes.

## *Jess Muise - Member Services*



Jessica Muise is a rockstar arts administrator, dance artist, and educator interested in creating space for transformative educational experiences. As Member Services Manager, she is thrilled to provide the administrative and systems support that enables the membership to do what they do best: make. She has worked for almost ten years in administration and development for arts and social justice focused non-profits, including DNAWorks, Green Street Studios, OnStage Dance Company, Waltham Fields Community Farm and Permaculture FEAST. Her recent professional experience includes customer service, supplier operations and human resources for the Boston-based

e-commerce start-up Wayfair, and operations management for the Massachusetts College of Art and Design's Admissions Office. Outside of the Asylum, she is currently the artistic director of Intimations Dance and on the Artists Committee of National Choreography Month.

## *Rob Masek - Operations*



Rob is an engineer, technician, and educator with a passion for fighting robots and clean aisles. He owns and operates Black Swan Robotics, LLC, and teaches several types of fabrication and digital design. Rob is a 3 time competitor on Comedy Central's BattleBots, and has produced and run several robotics competitions (including several US FIRST Robotics competitions and a home-brewed robot combat event called Pound of Pain). Most recently, he worked at Paperless Parts and Rapid Sheetmetal, serving as an equipment technician and production engineer. He joined the Artisan's Asylum team as Facilities Manager in March of 2013, and stepped up to take on

additional executive and management functions as Operations Manager in April of 2014.

## *Judith Klausner - Education*



Judith Klausner is a Somerville MA artist and arts education administrator with a love for small, intricate, and overlooked things. She received her degree in Studio Art from Wesleyan University in 2007 after constructing her thesis primarily out of insects, and has since continued to search the details of her surroundings for inspiration. Judith has worked in arts administration facilitating educational programming at a number of institutions in the Greater Boston

Area, and is passionate about expanding access to innovative education. She enjoys playing with her food, both recreationally and professionally.

## *Colton (Cöl) Collins - Administrative Assistance*



Col is a spreadsheet guru and graphic designer with roots in America's dairyland. He provides support to all aspects of the Asylum's programs and operations. When not manically parsing data, Col enjoys nature hikes, recklessly seasoned food, and cult films. Col will be receiving his Bachelors Degree in Business Administration from Northeastern University in August 2015.



# Who We Are

10 Tyler Street, Somerville MA 02143 (617) 284-6878 [general-info@artisansasylum.com](mailto:general-info@artisansasylum.com)

## ***Tom Sanfilipo - Director (Chair)***

Tom's professional background is in software engineering, where for over 20 years he managed groups of up to 50 engineers. He has lead collaborative software projects between as many as 15 universities concurrently. He was the CTO for the Ohio State University, a research scientist for the Open Software Foundation Research Institute and most recently a development manager for several products in the Microsoft Office suite. As a member of the Asylum Tom has worked to restore a scanning electron microscope to working order.

## ***Emily Garfield - Director***

Emily is a Somerville based artist who creates intricate maps of imaginary places that explore the origins of cities and the function of maps themselves. She received her BA in Visual Arts from Brown University, where she also studied the brain's response to art and aesthetic beauty through the Cognitive Science department. She has participated in exhibitions throughout the greater Boston area as well as New York and Philadelphia. Her work is in the collection of the Kamm Teapot Foundation as well as numerous private collections. Emily was the 2014 coordinator of Somerville Open Studios.

## ***James Dunn – Director***

Jim is the former Executive Vice President of The Boston Architectural College having served as the COO, CFO and CIO and Treasurer. He additionally served as the Treasurer of the Boston Society of Architects for a decade. Jim was a member of the American Institute of Certified Public Accountants, Massachusetts Society of Certified Public Accountants, American Institute of Architects, Boston Society of Architects and holds an MBA from Babson College and degrees in Accounting and Computer Systems from Bentley University.

## ***Paul Kassebaum - Director***

Paul is a member of Artisan's Asylum, where he organizes public events such as the Autonomous Fighting Robots Design Challenge, creates 3D printed mathematical structures, and teaches classes such as Introduction to Robotic Control Systems with Arduino and Simulink. Outside of Artisan's Asylum, he works at MathWorks to engage the worldwide maker community. He holds a Ph.D. in Physics, M.S. in Physics, and M.S. in Mechanical Engineering from Worcester Polytechnic Institute, as well as a Bachelors of Engineering in Mechanical Engineering from the Cooper Union for the Advancement of Science and Art.

## ***Drew van Zandt - Director***

A Somerville based engineer and an artist, Drew also serves on the Board of the Firefly Arts Collective. He enjoys teaching electronics classes to folks of all ages and volunteers for various charities including the Animal Rescue League. Drew is on the staff of the Arisia, a large local convention, and Pi-con.

## ***William Zimmer - Director***

Bill has a background is in math and computer science and studied at the Art Institute of Chicago while trying to figure out what to be when he grew up. He build furniture and software with equal enthusiasm and is currently working on a robot that balances on a basketball. Bill has worked in different management roles in fortune 500 and smaller companies since the 1970's and founded one of the pioneering Usability Research groups at Digital Equipment Corp. He feels his greatest accomplishment is one he had the least control of: his children and grandchildren.



## EDWARD K. HODGES, AIA

Principal / CEO

Principal and CEO, Ed Hodges brings 25 years of architectural experience encompassing a broad range of projects including research and development, academic, corporate and commercial buildings. His unique approach to the architectural and development process matches an artistic eye with a practical hand. Ed is committed to the excellence of the design and believes it should be both innovative and timeless. He strives for a specific expression and use of materials that affords each project a lasting character of its own. Ed's design philosophy is that the buildings should represent themselves with distinction and bring delight to their users.

### RESIDENTIAL PROJECTS INCLUDE:

65 Cambridge Park Drive; Cambridge, MA  
91 Sidney Street, residential apartments; Cambridge, MA  
270 Third Street; Cambridge, MA  
80 Lansdowne Street, parking garage; Cambridge, MA  
Cobble Hill Residences; Somerville, MA  
Hamel Mill Lofts; Haverhill, MA  
New East Baltimore Development, Residential Design Review; East Baltimore, MD  
The Element Tower; Dallas, TX  
The Moorings; Hingham, MA  
Loft 23 at University Park, apartment-style lofts; Cambridge, MA  
Private Residence; Southern Maine  
Residences at Cabot Park; Newton, MA  
Miller Residence; Reading, PA  
Science & Technology Parking Garage - Johns Hopkins University; Baltimore, MD  
Union Square Residences; Somerville, MA

### EDUCATIONAL PROJECTS INCLUDE:

Massachusetts Institute of Technology, Sidney/Pacific Graduate Housing;  
Cambridge, MA  
Brandeis University, South Precinct master plan and feasibility study; Waltham, MA  
Emory University, Goizueta Business School; Atlanta, GA  
Fitchburg State University, Hammond Student Center Renovation; Fitchburg, MA  
Johns Hopkins Medical Institute, Graduate Residence Hall; Baltimore, MD  
New England College of Optometry; Boston, MA  
Rutgers University, residence hall study; Piscataway, NJ  
Salem State University, Marsh residence hall; Salem, MA  
Salem State University, fitness center; Salem, MA  
Tufts University, Steve Tisch Sports and Fitness Facility; Medford, MA  
University of Kentucky, Central and Life Sciences Library; Lexington, KY  
University of Hartford; residence hall; Hartford, CT  
University of New Hampshire, Fairchild residence Hall; Durham, NH  
University of New Hampshire, Gables residence hall; Durham, NH  
Westfield State University, residence hall; Westfield, MA  
Yale University Law School, Rutenburg Hall; New Haven, CT

### EDUCATION:

North Carolina State University  
Bachelor of Architecture  
North Carolina State University  
Bachelor of Environmental Design  
Royal Academy of Art and Architecture  
Danish International Studies Program

### REGISTRATIONS:

Massachusetts (#7831)  
NCARB (#119458)

### AFFILIATIONS:

American Institute of Architects  
Boston Society of Architects  
Boston Preservation Alliance  
National Association of Industrial &  
Office Properties  
National Trust for Historic Preservation  
Society of College and University Planners  
Urban Land Institute  
Adirondack Architectural Heritage



## FRANK J. VALDES, AIA

### Associate Principal

Frank's diverse portfolio includes projects for the public and private sector as well as higher education, historical adaptive reuse and multi-family housing. Frank's expertise has been his ability to work on diverse projects not only ranging in size from interior renovations to large urban scale, but in program as well. His multi-family residential experience extends from market rate, to affordable housing, senior housing and residence halls, understanding a wide range of building types and functions. In the past six years, he has overseen the design and construction of over 900 residential units, varied in construction types from new buildings to adaptive reuse. Most recently, Frank successfully completed 305 residential units for the Hamel Mill Lofts in Haverhill, MA, 160 beds for Science Park in New Haven, and is currently in procuring over 300 units of housing on various projects in Cambridge and Somerville.

#### RESIDENTIAL PROJECTS INCLUDE:

100 Landsdown Street, Residential; Cambridge, MA  
181 Washington Street Apartments, Residential; Somerville, MA  
270 Third Street; Cambridge, MA  
Benfield Farms Senior Housing; Carlisle, MA  
Boston Towing and Transportation Housing Development; East Boston, MA  
Case Western Reserve University, West Quad master plan; Cleveland, OH  
Cobble Hill Multifamily Residential Complex; Somerville, MA  
Eleanor Roosevelt College, Residence hall; San Diego, CA  
Haverhill Mills Lofts, Adaptive Re-use of Historic Mill buildings, Haverhill, MA  
University of Hartford, Residence hall, West Hartford, CT  
Kennedy Biscuit Lofts, Residential; Cambridge, MA  
Mystic Water Works Senior Housing, Adaptive Reuse; Somerville, MA  
Science Park Residences, Adaptive Reuse; New Haven CT  
Sitkowski School Senior Housing and Senior Center, Webster, MA  
University Park at MIT, Mixed-use Development Master Plan; Cambridge, MA

#### EDUCATION:

Massachusetts Institute of Technology  
Master of Science in Architectural Studies  
and Urban Design  
Cornell University  
Bachelor of Architecture

#### Registrations:

Massachusetts (#20676)

#### AFFILIATIONS:

Vice Chairman - Somerville Design  
Review Committee  
American Institute of Architects  
Boston Society of Architects  
Society of College and University Planners

#### AWARDS:

ENR Top Young Professionals in New England  
1995 Charles Goodwin Sands Memorial Medal  
1997 MIT Council for the Arts research grant



## PHILIPPE SAAD, AIA, LEED AP BD+C

### Senior Associate

Philippe Saad is a Senior Associate of the firm and has over twelve years of architectural experience contributing to a wide variety of projects. In particular, Philippe focuses on the design and construction of senior living projects and multi-family residential buildings. Most recently he completed the renovation of Orchard Cove, a Continuing Care Retirement Community in Canton, MA and the design of University Place, a multi-family unit building, in Dorchester, MA. He is currently working on a new 45-unit independent living facility at North Hill in Needham, MA and a new supportive housing project for the Boston Home.

#### RELEVANT PROJECTS

Orchard Cove, enhanced living repositioning; Canton, MA  
New 45 at North Hill, independent living residences; Needham, MA  
The Boston Home, supportive affordable housing; Boston, MA  
Berenson Building Repositioning, skilled nursing, HRCA; Roslindale, MA  
University Places Residences, multi-family housing; Dorchester, MA  
Orchard Cove, CCRC masterplan and repositioning; Canton, MA  
Kendal on Hudson Health Center, repositioning; Sleepy Hollow, NY  
Tufts University School of Medicine Sackler Center, renovation; Boston, MA  
Tufts University Clinical Skills Center; Boston, MA  
Tufts University Posner Hall Auditorium, renovation; Boston, MA  
Tufts University, medical and dental development office renovations; Boston, MA  
Massachusetts Fire Fighting Academy; Stow, MA  
Numerous Single-Family Residences, new design and renovation; Beirut, Lebanon  
Old Salem Jail Conversion, design competition; Salem, MA  
One Market Square, condominiums, retail, and parking structure; Indianapolis, IN  
Saifi 1067 Residential Complex; Beirut, Lebanon

#### PRESENTATIONS

"Planning a Successful Renovation: A Simulated Approach."  
Leading Age Annual. Nashville, TN. October 2014.  
"More than Paint and Carpet: Repositioning of a CCRC."  
Leading Age Annual. Dallas, TX. October 2013.  
"Design for Today's Active Seniors." Boston Bridge Group. Boston, MA. April 2013.  
"The New Face of Orchard Cove, Today's Digital Library: Evolving Beyond the Printed Age." Simmons College. Boston, MA. September 2011.  
"New Design Trends in Senior Housing." Stonewall Community at UMass OLLI. Amherst, MA. March 2005.  
"Hellenistic Trends in the Formation of Alexandria's Identity and Architectural Heritage." ISMARMED. Alexandria, Egypt. October 2004.  
"Alexandria and the Corniche, the Importance of the Coastal Promenade in Shaping the City's Identity." Graduate Symposium of Art History CUNY.

#### EDUCATION

Massachusetts Institute of Technology, Masters of Science in Architecture; Cambridge, MA  
American University of Beirut, Bachelor of Architecture; Beirut, Lebanon

#### REGISTRATIONS

Commonwealth of Massachusetts (# 50653)  
LEED Accredited Professional

---

*Background*

2015-Present  
Vice President  
Shareholder  
Weston & Sampson

2006-2015  
Practice Leader | Senior Associate  
Shareholder  
Weston & Sampson

2005-present  
Visiting Lecturer and Studio  
Instructor  
Harvard Graduate School of Design

2001-2006  
Senior Landscape Architect  
Jacques Whitford Company, Inc.

1999-2001  
Summer Intern  
Carol R. Johnson Associates

1995-1999  
Assistant Project Manager  
Boston Parks and Recreation  
Department

---

*Education*

2001  
Master of Landscape Architecture  
Harvard University  
Graduate School of Design

1995  
Bachelor of Science cum laude  
Landscape Architecture  
University of Massachusetts

---

*Professional Registration*

Massachusetts No. 1220  
New Hampshire No. 012  
Maine No. 3686  
Rhode Island No. 367  
New York No. 002211-1  
Florida No. 6667031  
CLARB Certified

**EXPERIENCE**

**M**s. Ruane is a registered Landscape Architect with 19 years of experience in multi-disciplinary project management, construction administration, community engagement and business development. She has special expertise with socially and politically complex site design projects and facilitating community engagement. The combination of managing projects from the perspective of the owner, while working for the City of Boston, as well as supporting clients as a consultant, has given Ms. Ruane a unique understanding of how best to manage complex projects and work in close coordination with various stakeholders.



Ms. Ruane understands that urban landscapes require a creative approach to design integration. From coordinating the goals of owners and stakeholders to choosing appropriate construction materials, these places have complicated contexts that need to be carefully addressed in order for the end result to be successful.

Community outreach as well as owner-interface presentations through out design process are integral to all of Ms. Ruane's projects. While at Boston Parks, she involved the residents and neighborhood children in the design of the playground projects she managed. During her graduate studies at Harvard, she continued her participatory design research. There, she developed a series of design workshops for school-aged children that involved them in the design of their schoolyards and neighborhoods. As a practice leader and vice president at Weston & Sampson, Ms. Ruane continues to evolve presentation strategies that engage and inspire stakeholders of all ages.

**SPECIFIC PROJECT EXPERIENCE**

Project Manager for the Boston Redevelopment Authority's (BRA's) redevelopment of the contaminated Parcel 5 into the new Mayor Thomas M. Menino Park in the Charlestown Navy Yard. The highly successful project was the first universally accessible park and playground in Boston, included an extensive public engagement component, and was completed - from conceptual design to park opening - in seven months under extreme political pressure.

Team Leader for the Somerville Community Path, Massachusetts. Developing final designs for the Community Bikepath beginning at the intersection with Cedar Street and connecting to the existing bridge at Lowell Street. The project requires extensive community participation program and coordination and is required to meet the Massachusetts Department of Transportation (MassDOT) design standards. In addition, work includes permanent and temporary right-of-way acquisitions, utility coordination, and a Phase II soil investigation.

Project Manager/Team Leader for the new \$1.6 million, 4.25-acre Kennedy Senior Center Park in Quincy, Massachusetts. Responsibilities include providing design services for a variety of activities to promote successful aging and provide senior residents with opportunities for staying engaged in the community. Our park design plans include a universally accessible walking trail, open air pavilions, a greenhouse, formal gardens, open lawns, fitness amenities, and bocce and horseshoe courts.

Project Manager for the design, permitting, and construction of multiple park and playground sites for the Boston Parks and Recreation Department. Current or recently completed projects include LoPresti Park in East Boston and Ceylon Street Playground in Roxbury.

*Awards & Honors*

2013 BSLA Merit Award - Park Design

2012 BSA Planning Award

2012 BSLA Merit Award - Park Design

2011 BSLA Honor Award - Park Design

MAAB Award for Outstanding  
Accessible Design

ASLA Honor Award for Excellence  
in Landscape Architecture

Harvard University Penny White  
Travel Grant

Eunice B. Konieczky Student  
Leadership Award

Rhoades Scholarship

*Presentations & Publications*

*Interdisciplinary Practice*  
ABX 2014

*Remediation in the Urban Landscape*  
Build Boston 2011

*Moderator: The Integration of Students  
into Public Open Space Design - Build*  
Boston 2009

*The Integration of Students into the  
Design of our Public Environment*  
IFLA Congress British Columbia 2008

*Women in Architecture Exhibition,*  
*Two Ton Gallery, Pawtucket, RI,*  
March, 2005

*Boston Common Tree Inventory*  
*and Planting Plan*  
February, 1998

*Emerald Necklace Plant List Database*  
March, 1997

*Learning Environmental Design:*  
Kids in the design process of their  
schoolyards. Harvard University,  
2001

"Breaking the Public Sector,"  
University of Massachusetts Alumni  
Newsletter, Spring 1999

Project Manager for the Albion and Grimmons Parks Improvement project in Somerville, Massachusetts. Project included the community process, master planning, and full construction document design of the two parks set in very different neighborhoods of the city. The design included multi-use courts, community gardens, splash pad areas, shaded seating plazas, and new play equipment.

Project Manager for the City of Portsmouth's Plains Park and Pine Street Playground renovation projects. Improvements to the parks include drainage conditions, safety, play equipment and play value, streetscape, park entrances, improved accessible pedestrian circulation, new parking areas, and turf upgrades. The project involved collaboration with the Community Development Department and residents.

Project Manager for the NSTAR Harborwalk project at Reserved Channel in South Boston. Led the development of the linear waterfront park, included permitting assistance, construction oversight, and coordination with the Boston Conservation Commission and Boston Redevelopment Authority for the design of four interpretive signage panels that illustrate the history of the site and the surrounding areas.

Team Leader for campus improvements at Babson College in Wellesley, Massachusetts. Projects included redesign of the Upper Quad, Putney Residence Hall Courtyard, Coleman Residence Hall Courtyard, Knight Auditorium Parking Lot redesign and stormwater mitigation. Project included student engagement, presentations to the administration of the college, and collaboration with the Dean of Facilities.

Project Manager for the North Commons Village Family Development in Lowell, Massachusetts. This design began with a master plan to determine where private, semi-private, and public gathering spaces would work best in the development. Phase 1 of the design implementation included private backyards and a common community courtyard space for four of the buildings on site.

Team Leader for entrance courtyard improvements to the Marriott Hotel in Cambridge, Massachusetts. Improvements included accessibility compliance design, vehicular movement queuing, and pavement patterning to improve the overall aesthetic of the entrance identity for the hotel. Work was performed in coordination with the City of Cambridge's improvements to Broadway.

Project Manager for the design, permitting, and construction of multiple park and playground sites for the Boston Parks and Recreation Department. Current or recently completed projects include the historic John Harvard Mall in Charlestown, LoPresti Park in East Boston and Ceylon Street Playground in Roxbury that included a synthetic turf field.

Project Manager for the development of a new type of urban open space for the City of Somerville. The small site on Quincy Street in the Union Square neighborhood, once the lot of a private home, was gifted to the city with the intent of establishing a natural, open space for birds. The design incorporates vegetation to provide food and nesting cover for the wide variety of bird species found in Somerville. A wooden boardwalk circulation system provides an accessible route through the park while allowing stormwater to move across the site and infiltrate into the ground without adding impervious surfacing.

Project Manager for the City of Portsmouth's Ceres Street Park project. Weston & Sampson's team worked with the City to improve accessibility, traffic, drainage, nearby business operation facilities, and pedestrian access while incorporating the area's historic nature and materials into the waterfront park upgrade. The project involved collaboration with the Community Development Department, residents, and businesses.

Background

2015-Present  
Team Leader  
Weston & Sampson  
Worcester, Massachusetts

2005-2014  
Project Manager  
Weston & Sampson  
Foxborough, Massachusetts

2004-2008  
Part-time Faculty Member  
Site Engineering, Technology,  
& Materials I  
Rhode Island School of Design  
Providence, Rhode Island

2001-2005  
Senior Landscape Architect  
Diversified Technology  
Consultants, Inc.  
North Haven, Connecticut

1997-2001  
Landscape Architect  
Gates, Leighton & Associates, Inc.  
East Providence, Rhode Island

1996-1997  
Teaching Assistant  
Rhode Island School of Design

1986-1994  
President/Landscape Designer  
M.S. Moonan Landscaping, Inc.

Education

1997  
Master of Landscape Architecture  
Rhode Island School of Design

1989  
Bachelor of Science  
General Business Administration  
University of Rhode Island  
Kingston, Rhode Island

Professional Registration

Registered Landscape Architect:  
Massachusetts No. 1392  
Rhode Island No. 334

LEED® Accredited Professional

LEED® AP Building Design &  
Construction

**EXPERIENCE**

**M**r. Moonan is a registered landscape architect with more than 15 years of experience in Landscape Architecture and more than 27 years of experience in the landscape industry. During his career, his creative approach to design has included projects ranging from master planning and designing parks, streetscapes, school facilities and business parks, to site design for international resorts and hotels. He has managed all aspects of projects from master planning and conceptual design to construction document preparation, specification preparation, and construction administration to see projects through to final completion. Early in his career Mr. Moonan owned and operated a landscape construction and maintenance company. The combination of his project design and management skills, along with his hands-on experience, makes him an asset to any design team.



Mr. Moonan recognizes that garnering public opinion and flushing out opinions and ideas from various stakeholders is integral to a built project's success. He has coordinated efforts and developed project specific presentation strategies that engage and include all concerned parties. These public presentation efforts have helped generate support from all concerned parties.

Mr. Moonan has developed extensive experience with zoning bylaws and subdivision regulations. Having worked on several development projects over the years, he has gained a distinct understanding of successful development standards, including those for conservation developments and Low Impact Development (LID) standards.

**SPECIFIC PROJECT EXPERIENCE**

Project manager for the Town of Walpole, Massachusetts Athletic Fields Master Plan. Project involves evaluating the town's recreational needs, assessing 12 recreational sites and proposing improvement opportunities to the town. The town of Walpole is seeking to implement improvements quickly and is investigating using town forces for a good portion of the improvements, or acting as it's own general contractor. Weston & Sampson is assisting the town with implementation strategies for the most urgent improvements.

Project Manager for the Restoration of Historic Worcester Common. Weston & Sampson was retained by the City of Worcester to complete and initial master plan and subsequent final design documents for this historic site. Mr. Moonan is lead designer and directs the charge of our staff's planning, design, and engineering efforts. These efforts have established the required scope and methodology for the implementation of thoughtful, widely supported enhancements totaling more than \$6 Million.

Project Manager for the Town of Wilbraham, Massachusetts Recreation & Athletic Facility Master Plan, completed January 2007. Project involved evaluating the town's recreational needs, assessing eight recreational sites and proposing improvement opportunities to the town. Weston & Sampson is currently assisting the town's Parks and Recreation Department with funding and implementation of a phase 1 program for the Spectacle Pond recreational facility. The phase 1 program is being implemented by the town using various creative means for funding and construction. Weston & Sampson efforts included preparing construction documents to a level necessary for implementation by town forces or separate sub-contractors.

---

*Professional Societies*

American Society of Landscape Architects  
National Trust for Historic Preservation  
American Sports Builders Association  
Sports Turf Managers Association

---

*Civic*

St. Mary Academy Bay View, Riverside,  
Rhode Island - Member, Building and  
Grounds Committee  
  
William Hall Free Library,  
Edgewood, Rhode Island - Member  
Board of Trustees  
Buildings and Grounds Co-Chair  
  
Pawtuxet Village Association  
  
Pawtuxet River Watershed Council

Project Manager for the implementation of the Phase 1 and Phase 2 programs for the Rockwood Field, a 4 acre recreational facility adjacent to Worcester State College, in Worcester, Massachusetts. Weston & Sampson completed the Master Plan for this facility in January of 2006. The Phase 1 program consist of a full-size NCAA modern baseball facility. Phase 2 program consists of an NCAA softball facility also suitable for Little League play. Mr. Moonan coordinated the design, permitting and preparation of construction documents for this project.

Cushing Memorial Park Master Plan, Framingham, Massachusetts – Landscape Architect assisting with the design, permitting, and construction documents for phases 2 and 3 of this 80-acre passive recreation park, which includes a new access road and parking facilities. Weston & Sampson is currently assisting the town with implementation of the Master Plan that we prepared.

Lead Landscape Architect for the Franklin Center Revitalization project. Mr. Moonan and the Weston & Sampson design team worked with the Town of Franklin to prepare a revitalization strategy for Franklin Center. The strategy includes implementation of a series of infrastructure related improvements in order to create a more exciting, cohesive, and aesthetically pleasing retail and residential setting. The primary purpose of the planned improvements is to enhance economic development and opportunity and to foster community interaction. Weston & Sampson helped secure \$5 million in funding through the Federal Highway Department's High Priority Project program and helped prepare a Public Works Economic Development (PWED) grant application for additional funding. The Town is preparing to implement the first round of improvements in early 2009.

Project Manager for final design for improvements to the Village Green in South Kingstown, Rhode Island. Design includes replacement of a pedestrian bridge utilizing Low Impact Development techniques to reduce erosion, pathway improvements, play apparatus improvements, play area edging and wall installation, utility and lighting upgrades, walkway system improvements, installation of a permanent performance area, installation of an irrigation system, and associated earthwork. All of these improvements are within the previously developed park.

Project Manager for the Saugatucket Greenway Improvements Project in South Kingstown, Rhode Island. Development of final construction documents for the completion of public improvements along the Saugatucket River Greenway in the Wakefield Village area, including the refurbishment of a municipal parking using Low Impact Development (LID) stormwater management techniques (bioretention swale), construction of a children's outdoor classroom that cantilevers out over the banks of the Saugatucket River, and other related enhancements to numerous open space and park properties within the larger Greenway.

Cheesecake Brook Greenway, Newton, Massachusetts. – Project Manager for the Cheesecake Brook Greenway project along Albemarle Road, incorporating nature trails, bike ways, streetscape, habitat enhancements, educational areas and improving drainage conditions using BMPs. Weston & Sampson's design team, through a series of community meetings, garnered many divergent opinions regarding the potential passive recreational use of the this historic corridor. Presentation graphics were developed and presented by us for discussions. During the course of these meetings we developed an enhancement program that would satisfy all interested parties. The Master Plan for a portion of the corridor was finalized in August of 2007. After finalizing the Master Plan, Weston & Sampson prepared documents for the construction of a Phase 1 program for the corridor. The construction of the Phase 1 program was completed in June of 2008. Master Planning for the remainder of the corridor is on-going.

*Background*

2014-Present  
Landscape Architect  
Spurr, Weston & Sampson's  
Design Studio

2012-2014  
Landscape Architect  
Copley-Wolff Design Group

2012  
Landscape Architect  
The Cecil Group

2011-2012  
Landscape Architect  
Independent Consulting

2007-2011  
Landscape Architect/Associate  
DLR Group

2005-2007  
Landscape Designer  
Geller Devellis Inc.

2003-2005  
Assistant Landscape Designer  
Mia Lehrer and Associates

2001-2003  
Assistant Landscape Designer  
Geller Associates

*Education*

2001  
Bachelor of Landscape Architecture  
University of Rhode Island

*Professional Registration*

Registered Landscape Architect:  
Massachusetts No. 4040  
Arizona No. 48308  
Colorado: No. 863

*Professional Societies*

American Society of Landscape  
Architects (ASLA, BSLA)  
Council of Landscape Architecture  
Registration Board (CLARB)

**EXPERIENCE**

**M**r. Kunkel is a landscape architect with more than 10 years of experience in innovative design and master planning. His areas of expertise include high density mixed-use urban developments, urban parks, academic and corporate campuses and natural resource conservation and rehabilitation.

**SPECIFIC PROJECT EXPERIENCE**

**Merrymount Park Master Plan, Quincy, MA.** Developed a master plan to increase utilization of this 80-acre city park located along the coast of Massachusetts. Conducted an analysis and evaluation of the park amenities and resources. Identified key locations for amenities such as boardwalk access to islands in Back's Creek and for view corridors to capitalize on the park's natural beauty. Other elements included refurbishment of walk-ing/hiking trails, new playgrounds, athletic fields, and gateways to the park. Phase 1 of the master plan, which includes boardwalks through tidal wetlands, is under design. (2013)

**Longfellow Bridge Parkland Restoration, MassDOT, Boston and Cambridge, MA.** Provided planning and design services for the restoration to the Charles Riverfront park-lands (including portions of the Esplanade) adjacent to the historic Longfellow Bridge. The design intent was to reflect the original master plan by Charles Elliot while looking to the future of the park. Design features include subsurface gravel wetlands that serve as a pollutant filtration system for stormwater runoff from the bridge surface. Native plant materials provide year-round interest within the park areas, and custom granite benches frame the entrances to the new pedestrian bridge linking Charles Circle to the Esplanade over Storrow Drive. (2013-Present)

**Kingman Unified School District, Kingman, AZ.** Evaluated the existing and new facilities owned and operated by the school district in an effort to prepare for future student growth. Implemented renovations and new construction of multiple facilities, including a new central receiving warehouse, bus facility, renovations to an existing middle school, a new middle school with community athletic fields, renovations to an existing high school including a new athletic complex and stadium, and a new high school with athletic fields.

Project leader for multiple projects including urban spaces, mixed-use developments, and open space. Developed project design concepts and managed staff for the duration of the project. Worked with clients through permitting and documentation and administration.

Project manager for projects associated with planning land use area development. Worked with sensitive and complex issues related to environmental concerns, sustainability, and historic preservation. Worked with public officials and state agencies, and collaborated with external consultants on multiple projects concurrently.

Provided effective design and planning solutions for various project types within the greater Boston area.

Department head of site planning and land development projects in Arizona, including master planning and design for institutional / academic campuses. Led all site-related phases of projects, including analysis and feasibility, consultant coordination, client presentation, staff scheduling, and assistance with permit acquisition through state, county, and local agencies.

## Background

2013-Present  
Project Landscape Architect  
Weston & Sampson

2010-2013  
Project Manager  
Warner Larson Landscape Architects

2007-2010  
Landscape Architect  
Weston & Sampson

2006  
Intern, Landscape Architect  
Department  
Ryan Associates

2005  
Office Assistant  
Gemini Services Group

## Education

2007  
Bachelor of  
Landscape Architecture  
Pennsylvania State University

2006  
Study abroad program focused on  
urban planning and design  
Sede di Roma- Rome, Italy

## Professional Registration

Registered Landscape Architect:  
Connecticut No. 1246  
LEED® Accredited Professional

## Professional Societies

Landscape Architecture Student  
Society

## Experience

Mr. Riley, Landscape Architect and LEED® Accredited Professional, has more than six years of landscape design experience. Mr. Riley coordinates and manages public sector projects, from conceptual design through construction. Responsibilities include project budget management, attending meetings and presentations, consultant coordination, project design and development, preparation of construction documents and specifications, and construction administration. Mr. Riley's construction administration experience has provided him with strong technical skills for site layout, grading and stormwater management, and construction detailing.



## Specific Project Experience

Primary project experience includes parks and playgrounds, athletic facilities, campus and institutional projects, K-12 schools, splash pads, and accessible trails. Notable projects include:

Completed with Weston & Sampson

- North Street Veterans Playground, Somerville, MA
- Mayor Thomas M. Menino Park, Boston, MA
- LoPresti Park-Boston Parks and Recreation Department, East Boston, MA
- Barefoot Park- Babson University, Wellesley, MA
- Albion Park- Somerville, MA- Received 2010 BSLA Honor Award
- Grimmons Park - Somerville, MA- Received 2011 BSLA Merit Award
- Hodgkins-Curtin Park- Somerville, MA

Completed with Warner Larson Landscape Architects

- Goodale Park Tennis & Basketball Courts - West Boylston, MA (Received 2011 ASBA Award)
- Southbridge HS/MS & Sports Fields - Southbridge, MA
- Stoneham Middle School, MA
- Henry Grew Schoolyard- Hyde Park, MA | Boston Schoolyards Initiative Round 11
- Higginson-Lewis Schoolyard- Roxbury, MA | Boston Schoolyards Initiative Round Round 12

Other relevant work while employed at Weston & Sampson includes:

Improvements to LoPresti Park in East Boston, Massachusetts for the Boston Parks and Recreation Department – Design, permitting, and construction administration work for this project includes realigning pedestrian connections, rotating fields for game play and practice to allow for a more efficient use of the site, and positioning the most-used elements of play for improved park safety and access.

Developed construction documents and specifications for the Children's Grove Playground at Cushing Park, Framingham, MA.

Design, permitting, and construction documents for the mile-long accessible trail design along the former Cochicuate Aqueduct in Natick, MA.

Developed conceptual designs, cost estimates, and construction documents for the proposed accessible trail, boardwalk, and outdoor classroom for the Eastman Conservation Area at Newman Elementary School, Needham, MA.

**DAVID GIANGRANDE, M.S., P.E.**

**Design Consultants, Inc./Principal**

**REGISTRATIONS:** 1990, Massachusetts, Professional Engineer #35844  
1992, New Hampshire, Professional Engineer #8433

**EDUCATION:** Northeastern University, Boston, Massachusetts  
Master of Science Transportation Engineering, 1997  
Bachelor of Science, Civil Engineering, 1984

Northwestern University Traffic Institute, Falmouth, Mass.  
Traffic Signal System Timing Workshop, 1995

**INTRODUCTION:**

David has served as DCI's President for more than a decade. He has a wealth of project management experience at all levels. Clients and co-workers alike acknowledge David's ability to solve problems and reach practical solutions. He is versed in a wide range of project types and sizes, having effectively delivered projects large and small, complex and relatively simple. He is also comfortable and experienced presenting to and working cooperatively with public groups and permitting agencies.

**RELEVANT EXPERIENCE:**

**Civil and Transportation Project Manager for the Amerisuites Hotel, Riverside Avenue, Medford.** This 158-room hotel located in Medford Square immediately adjacent to I-93 thereby created additional permits and greater community consensus building. DCI was responsible for filing a comprehensive ENF with MEPA, an indirect curb cut permit with MHD and special a special permit with city of Medford. Additionally, DCI was responsible for a complete survey of the property, the development of site plans and leasing area plans, drainage and sewer connections to existing systems, as well as construction layout. The site development also included the reconstruction and use easements on the abutting under utilized municipal parking lot.

**Principal-in-Charge for Capen Court Senior Housing Facility, Somerville.** Served as hands-on principal-in-charge for construction of 97 senior housing units in a 2-acre site at 1 Capen Court in Somerville. The site consists of two buildings, one of three stories and one of four stories, with a total area of 23,000 square feet. The site also includes landscaping and 72 parking spaces. One of the major challenges on the project is the relocation of a five-foot-diameter MWRA underground water main running diagonally through the site with very shallow cover

**David Giangrande, M.S., P.E. (Continued)**

**Design Consultants, Inc./Principal**

from the top of the main crown to the ground surface. DCI's solution will accommodate both the needs of the MWRA in its efforts to supply water to the site and the needs of the developer to fulfill its plans for the site.

**Project Manager for the Rehabilitation and Renovation of the Charleston Chew candy factory into Charleston Lofts, Everett.** In addition to providing parking design services for the 2.2-acre urban site, DCI prepared all civil and traffic engineering for the site. DCI has provided the engineering and documentation necessary to assist in the permitting process for the expansive project.

**Project Manager for the Rehabilitation and Renovation of 156 Porter in East Boston.** David led a multi-disciplined team brought together to convert a former GE light bulb factory into 218 residential lofts. The building is over 600 feet long and provides approximately 200,000 square feet of living space and almost 50,000 S.F. of garage space. The building stands alone bordered only by Memorial Park and Porter Street. DCI's greatest challenge was to integrate 119 exterior parking spaces with the building and the park.

**Project Manager for the South Bay Harbor Trail in Boston.** Under David's leadership, Design Consultants assisted with the preliminary design of the 3.5-mile South Bay Harbor Trail (SBHT). The multi-use, multimodal trail connects the Ruggles MBTA station and the nearby neighborhoods to the Boston Harbor waterfront at Fan Pier. David and Design Consultants have since begun the final design of the project.

**Project Manager for the reconstruction of Huntington Avenue, Boston.** This project entailed the redesign of an urban arterial for the City of Boston and Massachusetts Highway Department with a total construction budget of \$14 million. The project included the design of 10 interconnected traffic signals, changes to lane arrangement, improvements to pedestrian and bike amenities, and coordination with MBTA Green Line ADA key station improvements. Deliverables included Conceptual Plans and estimates, meetings with over 20 institutions, universities and medical facilities, and meetings with neighborhood groups.

**Principal-in-Charge for the reconstruction of Somerville Avenue, Somerville.** This stretch of roadway is a major urban arterial linking Porter Square and Union Square. DCI's design work for Somerville Avenue included a closed loop traffic signal system, the rehabilitation and reconstruction of the existing brick arch sewer system, a new 7-foot drainage system, full depth roadway reconstruction, and sidewalk and pedestrian improvements.

**David Giangrande, M.S., P.E. (Continued)**

**Design Consultants, Inc./Principal**

**Project Manager for the Brickworks residential project, Cambridge.** The full scope of the project included survey, site design, site engineering, traffic engineering and permitting. DCI undertook the most rigorous element of the project, which was to address the numerous traffic concerns expressed by the City of Cambridge and the general public. DCI thoroughly evaluated each roadway approach, potentially affected nearby intersections and studied potential impacts upon the pedestrian environment within walking distance from the proposed development. Other complexities of the project included storm drainage, parking, as well as pedestrian and bicycle access.

**AFFILIATIONS:**

American Society of Civil Engineers (ASCE)  
Boston Society of Civil Engineers (BSCE)  
The BSCE Transportation Technical Group Chair 2001  
Institute of Transportation Engineers (ITE) Mentorship Chair 2003  
American Consulting Engineers Council (ACEC)

**PUBLICATIONS/  
PRESENTATIONS:**

*Boston Business Journal*, April 6, 2007  
“Four Keys to Revitalizing a Struggling Business District”

*Boston Business Journal*, August 30, 2004  
“A Low Impact Approach to Stormwater Management”

Build Boston 2004, November 18, 2004  
“Solving the Affordable Housing Paradox” (Panelist)

**Design Consultants, Inc.**  
CIVIL ENGINEERS and LAND SURVEYORS

**Stephen B. Sawyer, P.E.**

*Design Consultants, Inc. Director of Engineering*

**REGISTRATIONS:** 1995, Massachusetts,  
Professional Engineer #38800

**EDUCATION:** Northeastern University, Boston, Massachusetts  
Bachelor of Science, Civil Engineering, 1984

**BOARDS &**

**COMMISSIONS:** Commissioner for Newburyport Parks Commission

**INTRODUCTION:**

Steve has more than 25 years of civil engineering experience, including planning, design, permitting and construction phase experience on projects ranging in size from small single-family residential projects to the complete development of a 200-plus-acre site. His experience includes work on various large municipal infrastructure projects, to which he brings a broad perspective within the civil engineering industry. In addition to leading the engineering department in Somerville, Steve is the co-manager of DCI's North Shore office in Newburyport. Steve volunteers his time as a Newburyport Parks Commissioner

**RELEVANT EXPERIENCE:**

**Project Manager/Engineer, Cross Street Park, Somerville, Massachusetts.** The project provided drainage, utilities and stormwater management design. DCI coordinated all utility and drainage design with a proposed landscape layout and grading ensuring a compatible design from subsurface utilities up to the above grade park features. Design included low impact design techniques. This included the harvesting of water runoff from spray park feature for subsurface irrigation of street trees along East Cross Street and rain gardens to capture treat and infiltrate stormwater runoff from the park.

**Project Manager/Engineer, Kelleher Park, Newburyport, Massachusetts.** The project consisted of planning and design of a new pocket playground and half-court basketball court for the Newburyport Housing Authority. Responsible for all aspects of the design from the initial survey/planning through detail design, bid documents, bidding and construction of the new playground. This park was provided for the residents of the Kellerher Park Housing Complex.

**Project Advisor, South Bay Harbor Trail.** Providing grading and drainage consultation for this 3.5-mile multi-use, multi-modal trail linking the Ruggles Street MBTA station to the Boston Harbor Waterfront at Fan Pier. DCI has completed 100% design.

**Design Consultants, Inc.**  
CIVIL ENGINEERS and LAND SURVEYORS

**Stephen B. Sawyer, P.E. (Continued)**  
*Design Consultants, Inc. Director of Engineering*

**Project Engineer, Ball Fields, Malden, Massachusetts, Malden Redevelopment Authority.** Pine Banks Park, reconstruction of 90-foot baseball diamond; included sports field lighting system, irrigation system, fencing, player benches, etc. Construction of Maplewood Park—a new 90-foot baseball diamond and multi-use overlay in outfield— included drainage and sub-drainage system, sprinkler system, sports field lighting system, 30-car parking lot, in accordance with requirements for construction on contaminated site.

**Project Engineer, New Athletic Fields at Broadway Plaza, Malden, Massachusetts.** As lead project engineers, Steve was responsible for all elements of a multi-use athletic facility including baseball, football, and soccer with tot lots in Malden. Responsible as well for initial site planning and program development; prepared construction documents, layout grading, drainage, irrigation systems, lighting, and landscape. Also coordinated hazardous materials remediation, action plans, contingency plans.

**AFFILIATIONS:** American Society of Civil Engineers (ASCE)  
Boston Society of Civil Engineers (BSCES)

**WAYNE A. KEEFNER, P.E.**

*Design Consultants, Inc. Senior Project Manager*

**REGISTRATIONS:** 1999, Massachusetts, Professional Engineer #41313  
2006, New Hampshire, Professional Engineer #12021  
2008, Rhode Island, Professional Engineer #8907  
2011, New York, Professional Engineer #089177

**CERTIFICATION:** LEED Accredited Professional (LEED AP BD+C)  
Massachusetts Soil Evaluator (MASE #1189)  
Accredited Green Roof Professional (GRP)  
Land Surveyor-in-Training (SIT)  
National Council of Examiners for Engineering and Surveying (NCEES)  
OSHA 10-hour

**EDUCATION:** University of Massachusetts at Amherst  
Bachelor of Science, Civil Engineering, 1994

**INTRODUCTION:**

Wayne is an experienced Civil Engineer with a strong background in municipal and private engineering projects. He has more than 19 years of progressive experience in all phases of project coordination, strategic planning, engineering design, staff training, bid development and site layout and design, as well as proven leadership skills with a recognized ability to coach and mentor employees. Wayne is confident and poised in interactions with individuals at all levels and has a demonstrated ability to work collaboratively with colleagues, contractors and external business partners. He has extensive knowledge of CAD and HydroCAD, and highly effective communication skills, both written and verbal. He is a dedicated individual with a reputation for consistently going beyond what is required and for using high personal standards to achieve results.

**RELEVANT EXPERIENCE:**

**Beacon Street Roadway and Streetscapes Improvements, Somerville.** Wayne is the project manager and lead designer for the Beacon Street project. This project includes reconstruction of Beacon Street from Oxford Street to the Cambridge city line. The proposed design includes upgraded pedestrian access and is the first MassDOT project which includes a cycle track (a dedicated travel lane exclusively for bicycles which is separated from moving traffic by parked vehicles). The project is 1.1 miles long, has a preliminary construction estimate of \$7.4M and is currently in the 25% design phase.

**East Broadway Reconstruction, Somerville.** Wayne has assumed the role of project manager for the East Broadway Reconstruction project in Somerville. The East Broadway project includes the reconstruction of ½ mile of Broadway and the reduction of lanes from two to one in each direction, new water main installation, drainage improvements and lining of the existing brick and clay sewers. The project is currently in construction, with a winning bid of \$7.9M.

**WAYNE A. KEEFNER, P.E. (CONTINUED)**

***Design Consultants, Inc. Senior Project Manager***

**Sewer Line Reconstruction Project, Middlesex Avenue, Somerville.** Wayne was the project manager and lead designer for the Middlesex Avenue Sewer Line Reconstruction Project. This project includes the replacement of approximately 500 linear feet of failed storm and sanitary sewer drainage and the cleaning and lining of an additional 600 linear feet of sanitary sewer system including manholes. Wayne also performed Construction Administration for the project acting as the Clerk of the Works on behalf of the City of Somerville. The project is currently 90% complete with only surficial improvements remaining to be completed in the Spring of 2013.

**Town of North Reading – North Reading Middle/High School Peer Review.** The new North Reading Middle/High School project consists of the demolition of the existing high school, the renovation and construction of an addition to the existing middle school and the construction of associated driveways, parking lots, utilities and athletic fields. Wayne performed a peer review of the Application for Stormwater Water Management Permit and ADA Accessibility for the proposed middle/high school. The proposed stormwater management system was reviewed relative to the standards contained in the Massachusetts Stormwater Handbook) and the Town of North Reading Stormwater Management Rules and Regulations. ADA site accessibility was reviewed relative to the 2010 ADA Standards for Accessible Design and 521 CMR: Architectural Access Board.

**Argenziano School at Lincoln Park, Somerville.** The design for the new Albert F. Argenziano School overcame several deficiencies while conserving active recreation space on the site and providing safer access for the students from busy Washington Street. The new school oriented all classroom and teaching spaces toward Lincoln Park, creating a buffer from the adjacent railroad right-of-way and mitigating the noise and vibration that had long been a distraction in the old school. The new Argenziano School has also met high standards for energy conservation, including using no VOC paints and low VOC carpets, materials, and casework, accomplishing water efficiency by the re-use of a geo-thermal test bore-hole as an irrigation well for the school's fields. The new Argenziano School opened in September 2007.

**Route 36 (Center Street), Pembroke.** Wayne assumed management and design of an ongoing project, rectified issues and handled the 25% design submittal. The Center Street project entails redesign, upgrades and reconstruction of portions of Route 36 in Pembroke between the Town center and Route 27. The scope of the project is the reconstruction of 2 miles of roadway including pedestrian upgrades and drainage improvements.

**Wellesley High School.** While at SMMA, Wayne worked on the design team that completed the expansion of the Wellesley High School, which was originally built in 1938. A major improvement occurred when the design team discovered a substantial block of poorly utilized space at the third floor that had once served as the school's cafeteria. The design transformed this space into a new open-plan library-media center that substantially reduced the size of a new wing proposed for the building.

**AFFILIATIONS: American Society of Civil Engineers (ASCE)**

**BSCES Construction Technical Group**

**BSCES Engineering Management Group**

**Massachusetts Association of Conservation Commissions (MACC)**

**Everett J. Chandler, PLS**

*Design Consultants, Inc. Director of Survey*

**REGISTRATION:** 2001, Massachusetts, Registered  
Professional Land Surveyor #41783

**EDUCATION:** University of Maine, Orono  
Bachelor of Science - Surveying Engineering

**INTRODUCTION:**

Everett has held a number of responsible and varied surveying positions with prominent firms in the Boston area for over 19 years. During this time he focused on technical aspects of surveying including boundary, topographical, construction, hydrographic, and specialized engineering surveys as well as project management, staffing and business development. In addition to leading the land surveying department at DCI, Everett is the co-manager of the firm's North Shore satellite office, established in 2010 in his home town of Newburyport.

**PROFESSIONAL EXPERIENCE:**

**Surveyor in responsible charge** for numerous roadway and utility improvement projects. Projects include both MDOT and local roadway improvement projects varying up to \$25 million in total construction costs. Representative projects include Somerville Avenue reconstruction, Main Street in Andover, Route 228 reconstruction in Norwell, City of Newburyport roundabout design and utility upgrade survey, City of Newburyport Merrill Street reconstruction survey.

**Project surveyor/manager** responsible for various mapping efforts for institutional campus properties including Boston University Medical Center, Noble Greenough School, and UMass Lowell. Efforts include utility compilation to all inclusive campus mapping.

**Surveyor in responsible charge** for numerous boundary line retracement surveys including existing conditions, subdivision, condominium, and ALTA/ACSM Land Title Surveys. Responsible for entire project scope and completion for projects ranging from ¼-acre to 220-acre parcels, including portfolios with multiple properties.

**Project surveyor/manager** for various Chapter 91 related surveys at numerous locations on the Massachusetts coast. Chapter 91 issues relate to the development of parcels of land located within jurisdiction of the Massachusetts Department of Environmental Protection due to their location in relation to either current lands flooded at high tide or lands that are now filled that were previously subject to flooding at high tide. Representative sites are located in Newburyport, Newbury, Salisbury, West Newbury, Revere, Boston, Scituate, Gloucester, and Hingham.

**Project surveyor/manager** for survey layout of numerous construction projects including single-family residential, large commercial and research, and world corporate headquarters. Building sizes ranged from 2000 square foot homes to 5-1/2 acre multi-level office structures.

**Everett J. Chandler, PLS (Continued)**

*Design Consultants, Inc. Director of Survey*

**RELEVANT EXPERIENCE: (CONTINUED)**

**Director of Survey responsible for City of Newburyport Roundabout design and utility upgrade survey in Newburyport MA.** Responsible for oversight of all aspects of the existing conditions survey including utility inventory and detail collection and with boundary determinations for the proposed roundabout located at the intersection of Spofford and Merrimac Streets and Moseley Avenue. Creation of proposed easements to the City of Newburyport from abutting property owners in coordination with the City engineer, legal counsel and abutters privately hired consultants.

**Director of Survey responsible for City of Newburyport Joppa Flats boat ramp redesign existing conditions survey in Newburyport MA.** Responsible for the creation of a base existing conditions survey to facilitate redesign of the existing boat ramp at Joppa Flats in the City of Newburyport.

**Director of Survey responsible for Town of Manchester-by-the-Sea Masconomo Park bank stabilization survey in Manchester-by-the-Sea, MA.** Responsible for oversight of all aspects of the existing conditions survey for the proposed bank stabilization and permitting of the entire the length of the bank along Masconomo Park on Manchester Harbor in Manchester-by-the-Sea, MA.

**Director of Survey responsible for City of Somerville Cross Street East Park design existing conditions survey in Somerville MA.** Responsible for oversight of all aspects of the existing conditions survey including utility inventory and detail collection and with boundary determinations for the proposed park design located on Cross Street East in Somerville, MA.

**Cherry Hill Athletic Fields Existing Conditions Survey in Newburyport, MA.** Provided land surveying support for the redesign of existing and design of additional multi-use fields located at the Cherry Hill fields in Newburyport. Additionally, site access and parking areas were part of the redesign with particular attention being paid to the relation to the established surrounding neighborhood homes and roadways. Established NAVD88 elevations and Massachusetts State Plane coordinates for the project that were then tied into MassDOT monuments for Route I95 and State Route 113 (Storey Avenue) as part of a boundary line retracement for the project. The property surveyed consisted of 9.66 acres of fields, gravel parking and raw land and the abutting roadways and locations of the adjacent homes.

**Director of Survey responsible for City of Somerville Beacon Street existing conditions survey in Somerville MA.** Responsible for oversight of all aspects of the update of the existing conditions survey including utility inventory and detail collection and with boundary determinations for the redesign of Beacon Street in Somerville, MA. Proposed work includes traffic assessment and signalization upgrades as well as utility upgrades for the entire length of Beacon Street in the City of Somerville.

**Director of Survey responsible for City of Newburyport Merrill Street utility redesign survey in Newburyport, MA.** Responsible for oversight of all aspects of the existing conditions survey including utility inventory and detail collection for the proposed full depth reconstruction of the entire the length of Merrill Street in Newburyport, MA.

**Director of Survey responsible for Town of Norwell existing conditions surveys for Lincoln, Winter, Summer Streets in Norwell, MA.** Responsible for oversight of all aspects of the existing conditions survey for the proposed resurfacing and drainage improvements design for the entire lengths of Lincoln, Winter and Summer Streets in Norwell, MA.

**Director of Survey responsible for City of Newburyport Lord Timothy Dexter Industrial Green FEMA funded flood study in Newburyport and Newbury, MA.** Responsible for oversight of all aspects of the collection of data of elevation and location information of specified culvert, swale and various other drainage structures in support of the FEMA funded flood study in Newburyport and Newbury, MA.

**Project manager for monitoring well survey on Outer Cape Cod from Eastham to Provincetown for the Cape Cod Commission.** Determined methodology, defined scope and field procedures, carried out field efforts and processed and compiled results. Elevations were determined to approximately ¼ inch relative accuracy over a distance of 30 plus miles.

**Hydrographic surveyor for the I90 Extension across the Fort Point Channel for the Central Artery.** Role and responsibilities included hydrographic verification of dredging to ensure clearances of tunnel sections as they were moved into place and set.

**AFFILIATIONS:** Massachusetts Association of Land Surveyors and Civil Engineers (MALSCE – Former Board of Directors member for the School of Survey)  
President , North East (Massachusetts) Builders Association (NEBA)

**PUBLICATIONS:** “Design Consultants and Pinnacle Properties Redeveloping Charleston Chew Complex,” New England Real Estate Journal, February 2004 (co-author)

## Paul D. Sullivan, P.E., LEED AP

### President / Principal In Charge

#### EXPERIENCE

Mr. Sullivan has twenty years' experience in Mechanical and Fire Protection Engineering. He is also an Adjunct Professor for the Wentworth Institute of Technology Architecture Department and presents code seminars yearly for the Boston Society of Architects and the Boston Architectural Center.

#### EDUCATION

Jacksonville University – B.S., Applied Physics, 1992  
 Worcester Polytechnic Institute – B.S., Civil Engineering, 1993  
 Worcester Polytechnic Institute – M.S., Fire Protection Engineering, 1994

#### REGISTRATIONS

Registered Professional Engineer in:  
 Massachusetts, CA, CT, FL, IN, KS, ME, MD, MS, MO, NH, NJ, NY, NC, OH, PA, RI, TN, VT, VA, WV, and NCEES.

#### CERTIFICATIONS

LEED Accredited Professional  
 Certified Building Plans Examiner (ICC)  
 Massachusetts Certified Building Inspector  
 Certified in Plumbing Design (CPD)

#### ASSOCIATIONS

American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)  
 National Fire Protection Association  
 American Society of Plumbing Engineers  
 American Society of Civil Engineers  
 Society of Fire Protection Engineers  
 Institute of Electrical and Electronics Engineers  
 ISPE Boston Chapter Social Committee

#### PUBLICATIONS

Performance-Based Design of Structural Steel for Fire Conditions ASCE Manuals and Reports on Engineering Practice, #114

Facilities Engineering and Management Handbook For Commercial, Industrial and Institutional Buildings Chapter 8: Codes and Standards; Sections 8.1-8.4

ASCE/SFPE 29-99 Standard Calculation Methods for Structural Fire Protection Structural Engineering Institute of the American Society of Civil Engineers

#### SELECTED PROJECTS

##### 181 Washington Street, Union Square, Boston, MA

The project scope included a new (4) story, mixed use building. The new program included (35) residential units with a limited amount of amenities space and retail on the ground level.

##### Bayside Housing, Boston, MA

The project scope included a new 6-story, 177 unit apartment building above one level of underground parking. The residential component consisted of a total of approximately 145,000 sq/ft and the parking is an additional 27,000 sq/ft. The new program included amenities spaces (8,900 sq/ft) located on grade consisting of a fitness area, conference spaces, leasing office, media room, and bike storage.

##### Benfield Farms, Carlisle, MA

The project included the construction of a new 26 unit affordable senior housing community. The new program included 26 residential units and a limited amount of communal space of approximately 23,000 sq/ft. The communal space included an office, lounge/game room, and central laundry.

##### Portside at Pier 1, East Boston, MA

Development of 724,000 sq/ft in two phases consisting of 600 living units in eight freestanding buildings, 40,000 sq/ft of retail space, a 600-car parking garage, and public space for a health club and restaurant. Construction cost was \$170 million.

##### Waterworks Park, Chestnut Hill, MA

The project included a new 206,000 sq/ft high-rise residential community complex with (2) levels of underground parking. A total of 80 luxury condominium units and parking for 160 cars is included. The project was completed in 2007.

##### Archstone Avenir-North Station, Boston, MA

The project involved a new ten-story, 370,000 sq/ft high-rise building. The program included 241 apartments, open retail kiosk space, enclosed retail space, and the existing MBTA head houses for the North Station Green and Orange Line stations. There is parking for 118 cars.

##### Sitkowski School Senior Housing, Webster, MA

The project included converting an existing (4) story, 80,000 square foot school building into 60 units of median income housing, a limited amount of amenities space and parking. The amenities space included a leasing office, conference room, fitness center, senior center, and central laundry on each floor. Construction cost was \$12 million.

##### One Canal, Boston, MA

The project included a new 13-story, 497,000 sq/ft mixed-use building. The program included 270 apartments, parking for 260 cars and 60,000 sq/ft of retail space including a new food shopping tenant.

##### Bayside Housing Project, Boston, MA

The project scope included a new 6-story, 177 unit apartment building above one level of underground parking. The residential component consisted of a total of approximately 145,000 sq/ft and the parking is an additional 27,000 sq/ft. The new program included amenities spaces (8,900 sq/ft) located on grade consisting of a fitness area, conference spaces, leasing office, media room, and bike storage.

## Michael S. O'Rourke

### Associate / Project Manager / HVAC Engineer

#### EXPERIENCE

Mr. O'Rourke has over 25 years experience in the design of Mechanical/HVAC Engineering systems for architecturally oriented building projects. He has been responsible for the HVAC engineering design system upgrades and feasibility studies on a broad range of projects including healthcare, corporate, retail, science and residential facilities. Mr. O'Rourke has also been responsible as a project manager on various projects.

#### EDUCATION

University of California, San Diego  
- Certificate in HVAC Design  
ITT Technical Institute - Certificate in Mechanical Drafting  
Carrier Technical Development Program

#### ASSOCIATIONS

American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE),  
American Society of Plumbing Engineers (ASPE)

#### SELECTED PROJECTS

##### 181 Washington Street, Union Square, Boston, MA

The project scope included a new (4) story, mixed use building. The new program included (35) residential units with a limited amount of amenities space and retail on the ground level.

##### Sitkowski School Senior Housing, Webster, MA

The project included converting an existing (4) story, 80,000 square foot school building into 60 units of median income housing, a limited amount of amenities space and parking. The amenities space included a leasing office, conference room, fitness center, senior center, and central laundry on each floor. The construction cost of this project was \$12 million.

##### Newark Paper Mill Lot A, Lawrence, MA

The project included the conversion of a seven-story mill building into residential units and commercial space. A total of 349,000 sq/ft of space was renovated. The new program included 276 residential units and 9,500 sq/ft of amenities space including a leasing office, conference room, fitness center, community rooms, and central laundry.

##### Portside at Pier 1, East Boston, MA

The project involved the development of 724,000sq/ft in two phases consisting of 600 living units in eight freestanding buildings, 40,000 sq/ft of retail space, a 600-car parking garage, and public space for a future health club and restaurant. The construction cost was \$170 million.

##### Perkins Place, Lowell, MA

The project consisted of a conversion of two existing mill buildings, the Lawrence Mills, into luxury condos. One building was over 130,000sq/ft and the other is 86,000 sq/ft. Total of (151) units were constructed. The project was completed in 2006.

##### Somerville Housing Authority Mystic Water Works, Somerville, MA

The project consisted of converting the existing 1864 Mystic Water Works building and garage into 25-35 affordable retail senior apartments as part of SHA's Capen Court residential development. There is also the possibility of a Senior Center in the future. The existing structures are approximately 25,000 sq/ft combined, and the total construction budget was \$11.4 million.

##### West Square, South Boston, MA

Scope of work included the development of a total of 259 total units in a single (4) four story apartment building with a total of 256,000 sq/ft. There was approximately 68 apartments per floor on the upper three floors. The building incorporated a central open type parking garage.

##### Congress Street – FP 3 Lofts, Boston, MA

The project involved a renovation/adaptive re-use of two historic, five-story and basement heavy timber structures of approximately 90,000 sq/ft total. There was also an addition of a new five-story structure on an adjacent lot totaling 20,000 sq/ft. There are 110 dwelling units with approximately 14 different unit types.

##### Marriott Residence Inn, 368 Congress Street Hotel, Boston, MA

Conversion of six-story 102,000sq/ft office building in the Waterfront neighborhood of South Boston into a 120 room extended stay hotel with a variety of units. Amenities included dining area, fitness center, spa, laundry facilities and a great room. The project construction cost was \$21 million.

## Michael D. Trickett, P.E.

### Principal

#### EXPERIENCE

Mr. Trickett has over 27 years of experience in the design of electrical engineering systems for new and renovation building projects. He has been responsible for the electrical engineering design on a broad range of projects, including numerous healthcare, corporate, and science and research facilities. In addition to the design of the electrical systems for construction, Mr. Trickett has been responsible for systems upgrade and feasibility studies for various types of facilities and is a project manager for projects.

#### EDUCATION

Northeastern University – Associate  
Electrical Engineering – 1995  
Chamberlayne Jr. College –  
Associate Applied Science – 1984

#### REGISTRATIONS

Registered Professional Electrical  
Engineer (MA) #41072, (CT)  
#28016, (MD) #0030853, (ME)  
#9760, (VA) #035676, (NH) #13201

#### ASSOCIATIONS

National Council of Examiners and  
Surveyors (NCEES) #18401

#### SELECTED PROJECTS

##### Archstone Avenir-North Station, Boston, MA

The project involves a new ten-story, 370,000 sq/ft high-rise building. The program includes 241 apartments, open retail kiosk space, enclosed retail space, and the existing MBTA head houses for the North Station Green and Orange Line stations. There is parking for 118 cars.

##### Northeastern University International Village (Parcel 18), Boston, MA

The project includes 450,000 sq/ft of mixed-use space including residential, retail, office, and dining. There are 22, 15, 10, and 5-story portions of the building. A total of 1,200 beds were included in the design and 8,800 sq/ft of retail on the ground floor below the offices. There is 9,000 sq/ft kitchen, 9,800 sq/ft dining hall, and 30,800 sq/ft of office space in the five-story building. This project is LEED Gold Certified.

##### One Canal, Boston, MA

New 12-story, 450,000 sq/ft mixed use residential building. The building consisted of 36,000 sq/ft of retail space in the basement and first floor, 60,000 sq/ft of parking on the 2<sup>nd</sup> and 3<sup>rd</sup> floors for 160 cars, 18,000 sq/ft of common areas and amenity spaces such as lobby, management offices, yoga, fitness, club room, lounge, and 320 residential units on the upper floors. The project was designed to be LEED certifiable as well as to comply with the stretch energy code.

##### 25 Miner Street Development, Boston, MA

The project scope of work includes a (5) story residential building with parking below grade. A total of 49 apartments provided.

##### Maple Leaf Micro Lofts, Cambridge, MA

Conversion of a 6-story, 61,000 sq/ft office building into a residential building. The new program included 103 dwelling units. The project was completed in 2013.

##### The Carruth, Ashmont Transit Oriented Development, Dorchester, MA

Construction of a 178,000 sq/ft, five-story apartment building with below grade parking. The upper floors house 116 apartments and condominiums. Ground floor functions as the main lobby and includes retail/restaurant spaces. An absorption chiller was designed to decrease future operating costs. Design also decreased final costs because of the reduced electrical load and the corresponding cost deduction that resulted in bringing a smaller electrical service to the building.

##### The Venetia, Miami, Florida

The project includes an evaluation of a 36 story condominium building. The building was originally a hotel but was converted to condos in 1995. The purpose of the study was to determine the condition of the existing MEP systems, identify required code upgrades that impact the life safety systems, and provide a general assessment of future expenditures for MEP upgrades.

##### Bayonne Bay, Bayonne, NJ

Mr. Trickett was the lead electrical engineer on this project that included (2) new apartment buildings that house a total of 515 units. The first structure included new four-story building with (5) levels of parking and (310) units with a pool and fitness center that is located on the 1<sup>st</sup> floor. The other structure is located across the street, includes four-stories, and will house total of (205) rental units. The units surround the multi-level parking garage connected to the residential buildings.

## Shane P. Wise, CPD

### Associate / Plumbing / Fire Protection Engineer

#### EXPERIENCE

Mr. Wise is a licensed plumber and has over 14 years of experience in the design and installation of plumbing and fire protection systems for architecturally oriented building projects. He has been responsible for the plumbing and fire protection engineering design, system upgrades, and feasibility studies on a broad range of projects, including numerous healthcare, food service, corporate, residential, and educational facilities. Mr. Wise has served as a project manager on various projects at R.W. Sullivan Engineering.

#### EDUCATION

Northeastern University - Design of Fire Protection Systems  
Peterson School - Plumbing Theory & Design

#### CERTIFICATIONS

Massachusetts licensed plumber #25556  
Certified in Plumbing Design (CPD) #33834

#### ASSOCIATIONS

American Society of Plumbing Engineers (ASPE)  
National Fire Protection Association (NFPA)

#### SELECTED PROJECTS

##### 181 Washington Street, Union Square, Boston, MA

The project scope included a new (4) story, mixed use building. The new program included (35) residential units with a limited amount of amenities space and retail on the ground level.

##### Portside at Pier 1, East Boston, MA

The project involved the development of 724,000sq/ft in two phases consisting of 600 living units in eight freestanding buildings, 40,000sq/ft of retail space, a 600-car parking garage, and public space for a future health club and restaurant. The construction cost was \$170 million.

##### Sitkowski School Senior Housing, Webster, MA

The project included converting an existing (4) story, 80,000 square foot school building into 60 units of median income housing, a limited amount of amenities space and parking. The amenities space included a leasing office, conference room, fitness center, senior center, and central laundry on each floor. The construction cost of this project was \$12 million.

##### Somerville Housing Authority Mystic Water Works, Somerville, MA

The project consisted of converting the existing 1864 Mystic Water Works building and garage into 25-35 affordable retail senior apartments as part of SHA's Capen Court residential development. There was also the possibility of a Senior Center in the future. The existing structures are approximately 25,000 sq/ft combined, and the total construction budget was \$11.4 million.

##### Archstone Avenir-North Station, Boston, MA

The project involved a new ten-story, 370,000 sq/ft high-rise building. The program included 241 apartments, open retail kiosk space, enclosed retail space, and the existing MBTA head houses for the North Station Green and Orange Line stations. There was parking for 118 cars.

##### Alterra at Overlook Ridge, Malden, MA

The first phase of a multi-building development of condominium and rental residential community. Two new 4-story buildings consisting of rental units with Ground Floor Amenity spaces, as well as an outdoor pool and patio, with a 4-story parking garage. Heating and cooling provided by unit based split systems consisting of sealed combustion, direct vented, gas fired furnaces in the units and condensing units at grade and on the roof.

##### Congress Street – FP 3 Lofts, Boston, MA

The project involved a renovation/adaptive re-use of two historic, five-story and basement heavy timber structures of approximately 90,000 sq/ft total. There was also an addition of a new five-story structure on an adjacent lot totaling 20,000 sq/ft.

##### Marriott Residence Inn, 368 Congress Street Hotel, Boston, MA

Conversion of six-story 102,000sq/ft office building in the Waterfront neighborhood of South Boston into a 120 room extended stay hotel with a variety of units. Amenities included dining area, fitness center, spa, laundry facilities and a great room. The project construction cost was \$21 million.

##### Alexan At Riverdale, Riverdale, NJ

Design including new sanitary waste and vents systems, domestic and non potable water systems, for the construction of two four story 200 unit residential buildings over a residential parking garage. Also included on the site is a stand alone 8,500 sq/ft clubhouse with pool.



## L.A. FUESS PARTNERS, INC. Structural Engineers

Aaron A. Ford, PE



Principal | Vice President

Corporate Responsibilities:

- Director of LAFP Northeast

Project Responsibilities:

- Principal-in-Charge of Projects
- Project Management
- Project Engineering
- Engineering Team Leader

---

***Education***

University of Texas at Austin  
B.S. Architectural Engineering 1999

***Registration***

Commonwealth of Massachusetts, Connecticut, Delaware,  
District of Columbia, Florida, Maine, Maryland, New  
Hampshire, New York, Oklahoma, Pennsylvania, Rhode  
Island, Texas, Vermont

***Professional Affiliations***

Structural Engineers Association of Massachusetts  
American Institute of Steel Construction  
NAIOP  
Urban Land Institute

***Civic Activities***

ULI Boston Real Estate Advisory Committee 2008-2012

***Work Experience***

L.A. Fuess Partners Inc., Dallas, Texas  
EIT 2000 – 2005  
Associate 2005 – 2006  
L.A. Fuess Partners, Boston, Massachusetts  
Associate 2006 – 2008  
Principal 2008 – Present

Wood Framed, Residential Facilities 1994-1998

***Project Experience***

Union Square Housing  
Somerville, Massachusetts  
First Street Assemblage – Residential/Office/Parking



## L.A. FUESS PARTNERS, INC. Structural Engineers

Aaron A. Ford, PE

Cambridge, Massachusetts  
165 Cambridge Park Drive Apartments  
Cambridge, Massachusetts  
Ten Essex Residential  
Cambridge, Massachusetts  
Hingham Shipyard Condominiums  
Hingham, Massachusetts  
the Vue Student Housing and Commons  
Liberty University  
Lynchburg, Virginia  
Kendrick Student Housing  
UMASS Amherst  
Amherst, Massachusetts  
One East Pleasant Student Housing  
UMASS Amherst  
Amherst, Massachusetts  
Olympia Student Housing  
UMASS Amherst  
Amherst, Massachusetts  
Leonard Florence Center for Living  
Chelsea, Massachusetts  
Wake Robin Lifecare Community  
Shelburne, Vermont  
Bedford Condominiums  
Bedford, Massachusetts  
J.J. Leavitt Jewish Nursing Home Addition  
Longmeadow, Massachusetts  
Northhill CCRC Independent Living Addition  
Needham, Massachusetts  
Veteran's Park Apartments  
Falmouth, Massachusetts  
4<sup>th</sup> Street Apartments and Parking Garage  
Oklahoma City, Oklahoma  
Spectrum Health Systems  
Westborough, Massachusetts  
Decatur House Assisted Living Facility  
Sandwich, Massachusetts  
The Legacy at Willow Bend CCRC  
Plano, Texas  
Seven Corners Student Housing  
Minneapolis, Minnesota



**AMBROSE J. DONOVAN, P.E., L.S.P.**

<b>Title</b>	Principal
<b>Education</b>	Bachelor of Arts in Mathematics (1981) Bachelor of Engineering in Civil Engineering (1981) Trinity College; Dublin, Ireland  Master of Science in Geotechnical Engineering (1984) Northeastern University; Boston, Massachusetts
<b>Professional Registration</b>	Registered Professional Engineer: Massachusetts Licensed Site Professional: Massachusetts
<b>Professional Experience</b>	<p>Mr. Donovan has acquired over 30 years of extensive geotechnical and geoenvironmental engineering experience covering a wide range of projects in Massachusetts. His experience also includes performing geotechnical analysis and design, preparing construction documents, construction monitoring and project coordination with other design professionals. His geoenvironmental experience includes performing site assessments for the presence of oil and hazardous materials, characterization of soil and rock for off-site disposal, preparation of site remediation plans, monitoring of site remediation operations, and preparation of reports documenting the completion of remedial actions in accordance with the Massachusetts Oil and Hazardous Materials Release Prevention and Response Act (MGL Chapter 21E) and the Massachusetts Contingency Plan (310 CMR 40.0000).</p> <p>Several notable projects for which Mr. Donovan has been responsible for the geotechnical or geoenvironmental design or provided major consultation include:</p> <p>The Fan Pier; Boston, MA Van Ness and 1325 Boylston Street; Boston, MA SixTen Main Street; Cambridge, MA World Trade Center Seaport Hotel, E. and W. Office Buildings; South Boston, MA Waterfront Residences and Marriott Hotel; South Boston, MA The Intercontinental - 500 Atlantic Avenue; Boston, MA Westin Hotel; South Boston, MA Trilogy Mixed Use Development; Fenway, MA Liberty Hotel (formerly Charles Street Jail); Boston, MA M.G.H. Inpatient Facility; Boston, MA University Park At M.I.T.; Cambridge, MA Worcester Convention Center; Worcester, MA Novartis Institute for Biomedical Research; Cambridge, MA Boston Police Headquarters, Boston, MA Newton North High School, Newton, MA Waterworks Park; Chestnut Hill, MA</p>
<b>Professional Affiliations</b>	American Society of Civil Engineers Boston Society of Civil Engineers Licensed Site Professional Association NAIOP Massachusetts



**PETER J. DECHAVES, L.S.P.**

**Title** Associate/Project Manager

**Education** Bachelor of Science in Civil Engineering (1998)  
Northeastern University; Boston, Massachusetts

Master of Science in Civil Engineering (2014)  
University of Massachusetts – Lowell; Lowell, Massachusetts

Personnel Protection and Safety Training for Hazardous Waste Site Activities in compliance with OSHA Standard 29 CFR 1910 and SARA section 126(d) (1998)

Commonwealth of Massachusetts Wastewater Treatment Plant Operator  
Grade II Industrial

**Professional Registration** Licensed Site Professional: Massachusetts

**Professional Experience** Peter J. DeChaves has served as a geotechnical engineer for a variety of engineering projects with McPhail Associates. His geotechnical experience includes subsurface explorations, geotechnical analysis and design, geotechnical instrumentation, geotechnical design assistance in preparing project contract documents, construction control, and project coordination.

Mr. DeChaves' geoenvironmental experience includes implementing environmental subsurface exploration programs, performing site assessments for the presence of oil and hazardous materials, site characterization for construction excavation including preparation of soil management plans, preparation of site remediation plans, monitoring of site remediation operations, and performing environmental Risk Assessments in accordance with the Massachusetts Oil and Hazardous Materials Release Prevention and Response Act (MGL Chapter 21E) and the Massachusetts Contingency Plan (310 CMR 40.0000).

Several notable projects for which Mr. DeChaves has been responsible for the geotechnical or geoenvironmental design or provided major consultation include:

Parcel 6A; Taunton, MA  
Jackson Square Redevelopment and Remediation; Boston, MA  
225 Centre Street; Boston, MA  
Edward M. Kennedy Institute for the U.S. Senate; Boston, MA  
Cumberland Village Apartments; Springfield, MA  
The Cordovan at Haverhill Station; Haverhill, MA  
Repton Place; Watertown, MA  
Appleton Mills; Lowell, MA  
Fan Pier; Boston, MA  
Ames Shovel Works; Easton, MA

**Professional Affiliations** American Society of Civil Engineers  
Boston Society of Civil Engineers  
Licensed Site Professional Association



**AMY M. FALCONEIRI**

<b>Title</b>	Project Manager
<b>Education</b>	Bachelor of Science; Earth Science; Concentration in Geology; Minor in Business Management: Bridgewater State College, Bridgewater, Massachusetts
<b>Professional Experience</b>	<p>Amy Falconeiri's geoenvironmental experience includes implementing environmental subsurface investigations including the installation of soil borings and groundwater monitoring wells, performing site assessments for the presence of oil and hazardous materials, and the monitoring of soil management and site remediation operations on a number of construction projects.</p> <p>Amy Falconeiri has served as a field engineer for a variety of civil engineering projects with McPhail Associates, LLC. Her responsibilities have included monitoring the preparation of foundation bearing surfaces, the placement and compaction of structural fill for support of foundations and slab-on-grades, the installation of drilled foundation piles, and project coordination with other design disciplines.</p> <p>Representative projects in which Amy Falconeiri has been involved include:</p> <p>Putnam Green; Cambridge, MA Ames Shovel Works; North Easton, MA Haverhill Mills; Haverhill, MA Codman Square Health Center; Dorchester, MA Fan Pier; South Boston, MA Maverick Gardens Housing Development; East Boston, MA Brigham and Women's Hospital, Boston, MA NECCO Technology Center Parking Garage; Cambridge, MA Appleton Mills; Lowell, MA Rosemount Square; Randolph, MA Regency Towers; New Bedford, MA Woodbridge Assisted Living Facility; Peabody, MA Fenway Mixed Use Development; Boston, MA Newport Heights Housing Development; Newport, RI Jackson Square Development; Roxbury, MA</p>
<b>Certifications and Training</b>	40-Hour Hazardous Waste Operations and Emergency Response (HAZWOPER)
<b>Professional Affiliations</b>	Licensed Site Professional Association

**Robert I. Woodland, PE**  
*President and  
Director of Transportation Engineering Services*



Robert I. Woodland, P.E., President and Director of Transportation Engineering Services, has over twenty-two years of professional transportation engineering experience and has developed a broad range of transportation planning, analysis and design skills through his involvement in the successful permitting of over 250 development projects throughout New England. Mr. Woodland is a traffic operations specialist with extensive experience in the evaluation of commercial and residential developments in urban settings and on major congested suburban arterials. His work on these larger and often more controversial projects have sharpened his technical expertise through the comprehensive evaluation of transportation issues and development of innovative transportation solutions. Mr. Woodland also is an accomplished public speaker with a proven ability to relate complex engineering issues in simple layman's terms, and has successfully presented project-related transportation issues in over 200 communities throughout New England. His technical expertise and presentation skills allow him to build consensus with state and local reviewing agencies and neighborhood community groups on the appropriate roadway and traffic control improvements needed to address project-related transportation impacts. These essential skills form the cornerstone of successful permitting and construction efforts for both large and small development projects.

Mr. Woodland was involved in several large multidisciplinary development projects requiring effective coordination with the project team's engineers, architects, environmental, wetland and soil scientist, and land surveyors. Mr. Woodland was the principal in charge for the transportation planning and traffic engineering and permitting services for the Hamilton Canal District Master Plan in Lowell, Massachusetts for which Woodland Design Group, Inc. received the American Planning Association 2009 APA—MA Outstanding Planning , Comprehensive Plan award. In addition to the State of New Hampshire requirements for transportation review, Mr. Woodland has participated in some of the most rigorous review procedures in New England, including the Massachusetts Environmental Policy Act (MEPA), the Cape Cod Commission, and the City of Boston's Article 80 review process. A partial list of past transportation projects for Mr. Woodland include:

#### ***Community Master Plans***

Lowell, MA- Hamilton Canal District Master Plan traffic modeling and evaluation of existing and proposed roadway networks to develop the site access, internal circulation and off-site roadway improvements needed to accommodate  
Boxford, MA - Municipal Use master plan for Spofford Road, an 81-acre site, to accommodate the town Library, Fire Station, Police Station, recreational fields, and Spofford School expansion  
North Fontana, CA - North Fontana Transportation Infrastructure Needs Study, traffic modeling and evaluation of existing and proposed roadway networks to develop the Preferred Transportation Circulation Element

#### ***U.S Military Facilities Redevelopment Master Plans***

Weymouth, MA - Preliminary Traffic Assessment, Reuse Master Plan Weymouth Naval Air Base  
Watertown, MA - Preliminary Traffic Assessment, Reuse Master Plan for U.S. Army Materials Technology Laboratory  
Towns of Ayer, Shirley, Harvard and Lancaster, MA - Fort Devens Disposition and Redevelopment of 4,140 acres

#### ***School and College Campus Planning***

Portsmouth, NH - Traffic Signal Warrant Analysis, Portsmouth High School expansion  
Malden, MA - Elementary & Middle School Replacement Program, five new or expanded public schools grades K – 8  
Newton, MA - Proposed Oak Hill Elementary School and Brown Middle School expansion  
Cohasset, MA - Proposed Joseph Osgood Elementary School and Deer Hill School expansion  
Boston, MA - Proposed Boston Charter Renaissance Charter School – Phase I, 635 students grades K - 6  
Chelsea, MA - Proposed Chelsea High School, 1,250 students  
Chelsea, MA - Chelsea Middle School  
Chelsea, MA - Chelsea Elementary School Campus for 2,000 students  
Katona, NY - 56 Child Day Care Center  
Cambridge, MA - Massachusetts Institute of Technology (MIT) Northeast Sector (Campus) Master Plan  
Cambridge, MA - MIT, Stata Research Center, 420,000 sq. ft. lecture hall and faculty office space  
Cambridge, MA - MIT, Visiting Faculty and Student dormitory, 150 units

***Mixed-Use Developments***

Raymond, NH – Granite Meadows mixed-use development including 154,200 SF factory outlet center, 7,500 SF restaurant, 100 Room Hotel and 192 condominium units

Goffstown, NH - Riverside Commons mixed-use development including 60 townhouses and 34,000 square feet of office space

Dorchester, MA - Ashmont Station Transit-Oriented-Development, 111 apartment units & 25,000 sq. ft. of retail

Belmont, MA - McLean Hospital Redevelopment, including a 50,000 square foot hospital expansion, 600 elderly housing units, 100 luxury condominiums and 300,000 square feet of R & D/office space

Weehawken, NJ - Lincoln Harbor mixed-use development including 2.2 million square feet of office, hotel, retail space, restaurants and a Marina

***Retail Developments***

Dorchester, MA - Shaw's Market at Dorchester Lower Mills, reuse of an historic warehouse to support a new supermarket

Groton, MA - Boston Road Market Place, a proposed 110,000 sq. ft. shopping center inclusive of a Shaw's Supermarket

Wakefield, MA - Redevelopment of existing industrial/office space to support a 55,000 square foot Shaw's Supermarket

Burlington, MA - Shopping Center redevelopment to support a new Shaw's Supermarket and 18,000 square feet of retail

Mansfield, MA - Erin Center, a 247,840 square foot shopping center inclusive of a Shaw's Supermarket, Staples office supply and a Home Depot

Walpole, MA - Palumbo Plaza, a 76,500 square foot shopping center expansion to support a new Big Y Supermarket

Saugus, MA - Traffic Signal Justification Study for an existing retail plaza including a Shaw's Supermarket and Target

Easton, MA - Shaw's Plaza Expansion, a 14,375 square foot expansion to the existing Shaw's supermarket

Dracut, MA - Proposed 18,500 square foot expansion to existing Shop n Save Supermarket

Worcester, MA - Proposed 80,961 square foot Stop & Shop Supermarket, on Burncoat Street

Worcester, MA - Redevelopment of 40,000 square feet of retail to support 80,000 square foot Stop & Shop Supermarket

Wellesley, MA - Redevelopment of Grossman's Lumber to support 50,000 square foot Stop & Shop Supermarket

Stop & Shop Supermarket Trip Generation Study, an evaluation fifteen existing sites in New England

Norwood, MA - Sumner Street Market Place, a 78,981 sq. ft. supermarket and a 149,214 sq. ft. Home Depot

Quincy, MA - Redevelopment of an existing industrial/manufacturing facility to support a 89,216 square foot Stop & Shop Supermarket and 22,300 square feet of supporting retail

Gardner, MA - Proposed 141,000 square foot Wal-Mart

Somerville, MA – Proposed Retail Development Assembly Square, 200,950 square foot shopping center

West Bridgewater, MA – Proposed 369,000 square foot shopping center and 100 room Hotel

***Residential Developments***

Goffstown, NH - Greystone Village Retirement Community, a 224 unit, age-restricted residential development

Bedford, NH - Cabot Preserve Subdivision, including 81 single family homes

Stow, MA - Villages at Stow, including 56 single family homes, 96 apartment units and 10,000 sq. ft. retail

Stow, MA - Derby Woods residential subdivision, consisting of 31 single family homes

Quincy, MA - Crown Colony Residential Development, consisting of 100 condominium units

***Office/Industrial Developments***

Maynard, MA - Proposed 440 space parking garage for the Clock Tower Place Office Park

Revere, MA - Logan North Cargo Center, a proposed 500,000 sq. ft. air freight, warehouse and distribution center

Los Angeles, CA - Rapid Transit District Headquarters Building at Gateway Center, a 1.2 Million sq. ft. office building

***Sports Complex***

Foxboro, MA - Evaluation of traffic, parking and pedestrian impacts for the New England Patriots new stadium

***Robert I. Woodland, PE***  
(continued)



***Hospitals***

Concord, NH - Capital Region Healthcare Campus, traffic study for proposed 80,000 sq .ft expansion  
Concord, NH - Capital Region Healthcare Campus, Parking Needs Assessment  
Hyannis, MA - Cape Cod Hospital expansion, a 10,000 sq. ft. operating room expansion  
Elmira, NY - Arnot-Ogden Memorial Hospital Expansion, proposed Women Center and Cancer Center

***Fast Food Restaurants/ Gas Stations/ Convenience Uses***

Plaistow, NH – Traffic Impact Study for proposed Cumberland Farms gas station and convenience store expansion  
Merrimack, NH - Traffic Impact Study for a proposed eight pump gas station and 2,500 sq. ft. convenience store  
Merrimack, NH - Traffic Impact Study for proposed Exit 11, 3-bay cash wash

***Transportation Peer Review Projects***

Salem, New Hampshire – Review of Proposed Parking for a Lowes Home Improvement  
Boxborough, MA - Transportation Peer Review of the proposed 1.4 million sq. ft. New England Development Center  
Chelmsford, MA - Transportation Peer Review of the proposed Stop & Shop Supermarket

***Professional Affiliations:***

- Member, Institute of Transportation Engineers
- Member, American Society of Civil Engineers

***Professional Engineer Registration:***

- State of New Hampshire, P.E. # 11514
- Commonwealth of Massachusetts, P.E. # 41709

***Education:***

- Bachelor of Science, Civil Engineering, 1989 - State University of New York at Buffalo

***Awards:***

- American Planning Association (APA) Massachusetts Chapter Award  
2009 APA—MA Outstanding Planning, Comprehensive Plan for the Lowell Hamilton Canal District Master Plan

The Trinity Management, LLC philosophy reflects the social and environmental consciousness of our executive management team. TMLLC achieves its goals by drawing on our team's initiative and expertise and by consistently creating opportunities for sharing of knowledge and ideas to enhance the organization.

Financial, technical, development and project management staff, including property transition and repositioning specialists, are located in our New England offices, making TMLLC's real estate expertise immediately accessible to all areas of the Eastern Seaboard.

## The Executive Team

**Kathleen D. Franco, CPM, Chief Executive Officer**



Ms. Franco is a graduate of Cambridge College with a Master in Management degree and a certification in Organizational Development. She has received many distinguished designations in the housing industry. For more than 35 years, Kate has been involved with all aspects of property management for a multitude of federal/state assisted, tax credit, conventionally financed and public housing programs, as well as condominiums, office buildings and commercial buildings in diverse marketplaces throughout

New England and the West Coast. Kate was previously responsible for providing supervision and direction in the effective management of MB Management Company's real estate management portfolio, creating new business opportunities and continued employee development. Kate served as President of the Institute of Real Estate Management's Boston Chapter, New Hampshire's Granite State Managers Association, and the New England Affordable Housing Management Association. Kate is a Director Emeritus for New England Affordable Housing Management Association and a Director of the Rental Housing Association.

**Adam Ameden, CPA, Chief Financial Officer**



Mr. Ameden leads the company's financial services group. Adam brings over 20 years of accounting experience and knowledge to TMLLC. Prior to joining TMLLC, Adam was with Barkan Management

Company, where he was responsible for managing all the financial aspects of that company's growing multifamily real estate company along with providing accounting services to the Ritz Carlton. He has a Bachelor of Science degree in Accounting from Bentley College, and he is a licensed Certified Public Accountant in Massachusetts.

### *A Kudo for Kate*

Trinity Management, LLC CEO Kate Franco was named one of the significant women in real estate in the March/April 2013 digital "Journal of Property Management."

"In just one year, Franco nurtured a new company with no portfolio into one with 5,000 affordable housing units and 250 employees in three states. Kate has surely shown her ability to lead, multitask, inspire and motivate her entire staff."



# The Executive Team

**Thomas W. Cornu, Ombudsman**



Mr. Cornu attended Nebraska Wesleyan University. He moved to Boston in 1960 to attend Boston University School of Theology. His first work in affordable housing started in 1965 when, as a Methodist minister, he formed the nonprofit organization Charlesview. This organization went on to build 220 units of affordable housing in Allston. From 1968 to 1973 he was Vice

President of the Cambridge Corporation, a nonprofit funded by Harvard and MIT that was responsible for the development of approximately 700 units of affordable housing in Cambridge. In 1973 he started the Cornu Corporation, which later became Cornu Management Company, Inc., a well-regarded property management company that specialized in affordable housing in Greater Boston. He and his company joined TM LLC at its formation in 2012.

**Scott F. Ployer, CPM, Vice President of Operations**



Scott Ployer joins Trinity as its Vice President of Operations, after 25 successful years with well-regarded management companies. He has been a portfolio manager, facilities manager, regional manager, asset manager, capital planning director, operations director, and vice president. He has many friends in the industry, acquired through leadership positions in such professional organizations as IREM, NAHMA and

GBREB/RHA. In addition, he has many professional licenses, certificates and designations, including Certified Property Manager (CPM), National Affordable Housing Professional-Executive (NAHP-e), and a Credential for Green Property Management (CGPM). Scott is a past president of the New England Affordable Housing Management Association and currently serves as a Board representative to the National Affordable Housing Management Association.

## Meeting the Challenge of Better Buildings

TM LLC was named a partner of the U.S. Dept. of Energy's Better Buildings Challenge on May 1, 2014, with a commitment to save 20 percent or more in energy costs across our portfolio over the next 10 years. Trinity is proud to be among the first 56 "Multi-Family Partners," a category added to the Better Buildings Challenge in 2013 to include owners and managers of affordable or market-rate multi-family housing. The Challenge statistics now list 74 "showcase" projects, which include the Trinity-managed Glenark Mills in Woonsocket, RI. Showcase projects are those that have installed extensive energy upgrades that provide 20-40 percent in savings and demonstrate to other partners the type of technical solutions available today. Glenark will report quarterly, becoming one of just 46 companies who are listed as in the "implementation" phase of the Better Buildings Challenge.



# The Executive Team

## Robert E. Cuttle, CPM, Vice President of Property Management



Mr. Cuttle has more than 20 years of experience in the property management industry. Before joining TMLLC, Bob was responsible for the oversight of The Simon Companies' residential portfolio. In 2001, Bob earned his Certified Property Manager (CPM) designation from the Institute of Real Estate Management (IREM) and has been active in the organization ever since. Bob has held numerous

positions with IREM's Greater Rhode Island Chapter, serving as Chapter President in 2009. He was honored as its CPM of the Year in 2012. Bob most recently served as an IREM Regional Vice President. He has been designated a Specialist in Housing Credit Management (SHCM) by the National Affordable Housing Management Association (NAHMA). He was promoted to Vice President of Property Management at Trinity in September 2014.

## Gene Zhitomirsky, Vice President of Property Management



Mr. Zhitomirsky was born in the Ukraine and moved to the U.S. with his parents and grandmother in 1989. He has lived on the North Shore ever since, graduating from Boston University with a degree in psychology. Gene is a licensed realtor, a Rural Development 515 Shining S.T.A.R. (Spectrum Training Award Recipient) and a Registered Cooperative

Manager (National Association of Housing Cooperatives). He is also a Certified Credit Compliance Professional, a Certified Occupancy Specialist, and Tax Credit Specialist. He was formerly the Director of Property Management for the Caleb Group before joining Trinity as a Regional Director in 2013. He was promoted to Vice President of Property Management in September 2014.

## TMLLC Receives Housing Award

Trinity Management LLC is proud to receive, for the second year in a row, the Highest Achievement Award from MassHousing during the agency's 2014 Management Company Awards ceremony. Specifically, Trinity Management was designated a Multi-Million Dollar Achiever for its level of spending with minority-owned and women-owned businesses.

"Trinity Management takes its commitment to diversity seriously, not only in our housing policies, but also in our decision to purchase from minority- and women-owned businesses," said Trinity's CEO Kate Franco. "It is particularly heartening for us, given our relative youth, to receive these recognitions," the CEO added.



*"Heroes are not giant statues framed against a red sky. They are people who say: This is my community, and it is my responsibility to make it better." —Studs Terkel*

## The Executive Team

### Sabrina Surette, Assistant Controller



Ms. Surette comes to us from Barkan Management Company with over 25 years experience in the real estate industry fulfilling various roles in the accounting department, most recently as Corporate Controller. Sabrina was responsible for monthly financial production, annual budget preparation, cash management, and

completion of annual audits.

### Patricia Bryson, Director of Payroll and Benefits

Ms. Bryson has been in the housing industry since 1980. For the past six years, Patty has focused on payroll and benefits administration and compliance with health care reform. Patty's responsibilities include assisting all employees with health, dental, life insurance, short-term and long-term disability insurance, and workers compensation benefits, as well as 401k management and monitoring, and the processing and reporting of payroll for all employees.



### Nathaniel Dean, Director of Management

#### Information Services



Mr. Dean has experienced many aspects of the housing industry in his 8 years in the industry, including sales and marketing, development, property management, and compliance with LIHTC, Section 8, HOME, Public Housing and other affordable housing programs. Before working with Trinity, he served as the platform administrator for a multifaceted, custom Salesforce implementation for

MassInnovation, and moved on to set up and manage a OneSite software platform for Cornu Management. Since the formation of Trinity in 2012, Nathaniel has managed the company's Yardi database and management operations software. Nathaniel oversees the strategic development of the Yardi platform with the executive staff, manages internal Yardi training and implementation as well as the setup and activation of new properties, and provides support for daily operations. Nathaniel is a member of the New England Yardi User's Group and the national Voyager Affordable User Group. He is an alumnus of the College of Wooster and Boston College, where he studied for his BA in Early Modern History and MA in Medieval and Early Modern European History, respectively.

### Cathryn O'Hare, Director of Communications /Special Projects

Ms. O'Hare was the editor of a North Shore newspaper for 12 years and a reporter before that, winning a number of prizes from professional organizations. She came to Trinity from Appleton Mills, where she had been the Assistant Property Manager. She had worked for Trinity Financial in its start-up years as bookkeeper. Cathryn has a Bachelor of Arts degree from Manhattanville College, with a major in European History and a minor in English. She has taken banking and economics courses at the American Institute of Banking and communications courses at Boston University. In addition, she used her bookkeeping and accounting skills for a number of years. She currently serves on the board of Family Promise Boston North Shore, an agency that helps the homeless, one family at a time.



*“What do we live for, if it is not to make life less difficult for each other?”  
—George Eliot , Pen name of 19th century novelist Mary Anne Evans*

# The Management Team

## **Linda Cribben, Director of Compliance / Management Support**



Ms. Cribben has over 20 years of property management and compliance experience. Linda’s primary responsibility is to focus on protecting the owner’s interests by ensuring compliance with federal and state programs, including Low-Income Housing Tax Credit (LIHTC), Section 8, HOME, and other programs. Responsibilities include implementation and ongoing oversight of corporate rules for standardized compliance procedures, quality assurance, internal controls, reporting, and audit preparation and response. Linda is a Certified Assisted Housing Manager, Certified Apartment Manager, National Affordable Leasing Professional, Certified Occupancy Specialist (COS). She also is a Certified Credit Compliance Professional (C13P), a Specialist in Housing Credit Management (SHCM), and she has received the Tax Credit Compliance Systems (TaCCs) designation in Low-Income Housing Tax Credit compliance.

## **Lisa Moris, MSW, LICSW, Director of Resident Services**



Ms. Moris is a licensed, independent clinical social worker who has extensive experience working with survivors of sexual and interpersonal violence and with individuals with chronic psychiatric conditions and developmental delays. Employed in the social service field for the past decade, she has developed initiatives, educational trainings, and programs to address tenant-related issues, organized communities around self-identified issues, and guided individuals and families towards better physical, emotional, and mental health. Lisa currently sits on the steering committee for the RoxVOTE Coalition, the Board of Directors for the Network La Red, and uses her relationships with numerous social service organizations for the benefit of our housing communities.

## **Deirdre Wyman, Director of Public Housing / Compliance Support**



With 29 years in property management, Ms. Wyman has developed proficiency in Public Housing developments. She expertly prepares and presents Admissions and Continuing Operating Plans (“ACOP”), Management Plans, Affirmative Fair Marketing Plans, and other governing policies or documents. Deirdre also ensures that all policies and procedures of the Public Housing Authorities are communicated to and followed at the site level. Her responsibilities also include achieving occupancy goals while maintaining compliance with all federal, state and local laws and regulations. She has achieved certifications as a Certified Credit Professional (C15P), a National Affordable Housing Professional Executive (NAHP-E), an Accredited Residential Manager (ARM), among others. She is the chairwoman of the Maverick Landing Community Services Board, and a member of the Board of the New England Affordable Housing Management Association, serving on its Charity Committee.



*"Never doubt that a small group of thoughtful, committed citizens can change the world."  
—Margaret Mead, American cultural anthropologist*

## The Management Team

### **Maribel Concepcion, CPM, Regional Director**



Ms. Concepcion began her property management career 17 years ago, quickly winning promotions to site management and multi-site management. Fluent in Spanish, she has become expert at managing staff, property finances and resident income certifications for tax credit, HOME and project-based Section 8 properties. Maribel most recently worked for National Investments,

Ltd, in Rhode Island, as the Director of Property Management. Maribel's property management credentials include: Certified Property Management (CPM), Accredited Residential Manager (ARM), National Affordable Housing Professional (NAHP), and Specialist in Housing Credit Management (SHCM). Maribel is currently working on a business management degree at Roger Williams University in Rhode Island.

### **David Joyner, Regional Director**



David Joyner started out as a Management Trainee for the Massachusetts Housing Finance Agency before working his way up to more senior positions at a number of well-regarded property management firms. He served as a Regional Vice President for Beacon Properties and as an Assistant Director of Property Management at The Community Builders. For 10 years, he

worked at Boston Capital on the asset management side of real estate, winding up as Senior Asset Manager/Assistant Vice President. From there he was recruited by The Bozzuto Group to oversee a portfolio of market-rate properties. In addition to his Bachelor of Arts degree from Framingham State, he earned a Master of Business Administration degree from UMass Boston. He is a Certified Credit Compliance Professional (C3P) and a Housing Credit Certified Professional (HCCP). In addition, he serves on the NEAHMA Board of Directors.

### **Jonathan Donahue, CPM, Regional Director**



Mr. Donahue has more than 20 years of experience in the property management industry. Jonathan has served as a portfolio manager of several condominium communities from the South Shore to the North Shore of Boston as well as two prestigious affordable housing towers in Boston. Jonathan received his Bachelor of Science degree from Westfield State College in 1993. He received his Accredited Residential Manager (ARM)

designation in 1996 and his Certified Property Management (CPM) designation in 2007 from the Institute of Real Estate Management (IREM). Jonathan previously served as an IREM Chapter President. He has also been designated a Specialist in Housing Credit Management (SHCM) by the National Affordable Housing Management Association (NAHMA).

### **Jeanmarie O'Brien, CPM, Regional Director**



Ms. O'Brien came to Trinity Management from CMJ Management Company, where she served in various capacities for over 20 years. Jeanmarie's reputation is based on the core principles of maintaining a quality-focus on the assets in her care, the residents she serves, and the community in which she is involved. For seven consecutive years, Jeanmarie received the Exceptional Resident Service Awards from Satisfacts.

She is a Registered Cooperative Manager (National Association of Housing Cooperatives). She is also designated a Certified Property Manager (CPM) by the Institute of Real Estate Management (IREM) and a Specialist in Housing Credit Management (SHCM) by the National Affordable Housing Management Association (NAHMA). Jeanmarie received a degree in Psychology from the University of Massachusetts and served as the Boston IREM Chapter's 2011 President.





## Katharine E. Bachman

Partner | Vice Chair, Real Estate Practice Group  
 katharine.bachman@wilmerhale.com

60 State Street, Boston, Massachusetts 02109  
 +1 617 526 6216 (t) +1 617 526 5000 (f)

### Corporate and Transactional Real Estate

Distressed Real Estate Solutions

### Education

JD, New York University School of Law, 1978, Articles Editor, *Annual Survey of American Law*; Root Tilden Scholar

BA, *summa cum laude*, Dickinson College, 1975, Phi Beta Kappa

### Bar Admissions

Massachusetts

Kathy Bachman is a partner in and the vice chair of the Real Estate Practice Group. She joined the firm in 1978.

### Practice

Ms. Bachman's practice covers a broad spectrum of real estate development and financial transactions, including the representation of investors and developers in office, industrial, and research and development facilities and residential developments. She also represents institutional lenders in loan collection matters and landlords and tenants in commercial leasing matters (including high technology and biotechnology facilities). Ms. Bachman has a special interest in projects involving public/private partnerships and affordable housing.

### Professional Activities

Ms. Bachman is a member of the American College of Real Estate Lawyers, a member of the Boston Bar Association Council, and past co-chair of the real estate section of the Boston Bar Association. She is a prior president of New England Women in Real Estate, a 400-member professional organization for women involved in all aspects of the real estate industry. She served as a member of the Massachusetts Housing Finance Agency Single Family Advisory Committee, the Executive Committee of the Massachusetts Chapter of the National Association of Industrial and Office Properties, the New England Regional Advisory Committee of The Trust for Public Land, and as a trustee of Dickinson College. She also served as a member of the Board of Directors of Greater Boston Legal Services and the Provincetown Center for Coastal Studies. She chaired the Development and Finance Task Force of Boston 2000, a public-private advisory board participating in the planning process for the future development of air rights over Boston's Central Artery.

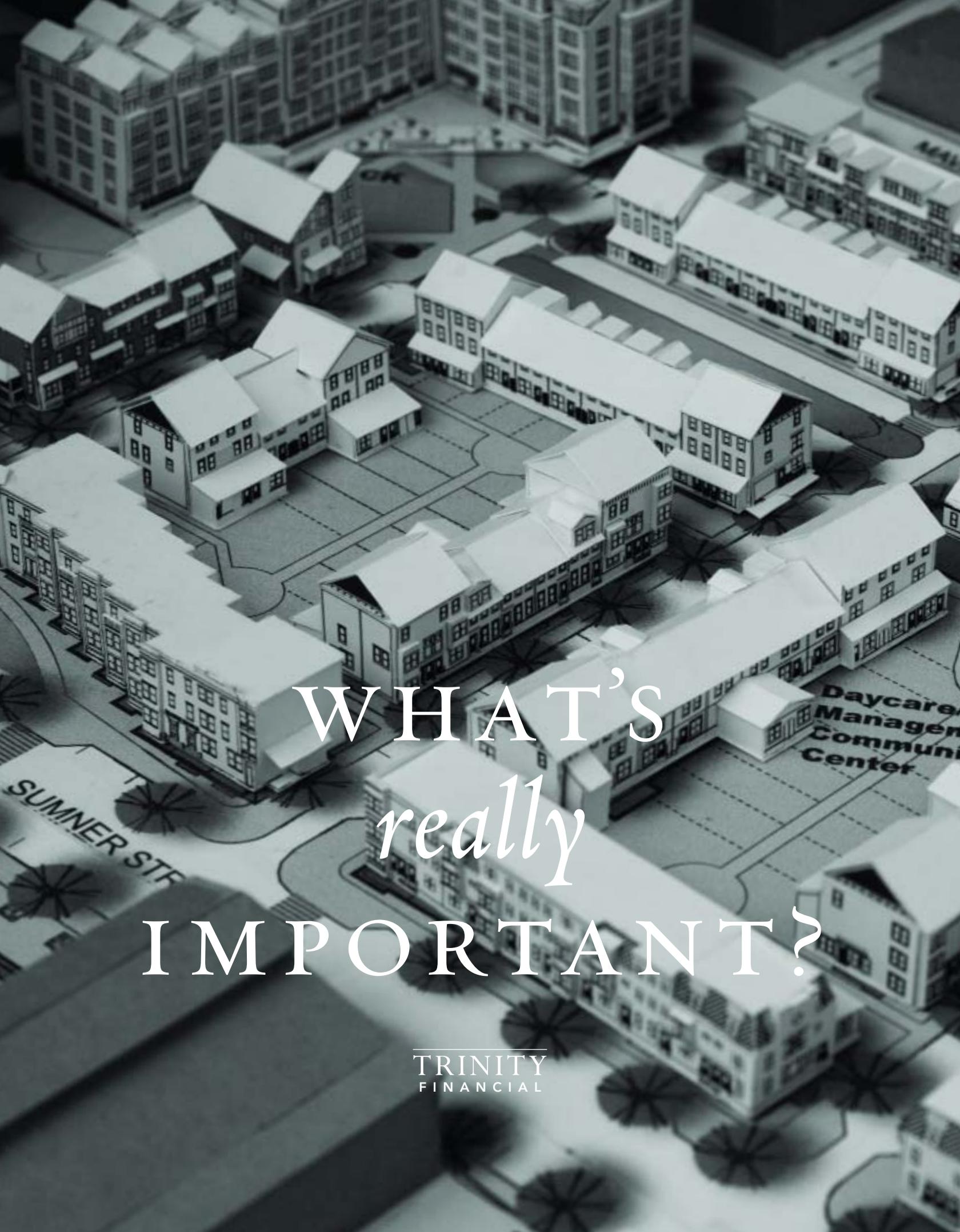
### Honors and Awards

- Named in the July/August 2011 issue of *Real Estate Forum* magazine among this year's "Women of Influence"
- Named by *Women's Business* as one of the region's "Top 10 Corporate Lawyers" (2008)
- Recognized for her exceptional real estate practice in each edition of *Chambers USA: America's Leading Lawyers for Business* since 2004. Highlighted specifically in

## Katharine E. Bachman (cont.)

2004 for "her ability to effectively marry extremely technical capability with a business outlook and political sensitivity."

- Named the 2012 *Best Lawyers'* "Boston Land Use & Zoning Law Lawyer of the Year" and is consistently selected by peers for inclusion in *The Best Lawyers in America* (2005-2012)
- Selected as a *Boston Magazine* "New England Super Lawyer" (or "Massachusetts Super Lawyer") in real estate from 2004 through 2011; also listed among the "Top 50 Female Massachusetts Super Lawyers" from 2006 through 2010



WHAT'S  
*really*  
IMPORTANT?

TRINITY  
FINANCIAL



TRINITY  
FINANCIAL

SINCE 1987, TRINITY FINANCIAL has pursued a distinctive vision of real estate development based on a few core principles and a collaborative urban spirit. We love the challenge of each new project, but we're also energized by the broader issues of revitalizing neighborhoods, strengthening cities and fostering opportunity. In every case, we start from a clear understanding of how cities work, how we can help and why our work matters. As the project

unfolds, we translate this energy and understanding into structures and relationships that succeed financially, respect every constituency and enhance life for everyone they touch.

Revitalizing  
neighborhoods

Strengthening  
cities

Fostering  
opportunity

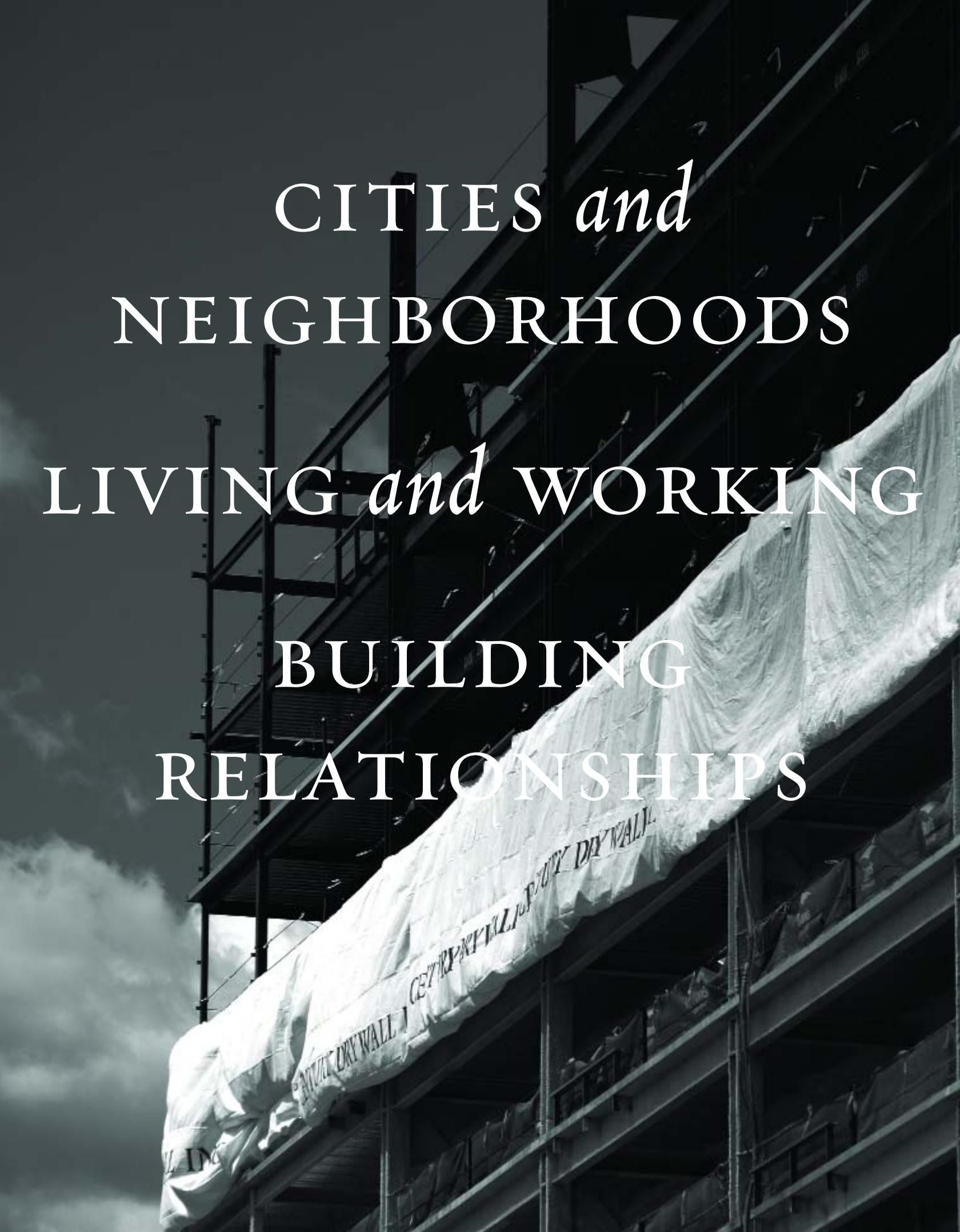
## COMMUNITY

**B**Y TRAINING and temperament, we are urban developers. We grew up in the city, we understand the dynamics of neighborhoods and politics, and we revel in the juxtapositions and possibilities that cities provide. Our portfolio reflects our willingness to embrace challenges of design and process for the sake of long-term outcomes that inspire pride and strengthen community. And our record of success in threading the needle of complex financings and local, state and federal approvals extends well beyond our Boston origins to cities throughout the northeastern United States.

We look at every project in terms of the overall urban fabric and how we can make it better. We never work in isolation – we always integrate the perspectives of the affected constituencies into our own thinking. As a result, whether we're fine-tuning the formula in a mixed-income development, highlighting historic details through adaptive reuse, or reshaping the interface between a university and its neighbors, our knowledge, attitude and

familiarity with the stakeholders create a reservoir of goodwill that can ease the path from initial concept to closing, construction and completion.

Our work spans half a dozen residential and commercial specialties, from multi-unit housing to transit-oriented development. Across that spectrum, Trinity projects, worth more than \$950 million, have demonstrated a high caliber of vision and attention to detail, which has set them apart and led to sustainable success. We've won awards in categories ranging from architectural design and historic preservation to smart growth and energy efficiency. But the standard that counts most for us is the way people feel who live and work in the places we create.



CITIES *and*  
NEIGHBORHOODS  
LIVING *and* WORKING  
BUILDING  
RELATIONSHIPS



# RESPONSIBILITY

*to the PAST*

*to the FUTURE*

*to FRIENDS and STRANGERS*

*to the ENVIRONMENT*

**V**ERY FEW PROJECTS START from a blank slate. We always build on what has come before, and on the expectations of people ranging from investors, architects and potential tenants to regulators, abutters, citizens and visitors. At the same time, we are building for the long-term, so it's important that we

We have repeatedly found innovative ways to integrate old and new construction, and fund the restoration of landmarks to add character and bring local history to life. We also look to the future, not only at the project site but also throughout the environment at large. We believe in applying sustainable design concepts and community elements wherever they're commercially feasible, and we work hard to expand the boundaries of feasibility, because we know that time is on the side of projects that save energy and promote greater health and well-being.

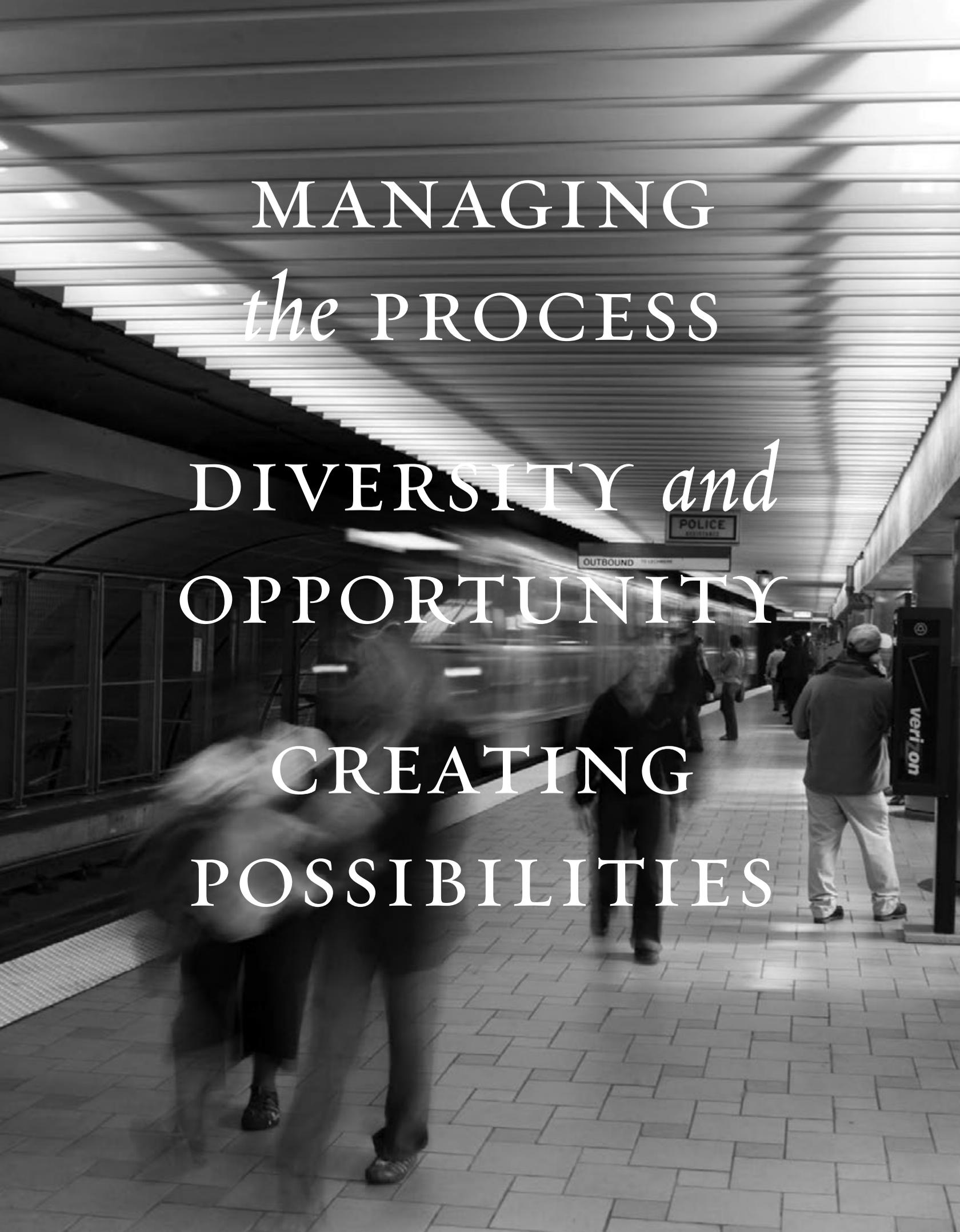
get things right and that people get what they bargain for. Two decades of achievement testify to Trinity's ability to deliver on the promise and the potential of sound urban development. This often involves going out of our way to satisfy a particular need without compromising the integrity of the whole. We have a long history of historic preservation and renovation in conjunction with residential and commercial development.

SUCCESSFUL PROJECTS don't happen by themselves. They take a team with a common vision, a long time horizon and a broad range of skills – from planning and design to financing, permitting, community relations and project management. But teams take time to develop, too. A key factor in Trinity's success is its ability to deploy seasoned project teams that collaborate seamlessly and learn from each other all the time. When skills, chemistry and institutional memory are all in alignment, creativity blossoms and magic happens.

Transformation is a kind of magic. It happens at the level of neighborhoods, streets, buildings and families, and it takes time. But a developer with the right vision can encourage it, and we've done that time and again in conjunction with talented designers and a receptive community. In East Boston, Trinity's Maverick Landing is transforming a dilapidated public housing project into a vibrant neighborhood with a restored street grid, a new corridor to Boston Harbor, and a diverse

array of attractive multifamily housing that's a showcase of advanced building technology. In its transit-oriented development projects at Boston's North Station and Ashmont Station, Trinity is reshaping the perception of transit hubs, capitalizing on urban density to create new possibilities for community.

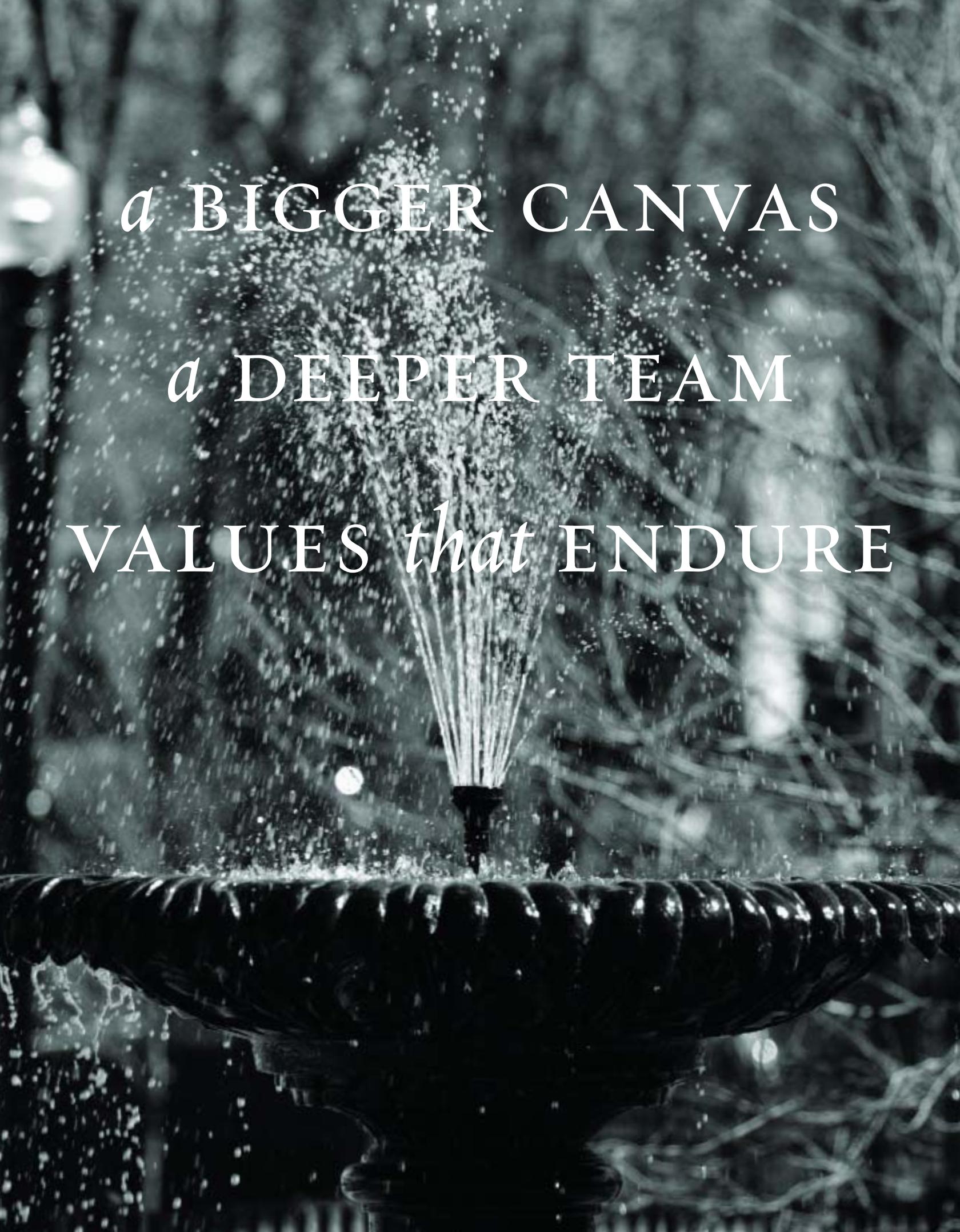
There's no single style or deal structure that defines Trinity projects: we take our cues from the setting, the situation and the opportunity. What unites them is our belief in the transformative power of what we do, and our determination to use that power wisely.



MANAGING  
*the* PROCESS

DIVERSITY *and*  
OPPORTUNITY

CREATING  
POSSIBILITIES



*a* BIGGER CANVAS

*a* DEEPER TEAM

VALUES *that* ENDURE

## RESOURCES

**O**VER THE COURSE OF three dozen projects spanning nearly 5,000 units of housing, 285,000 square feet of retail space and more than \$950 million in development work, Trinity has grown along with the constituencies we serve.

Geographically, our work now reaches beyond Boston to Newport, New Haven, Philadelphia, and several cities in between. We've also evolved from a specialist in affordable housing into a firm

All told, we bring greater resources to every project today than at any time in our history. Yet we are still an intimate firm. Our teams share ideas freely and delight in a common vision of the possibilities of urban development and the difference each new project can make.

with six specialties serving populations ranging from students, the elderly and urban families to market-rate commercial and residential owners and tenants. And as our projects have grown in size and complexity, we've supported that growth by adding new team members to broaden our perspective and deepen our experience in critical disciplines.



# PERFORMANCE

BEFORE, DURING *and* AFTER

DETAILS MATTER

MEASURING SUCCESS

**M**ANY DEVELOPERS see success as a matter of return on investment. We don't think this is wrong, just incomplete. Strong financial management is as indispensable to a successful project as market insight, design excellence, team dynamics, contractor relationships and respect for the context and the community. When the elements are all in place, the returns will be there.

Before-and-after comparisons are another way to measure success, and they're useful. But what happens in between is important, too. The environment is rarely static; we are always managing change. Doing it well isn't simply about advancing the project, but also about conditioning the market to support the result. Treating stakeholders with respect applies to everything from concept and permitting to details of design, construction, communications and maintenance.

We're proud of our financial performance. We're proud of the equity we've raised, the long-term occupancy rates we've achieved and the valuations commanded by the properties we've developed. We're equally proud of the look and feel of our projects, the sense of connection they've inspired in owners, tenants and visitors, and the contributions they've made to the social fabric and the regional economy. All these things together are how we measure success.

## APPLETON MILLS - LOWELL, MA

HISTORIC REHABILITATION



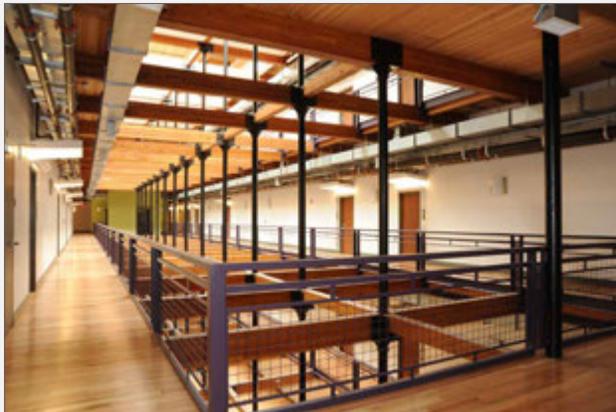
Total Development Cost: \$64 million

Units: 130

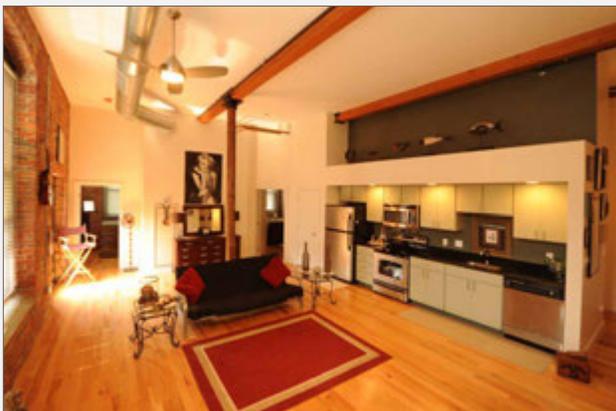
Completed: 2011



Appleton Mills is the first project in the \$800 million, multi-phase Hamilton Canal District Master Plan. Located next to downtown Lowell, Appleton Mills is a \$64-million historic restoration of a textile mill complex into 130 units of affordable housing for artists. The building also includes a five-story, 30-foot-wide atrium that draws sunlight into common areas and creates a dynamic architectural feature. The atrium is designed as a gallery/exhibit space and is conducive to community events such as open studios, film screenings and readings. Common areas in the building include a fitness area, laundry/community lounge, roof deck and a landscaped mill yard.



The building's green components include a green roof, highly efficient mechanical system components and Energy Star appliances. The loft style units range in size from 500 to 1,400 square feet, and include a mix of unit types and layouts, including studios, one-bedroom flats, one-bedroom townhouses, two-bedroom flats and two-bedroom townhouses. The building's elevators, doorways and loading docks are all designed to accommodate



APPLETON MILLS - BEFORE

## AVENIR - BOSTON, MA

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$150 million  
Units: 241 residential  
Approximately 30,000 square feet of retail space  
Completed: 2009

Located in the heart of Boston's historic Bulfinch Triangle, Trinity developed Avenir as a 10-story mixed-use, transportation-oriented development.

The development is built directly above the North Station Green and Orange lines, and is the subject of a ground lease with the MBTA. The block-long building features retail on the ground floor, a 121-space parking garage on the second and third floors wrapped with housing, and 241 residential units, including 17 affordable units.

Although originally conceived of as a condominium building, Trinity re-positioned the project as luxury rental in the fall of 2006 enabling construction to commence in June 2007. Trinity was responsible for the successful on-schedule completion of the building in July 2009. Avenir is now owned and operated by Archstone Smith REIT, and has the projected absorption and rental rate benchmarks.

With its stylish interiors and links to public transportation, Archstone Avenir has become one of Boston's most appealing places to live.



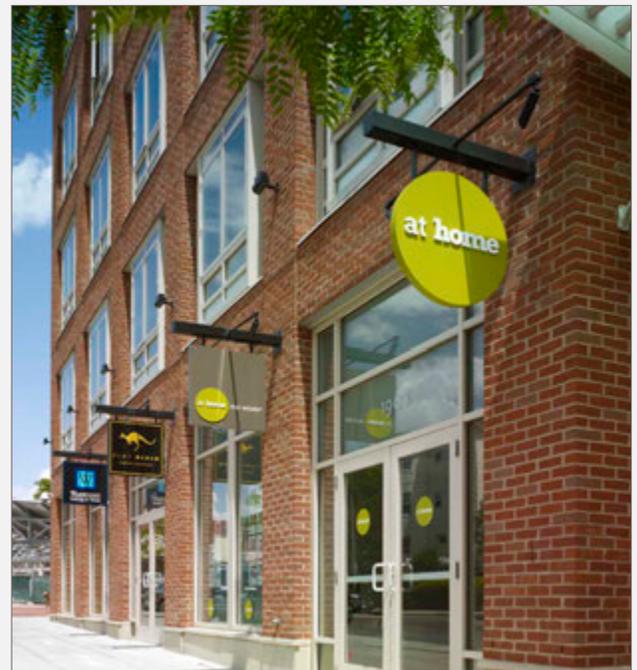
## THE CARRUTH - DORCHESTER, MA

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$52.6M  
Units: 74 rental, 42 condominium;  
10,500 square feet of retail space  
Completed: 2008

The Carruth is a transit-oriented development that involves the construction of 116 units of mixed-income housing and approximately 10,000 square feet of neighborhood retail on a site directly adjacent to the MBTA's Ashmont Peabody Square Station in the heart of historic Peabody Square. The development parcel is the subject of a long-term ground lease between Trinity and the MBTA. The building is a six-story structure with one floor of neighborhood retail and five stories of housing. Floors 2-4 include 74 affordable rental units and floors 5 and 6 include 42 market rate condominiums. The first floor retail is occupied by Tavolo, an Italian restaurant, and an innovative banking concept in which a branch of Eastern Bank is integrated with Flat Black, an independent coffee shop. Construction concluded in the summer of 2008.



# CARLTON WHARF CONDOMINIUMS

EAST BOSTON, MA

MIXED INCOME

Total Development Cost: \$7 million  
Units: 30  
Completed: 2005

Carlton Wharf was developed by Trinity Financial with development partner East Boston Community Development Corporation. This project played a critical role in the revitalization of the East Boston waterfront with 30-units of for-sale workforce housing available to households earning between 80% and 120% of area median income.

The project involved the complex Chapter 91 waterfront permitting process that Trinity completed in less than ten months. The seven story building has elevator access to all units and includes a mix of one-, two- and three-bedroom floorplans with magnificent views of Boston Harbor and the city skyline.



CARLTON WHARF SITE - BEFORE



VIEW OF BOSTON SKYLINE FROM CARLTON WHARF

## SHAW'S SUPERMARKET

DORCHESTER, MA

COMMERCIAL



Total Development Cost: \$24 million  
Total Retail: 59,800 square feet of retail  
Completed: 2003

Shaw's Supermarket is a neighborhood grocery store in Dorchester's historic Lower Mills district. This project entailed the extensive restoration of the former shipping and receiving warehouse of the Walter F. Baker Chocolate Factory, a historic landmark complex in Dorchester dating back to the 1860s.

Trinity worked with the Boston Landmarks Commission to obtain landmark status for the building and created the unique vision for the adaptive re-use as a grocery store. The total development cost for Shaw's was \$24 million financed through the sale of Historic Tax Credits and private debt and equity.

The supermarket is 59,800 gross square feet, with a selling space of approximately 40,000 square feet. In addition, 190 parking spaces were created on two parking levels, one at-grade and a second on a single mezzanine level below-grade which has improved pedestrian and vehicular safety in the area and created new shopping opportunities for the residents of the neighborhood.

# HAMILTON CANAL DISTRICT

LOWELL, MA

MASTER PLANNING/REHABILITATION



Total Development Cost: \$500 million  
Units: TBD  
Completion Date: 2018

In August 2007, Trinity Financial was selected by the City of Lowell as Master Developer for the 15 acres of vacant and underutilized land in the heart of the City of Lowell, known as the Hamilton Canal District. Trinity's vision of a vibrant, mixed-use neighborhood spanning the Merrimack, Pawtucket and Hamilton Canals will transform the gateway of downtown Lowell by connecting the transportation hub at the Gallagher Terminal and the Lowell Connector with the core downtown, the Arts District and the major event venues.

Upon designation, Trinity began a series of meetings with the community in order to formulate a Master Plan and create a Form Based Zoning Code for the site. These "Vision Sessions" commenced in the Fall of 2007 and were each attended by over 100 people, resulting in a comprehensive Master Plan that has the overwhelming support of the community and includes up to 725 units of housing, up to 425,000 sf of commercial and up to 55,000 sf of retail. The Master Plan was completed in August of 2008 and approved by the city council in September 2008.

Today, the project has received all of the major state and city approvals necessary for development including:

- \* Land Disposition Agreement with City of Lowell: Executed October 2008
- \* City of Lowell Form Based Zoning: Approved February 2009
- \* Massachusetts Environmental Policy Act Phase One: Approved July 2008
- \* Massachusetts Environmental Policy Act Full Build: Approved May 2009

Construction of Phase I, the rehabilitation of the Appleton Mills, began in October 2009. The entire project is expected to take approximately ten years to complete.



## ENTERPRISE CENTER - BROCKTON, MA

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$100 million

Units: 215 rental housing

10,000 square feet of retail space

55,000 square feet of commercial space

Anticipated Completion Date: 2015

The Enterprise Center project will be a vibrant, mixed-use development re-creating a significant city block and its street edges in downtown Brockton. The transit-oriented development sits within walking distance of the commuter rail station in downtown Brockton, and within walking distance of the city's center. The new development will occur in two phases and will restore several historic buildings for retail, commercial and housing uses. The block is bounded by Centre Street, Main Street, Montello Street and Petronelli Way and suffers from considerable blight and physical deterioration.

Trinity's proposed development will be the catalyst to bring significant reinvestment back to downtown Brockton and reinvigorate what was once a bustling downtown location. The project is designed to comply with the goals of the Downtown Brockton Smart Growth Overlay District (DBSGOD) and was permitted using the Commonwealth's 40R Permitting Process. The project will consist of two phases of housing, the historic rehabilitation of an existing commercial building and the construction of a new parking garage. The project will be funded using Historic Tax Credits, Low Income Housing Tax Credits, private tax credit equity and other public and private resources.

Trinity has worked with the community to develop a multi-phase development program reflective of the goals of the City and its residents. The first phase of development consists of 113 units of housing in new construction along Centre Street. A section of the new construction, named Enso Flats, will include 42 artist live/work units which will be affordable to artists earning up to 60% of the Area Median Income (AMI). The remaining 71 units of new construction, named Centre50, will include a mix of affordable and market rate units. In addition to the housing there will also be ground floor retail, artist gallery space, green space and parking. Enterprise Main (the existing Enterprise Building) will also be historically rehabilitated to create 55,000 square feet of new commercial and office space.

The second phase of development consists of 102 units of housing, again a mix of affordable and market rate units, as well as a 326 space parking garage and additional green space.

Upon completion this project will consist of 215 units of housing, 10,000 square feet of retail and artist exhibition space, 52,000 square feet of commercial space and 544 parking spaces.

## ONE CANAL STREET - BOSTON, MA

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$175 million  
Units: 320 rental housing/21,000 square feet of retail space  
Anticipated Completion Date: TBD

Located at the tip of the Rose Kennedy Greenway, the One Canal Project involves the development of surface and air rights on three parcels in the Bulfinch Triangle area of Boston. These parcels are among the development sites in the Bulfinch Triangle created by construction of the Central Artery/Tunnel Project and submersion of the Massachusetts Bay Transportation Authority (MBTA) Green Line. In August 2010, both agencies designated Trinity Financial as the developer for these Parcels: 2A, 2B and 2C.

The removal of the elevated Central Artery and Green Line structures has allowed for new development and pedestrian scaled streets that reconnect the North End to government and entertainment uses at Government Center and the TD Garden, as well as the residential historic mixed uses of the Bulfinch Triangle and residential West End.

Designed to emulate the historic patterning of the historic Bulfinch Triangle, the One Canal project includes the development of approximately 435,000 square feet of residential and retail space: 320 units of rental housing and 21,000 square feet of space for retail, internal loading, 159 indoor parking spaces and bicycle storage. The ground floor is designed to accommodate an urban grocery tenant with appropriately sized loading areas, storage, trash/recycling space and mechanical equipment. The second and third floors of the building will contain a 159-space parking garage for

the residents of the building. The fourth through twelfth floors of One Canal will contain the 320 rental housing units: a combination of studio, one bedroom, one-plus bedroom, two-bedroom and three-bedroom units. The project will include 21 affordable housing units.

One Canal, adjacent to the Avenir building (completed by Trinity Financial in 2009), continues the transformation of the Bulfinch Triangle area into a mixed use district that complements its surrounding areas and brings vitality to an area once in shadow from the elevated highway and Green Line structures.

## PARK SQUARE WEST - STAMFORD, CT

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$79 million  
Units: 194 rental/6,800 square feet retail  
Anticipated Completion Date: 2014

Centrally located in the heart of downtown Stamford, Trinity's Park Square West – Phase 2 will be a luxury, high rise mixed-use development consisting of 194 residential units in a 15-story structure with approximately 6,800 square feet of ground floor retail, and a structured parking garage. The property will consist of a mix of studios, one, two, and three bedroom units. Building amenities will include a main lobby area with a reception/security/concierge desk, and a breakfast bar. The second floor will feature a management office, fitness center, half bathroom, and a community room with a kitchen area. Each unit will feature a full appliance package with a washer and dryer, granite countertops, stainless steel appliances including an electric range/oven, a built-in microwave with vent-hood, a frost-free refrigerator/freezer, garbage disposal, and a dishwasher. Construction drawings are complete and the 2-year construction period is expected to begin in spring of 2012.

The immediate neighborhood has lively retail and active entertainment establishments, including the Palace Theatre, the Rich Forum, the Majestic Bow-Tie Cinema, Stamford's Restaurant Row, Trump's Parc Stamford, a Target department Store, the Stamford

Town Center (an 860,000 sf super-regional mall anchored by Saks Fifth Avenue and Macy's), and the 115-room Courtyard Marriott hotel. The University of Connecticut's Stamford Campus is on an adjacent block to the site, serving approximately 1,200 students seeking various four-year degrees, MBA, and executive MBA (EMBA) degrees. The site is a 10 minute walk from the Stamford Transportation Center, where commuters can easily connect to Manhattan via a 45-minute train ride.

## BOSTON EAST - EAST BOSTON, MA

TRANSIT ORIENTED DEVELOPMENT



Total Development Cost: \$100 million  
Units: 196 residential/50,000 square feet of retail space  
Anticipated Completion Date: TBD

Strategically located on the East Boston waterfront between bustling Central Square and the newly redeveloped Maverick Landing, Trinity's Boston East will provide a unique combination of public and private uses.

Trinity and its development partner, the East Boston Community Development Corporation, were designated developer of the parcels in December 2006 by the City of Boston's Department of Neighborhood Development.

The northern portion of the site is designated for housing. Boston East residents will enjoy breathtaking views from a building designed to evoke the sense of the historic wharfs of East Boston. With a welcoming entryway and gracious open spaces, the building is aesthetically appealing from both Border Street and the new Harborwalk that will run along the water edge of the site.

On the ground floor of the 196-unit residential building will be the McKay Gallery. Named in honor of the premier shipbuilder, Donald McKay, this space will be an inviting venue for art exhibitions and community events.

A maritime interpretive park will be adjacent to the residential building. The park will allow East Boston residences safe and convenient access to the harbor side.

The Harborwalk will be extended along the entire length of the parcels, providing an inviting pathway along the water's edge.

The southern portion of the site will be dedicated to meeting the DPA requirement. Trinity has commenced a planning study and outreach effort to determine a potential marine-related business or activity that would benefit from a site on the East Boston Waterfront.

PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS		FINANCING	ROLE OF TRINITY	YEAR CLOSED	
				SF	COMMERCIAL			YEAR COMPLETED	
<b>Washington Village/South Norwalk Choice Neighborhoods</b> Norwalk, CT	\$107m (P)	\$50m (P)	Mixed Income Rental Housing	273		LIHTC, Tax Exempt Bonds, HUD Funds, DECD, CHFA, CTDOH	Owner Developer	2014 (P)	
								2018 (P)	
<b>Enterprise Block Phase 2</b> Brockton, MA	TBD (P)	TBD (P)	Mixed Income Rental Housing	102		LIHTC, Tax Exempt Bonds, NYCHA Capital Funds, HPD, HDC, Historic Tax Credits	Owner Developer	2016 (P)	
								2018 (P)	
<b>Randolph Houses Phase 2</b> Harlem, NY	TBD (P)	TBD (P)	Mixed Income Rental Housing	140		LIHTC, Tax Exempt Bonds, NYCHA Capital Funds, HPD, HDC, Historic Tax Credits	Owner Developer	2015 (P)	
								2017 (P)	
<b>Park Square West Phase IV</b> Stamford, CT	\$77m (P)	\$24m (P)	Mixed Use Market Rate Rental	209		Private Debt and Equity	Owner Developer	2014 (P)	
								2016 (P)	
<b>66 Summer Street</b> Stamford, CT	\$73m	\$7m	Mixed Use, Market Rate Rental Housing	209		Private Debt and Equity	Owner Developer	2013	
				6,800SF				2015 (P)	
<b>Randolph Houses Phase 1</b> Harlem, NY	\$95.5m (P)	\$49m (P)	Mixed Income Rental Housing	168		LIHTC, Tax Exempt Bonds, NYCHA Capital Funds, HPD, HDC, Historic Tax Credits	Owner Developer	2013	
								2015 (P)	
<b>Albany Tower</b> Boston, MA	\$101m (P)	\$25m (P)	Market Rate, Rental Housing	211		Private Financing	Owner Developer	2014 (P)	
				53,000SF				2016 (P)	
<b>Boston East</b> East Boston, MA	\$75m (P)	\$19m (P)	Transit Oriented Development, Marine Related Commercial	200		Equity Investor, Construction Loan	Owner Developer	2015 (P)	
				50,000 SF				2017 (P)	
<b>Enterprise Block Phase 1</b> Brockton, MA	\$62m	\$34m	Mixed Use, Mixed Income	113		LIHTC, TEB, NMTC, State LI- HTC, MassWorks DHCD	Owner Developer	2013	
				62,000SF				2015 (P)	

PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS	FINANCING	ROLE OF TRINITY	YEAR CLOSED
				SF COMMERCIAL			YEAR COMPLETED
<b>Harrison Tower</b> Boston, MA	\$30m (P)	\$13.1m (P)	Mixed Income, Rental Housing	102	Federal and State LIHTC, City of Boston, DHCD	Owner Developer	2014
							2015 (P)
<b>Northampton Tower</b> Boston, MA	\$56m (P)	\$26m (P)	Mixed Income, Rental Housing	245	Federal and State LIHTC, City of Boston, DHCD	Owner Developer	2013
							2014 (P)
<b>Fairfax Gardens HOPE VI</b> Taunton, MA	\$69m	\$52m	HOPE VI Multifamily Housing	160	Federal and State LIHTC, HOPE VI, Construction Bridge Loan, Section 108 Loan, HUD BEDI Grant	Owner Developer	2012
							2014
<b>One Canal</b> Boston, MA	\$175m	N/A	Market Rate Rental, Mixed Use	310	Private Equity/ Debt	Developer	2013
				21,000SF			2016 (P)
<b>Glenark/Ashley</b> Woonsocket, RI	\$14m	\$5m	Affordable Rental	89	LIHTC, Tax Exempt Bonds, HOME, Rhode Island Housing	Owner Developer	2012
							2013
<b>Hamilton Canal District 110 Canal St. (Phase 2)</b> Lowell, MA	\$14m	\$7m	Commercial		New Markets TC, Federal and State Historic Tax Credits, Leverage Loan, City Loan	Owner Developer	2012
				54,000SF			2013
<b>Mattapan Heights Phase 5-A</b> Mattapan, MA	\$24m	\$15m	Affordable Rental	60	LIHTC, Tax Exempt Bonds, HSF, HOME, NHT, AHT	Owner Developer	2012
							2012
<b>Lucerne Gardens</b> Dorchester, MA	\$11.9m	\$5m	Mixed Income	45	LIHTC, Tax Exempt Bonds, Exempt HSF, AHT, CBH, HOME, NHT	Owner Developer	2011
							2012
<b>Quinnipiac Terrace Phase 3</b> New Haven, CT	\$15m	\$4.5m	Affordable Rental Housing	33	LIHTC, Tax Exempt Bonds, City of New Haven, HANH, State, HUD	Owner Developer	2010
							2011

PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS		FINANCING	ROLE OF TRINITY	YEAR CLOSED	
					SF COMMERCIAL				YEAR COMPLETED
<b>Rowe Redevelopment</b> New Haven, CT	\$36m	\$7.7m	Mixed Income, Rental Housing	104		LIHTC, Tax Exempt Bonds, City of New Haven, HANH, State, HUD	Owner Developer	2010	
					2,300 SF				2011
<b>The Regency</b> New Bedford, MA	\$30m	\$11m	Mixed Income, Rental Housing	129		LIHTC, MassHousing, MHP, City of New Bedford	Owner Developer	2010	
									2010
<b>Hamilton Canal District Appleton Mills (Phase 1)</b> Lowell, MA	\$83m	\$53m	Affordable Rental, Commercial	130		LIHTC, HOME, Tax Exempt Bonds, PDF, MassHousing, HTC, AHT	Owner Developer	2009	
					50,000 SF				2011
<b>Washington Beech HOPE VI</b> Roslindale, MA	\$90m	\$45m	Affordable Rental, Affordable Home Ownership	206		LIHTC, Tax Exempt Bonds, BHA, City of Boston, State	Owner Developer	2009	
									2011
<b>Avenir</b> Boston, MA	\$150m	\$148.4m	Transit Oriented Development, Commercial, Residential	241		Equity Investor	Developer	2007	
					29,000 SF				2009
<b>Franklin Hill</b> Dorchester, MA	\$106m	\$71m	Affordable Rental	266		LIHTC, Tax Exempt Bonds, BHA, City of Boston, State	Owner Developer	2007	
									2009
<b>The Carruth</b> Dorchester, MA	\$52m	\$28.2m	Transit Oriented Development, Mixed Income Rental and Home Ownership Hous- ing, Commercial	116		State LIHTC, LIHTC, HOME, NHT, PDF, TOD, Tax Exempt Bonds	Owner Developer	2006	
					10,000 SF				2008
<b>Mattapan Heights III</b> Mattapan, MA	\$27.7m	\$16m	Mixed Income, Limited Equity Cooperative and Home Ownership	73		HTC, LIHTC, HSF, HOME, NHT, PDF, AHT, Tax Exempt Bonds, State LIHTC	Owner Developer	2006	
									2008
<b>Foundry Square</b> Newburyport, MA	\$7.2m	N/A	Mixed Income, Home Ownership	20		HSF, AHT, HOME, North Shore - HOME, City of Newbury- port	Developer	2005	
									2006

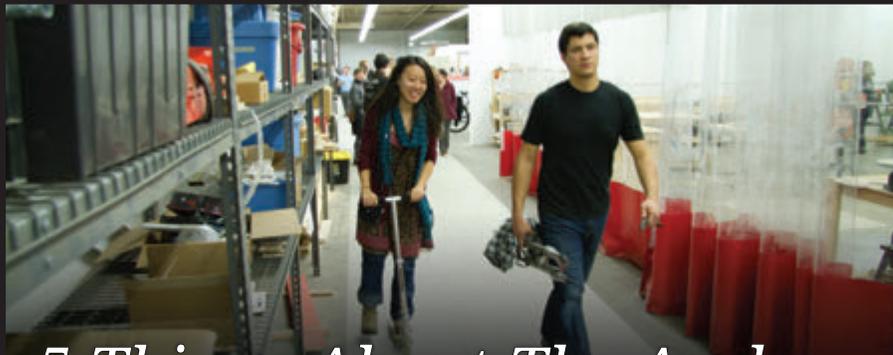
PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS		FINANCING	ROLE OF TRINITY	YEAR CLOSED	
				SF	COMMERCIAL			YEAR COMPLETED	
<b>The Riverway</b> Dorchester, MA	\$7.92m	\$.42m	Commercial			Private Financing	Owner Developer	2005	
				61,000 SF					2006
<b>Quinnipiac Terrace</b> HOPE VI New Haven, CT	\$62m	\$19.2m	Mixed Income Rental	160		HOPE VI, LIHTC, City of New Haven	Owner Developer	2004	
<b>Mattapan Heights II</b> Mattapan, MA	\$28.9m	\$21.3m	Mixed Income Rental	83		Tax Exempt Bonds, HTC, LIHTC, CDBG, NHT, AHT, State LIHTC	Owner Developer	2004	
<b>Maverick Landing</b> HOPE VI East Boston, MA	\$105m	\$50m	Mixed Income Rental	396		LIHTC, Tax Exempt Bonds, BHA, City of Boston, State	Owner Developer	2003	
<b>Carlton Wharf</b> East Boston, MA	\$7m	\$12m	Workforce Home Ownership	30		HOME, HSF, AHT, NHT, CDBG, MTC, Construction Loan Linkage Sources	Developer	2003	
<b>Trinity Terrace</b> Dorchester, MA	\$17m	\$11m	Mixed Income Rental	62		LIHTC, HOME, CDBG, HTC	Owner Developer	2003	
<b>Newport Heights</b> HOPE VI Newport, RI	\$73m	\$37.8m	Mixed Income Rental	299		HOPE VI, LIHTC, HOME, FHLB, Tax Ex- empt Bonds	Owner Developer	2002	
<b>The Foley</b> Mattapan, MA	\$20m		Affordable, Assisted & Independent Liv- ing, Supportive Housing	116		LIHTC, HTC, HOME, CDBG, FHLB	Owner Developer	2001	
<b>Shaw's Supermarket</b> Lower Mills Dorchester, MA	\$24m	N/A	Commercial Supermarket			Private Financ- ing, HTC	Owner Developer	2001	
				59,800 SF					2003

PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS		FINANCING	ROLE OF TRINITY	YEAR CLOSED
				SF COMMERCIAL				YEAR COMPLETED
<b>Winchester Park</b> Ipswich, MA	N/A	N/A	Open Space Subdivision			Private Financing	Owner Developer	2001
				20 Lots				2002
<b>Harborlight House</b> Beverly, MA	\$3.5m	\$1.8m	Assisted Living	35		LIHTC, HTC, HOME, CDBG, FHLB	Development Manager	2000
<b>Mass Pike Towers</b> Boston, MA	\$19.7m	\$4.7m	Mixed Income Rental	200		Tax Exempt Bonds, LIHTC 4%, HOME, Sec. 236	Owner Developer	2000
				10,000 SF				2000
<b>Davenport Commons</b> Boston, MA	\$50m	\$0	Mixed Income Home Owner- ship and Student Residences, Neighborhood Retail	200		Tax Exempt Bonds, HOME, Taxable Bonds, FHLB Linkage, HOPE VI	Developer	1999
				2,100 SF				2001
<b>Southwark Plaza Philadelphia, PA</b>	\$57m	\$18m	Mixed Income Rental	470		Tax Exempt Bonds, LIHTC 4%, HOME, CDBG, HUD Mixed Finance	Development Manager	1998
								2000
<b>Countryside Village</b> Marlborough, MA	\$6.9m	\$2.9m	Mixed Income Rental	118		LIHTC, HOME, Sec. 236	Owner Developer	1999
<b>Orchard Gardens HOPE VI</b> Roxbury, MA	\$58m	\$27.3m	Mixed Income Rental	331		HOPE VI, LIHTC, CGP, HTC	Owner Developer	1998
								1999
<b>Camfield Gardens</b> Roxbury, MA	\$16m	N/A	Mixed Income Rental	131		HUD Demo Disposition	Development Consultant	1998
								1998
<b>Beverly YMCA Cabot Street House</b> Beverly, MA	\$3.8m	\$2m	SRO/Efficiency	45		LIHTC, HTC, HOME, CDBG, FHLB	Development Manager	1998
								1998

PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS		FINANCING	ROLE OF TRINITY	YEAR CLOSED	
				SF	COMMERCIAL			YEAR COMPLETED	YEAR COMPLETED
<b>Springfield YMCA Chestnut Street Residence</b> Springfield, MA	\$3.8m	\$1.9m	SRO/Efficiency	104		LIHTC, HOME CDBG	Development Manager	1997	
									1998
<b>Sonoma, Maple, Schuyler</b> Dorchester, MA	\$9.8m	N/A	Mixed Income Rental	102		HUD Demo Disposition	Development Consultant	1997	
									1998
<b>Beryl Gardens</b> Roxbury, MA	\$3.3m	\$1.4m	Mixed Income Rental	20		LIHTC, HOME, CDBG, FHLB	Development Manager	1997	
									1998
<b>Madison Park IV</b> Roxbury, MA	\$12.4m	\$2.6m	Mixed Income Rental	143		LIHTC, HOME, CDBG, FHLB	Development Manager	1996	
									1997
<b>Smith House</b> Roxbury, MA	\$5.9m	\$2.3m	Mixed Income Rental	132		LIHTC, HOME, CDBG, FHLB	Development Manager	1995	
									1996
<b>Haynes House</b> Roxbury, MA	\$9.6m	\$2m	Mixed Income Rental	136		LIHTC, HOME, CDBG, FHLB	Development Manager	1995	
									1996
<b>Boston YMCA</b> Boston, MA	\$7.8m	\$5.4m	SRO/Efficiency	88		HTC, HOME, CDBG, FHLB	Development Manager	1995	
									1996
<b>Mason Square</b> Springfield, MA	\$3.6m	N/A	Commercial	30,000 SF		CDBG, Private Financing	Development Consultant	1994	
									1995
<b>Cape Ann YMCA</b> Cape Ann, MA	\$2.2m	\$1.2m	SRO	52		LIHTC, HTC, HOME, CDBG, FHLB	Development Manager	1994	
			Commercial	8,099 SF				1995	

PROJECT NAME LOCATION	TOTAL PROJECT COSTS	EQUITY RAISED	PROJECT TYPE	HOUSING UNITS	FINANCING	ROLE OF TRINITY	YEAR CLOSED
				SF COMMERCIAL			YEAR COMPLETED
<b>Joslin Court</b> Syracuse, NY	\$3.1m	\$1.2m	Mixed Income Rental	22	LIHTC, NYHTF, NYHDF, HOME	Development Manager	1994
							1995
<b>Orchard Hill Estates</b> Oxford, MA	\$19.5m	\$5.4m	Mixed Income Rental	215	LIHTC, HOME, Flex Sub, Sec. 236	Development Manager	1994
							1995
<b>Abyssinian Development Corporation</b> New York, NY	\$2.7m	N/A	Mixed Income	30	FHLB	Development Consultant	1994
			Commercial	5,250 SF			1995
<b>Lucerne Gardens</b> Dorchester, MA	\$5.4m	\$3.4m	Mixed Income Rental	45	LIHTC, HOME, CDBG, FHLB	Owner Developer	1993
							1994
<b>Cambridge YMCA</b> Cambridge, MA	\$4.2m	\$2.2m	SRO/Special Needs	134	LIHTC, HTC, CDBG, HOME, FHLB	Developer	1993
							1994
<b>Trinity House</b> East Boston, MA	\$1.5m	\$700k	SRO	15	LIHTC, HTC, CDBG, FHLB	Development Manager	1992
							1993
<b>Lithgow Block</b> Dorchester, MA	\$3.5m	\$1.5m	Mixed Income Rental	33	CDBG, Private Financing	Development Manager	1991
			Commercial	33,000 SF			1992
<b>Egleston Center</b> Boston, MA	\$2.2m	N/A	Commercial		CDBG, Private Financing	Development Consultant	1991
				10,000 SF			1992
<b>1734 Washington</b> Boston, MA	\$2.2m	\$1.1m	SRO	24	LIHTC, HTC, CDBG	Development Manager	1990
							1991





## 5 Things About The Asylum



1. All adults over the age of 18 can take classes at the Asylum – you don't have to be a member! We offer a large range of affordable, publicly-accessible classes offered by local artisans. Some classes focus on creating a final product that the student can take home or training for specific tools.

2. Our community is dedicated to investing in the Asylum to expand its resources. Recent projects include the building a laser cutter, refurbishing shared shops, and the restoration of a scanning electron microscope for public access.



3. The Asylum hosts over 60 businesses, from woodworkers to clothing designers to architects to roboticists to painters. Altogether, our members and their ideas have raised over \$28 million in capital (and counting!).



4. Artisan's Asylum is a 501(c)3 non-profit, a keystone institution in Somerville, MA, and renown among the global maker space community.

5. Each day, tours for the public depart at the following times:

Monday	2:00 PM and 8:00 PM
Tuesday	2:00 PM and 8:00 PM
Wednesday	2:00 PM and 8:00 PM
Thursday	2:00 PM and 8:00 PM
Friday	3:00 PM
Saturday	2:00 PM and 4:00 PM
Sunday	2:00 PM and 4:00 PM



Please check our website for any changes to tour schedule  
[ArtisansAsylum.com/tours](http://ArtisansAsylum.com/tours)



*We make  
 creativity  
 a way of life.*

Artisan's Asylum is a 501(c)3 non-profit design and fabrication center that empowers individuals to give form to their ideas. Our community celebrates creativity, education, collaboration, and entrepreneurship.



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

10 Tyler Street, Somerville, MA 02143

Phone: (617) 284-6878

# Artisan's Asylum

10 Tyler Street  
Somerville, MA



40,000 sq ft of shared shops, studios, and storage!

- Shared Shop
- Multi-Purpose Room
- Studio Space
- Materials Storage

↑ to PARKING LOT

**Free Parking:** There is a parking lot off Dane Street, under the yellow gate (right turn off Tyler Street, left turn at top of hill).

**Public Transportation:** The Porter Sq & Harvard Sq Red Line T stops are each 1 mile away. Stops for the 83, 85, 86, & 87 buses are all within a few blocks. Hubway bikes are available for rent on the corner of Somerville Avenue and Park Street!

Greentown Labs is over here!

← to DANE STREET

Brooklyn Boulders, Triangle Coffee, and Aeronaut Brewery are over here!

to PROPERZI WAY →

## Membership Options

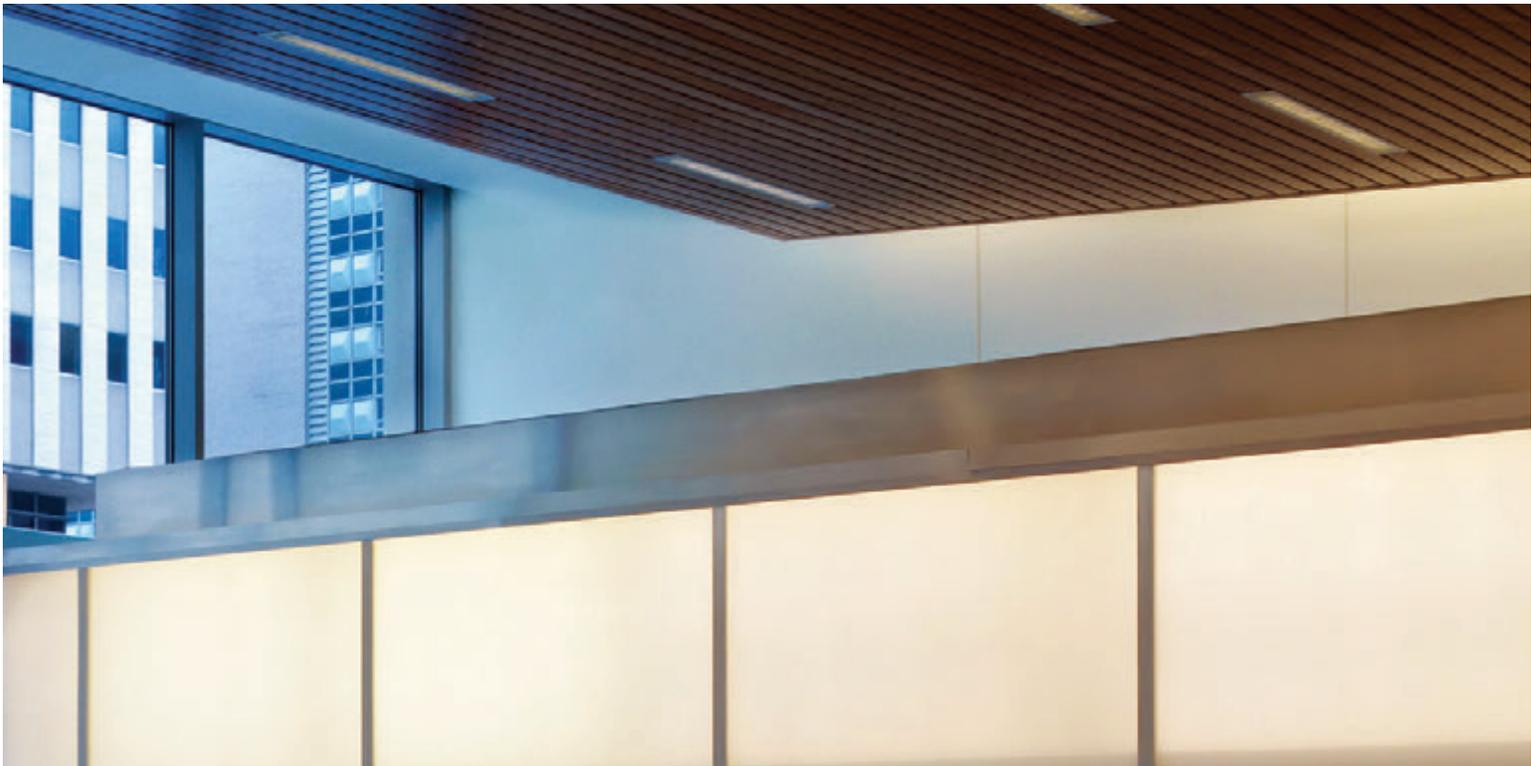
Membership Type	Facilities Access Times
<b>Day Passes</b> 5 for \$85; 10 for \$145	Mon-Th: 12:00 PM – 10:00 PM Fri-Sun: 10:00 AM – 10:00 PM
<b>Weekend Warrior</b> \$60/month	Mon-Fri: none Sat-Sun: 10:00 AM – 10:00 PM
<b>Weekday</b> \$100/month	Mon-Fri: 9:00 AM – 7:00 PM Sat-Sun: none
<b>Nights/Weekends</b> \$100/month	Mon-Fri: 6:00 PM – 11:00 PM Sat-Sun: 10:00 AM – 10:00 PM
<b>Unlimited</b> \$150/month	Mon-Fri: 24/7 access! Sat-Sun: 24/7 access!
<b>Institutional</b> \$200/month	Mon-Fri: 24/7 access! Sat-Sun: 24/7 access!

## Classes & Tool Training

3D Printing	Marketing
Bicycle Design	Metalworking
Bicycle Fabrication	Mixed Media
Digital Design	Precision Machining
Electronics	Programming
Fiber Arts	Rapid Prototyping
Glassworking	Robotics
Laser Cutting	Screenprinting
Leatherworking	Welding
Jewelry	Woodworking

## Studio & Storage Types

Workspace Options	Storage Options
<b>Studio: 50 sq ft</b> \$125.00/month	<b>Project Storage: Shelf</b> \$15.00/month
<b>Studio: 75 sq ft</b> \$187.50/month	<b>Project Storage: Locker</b> \$25.00/month
<b>Studio: 100 sq ft</b> \$250.00/month	<b>Project Storage: Rack</b> \$25.00/month
<b>Studio: 120 sq ft</b> \$300.00/month	<b>Materials Storage: Sheet</b> \$25.00/month
<b>Studio: 150 sq ft</b> \$375.00/month	<b>Materials Storage: Pallet</b> \$40.00/month
<b>Studio: 200 sq ft</b> \$500.00/month	<b>Mobile Storage: Cart</b> \$50.00/month



# RESIDENTIAL DESIGN





## RESIDENTIAL DESIGN

DiMella Shaffer's experience in residential and mixed-use design encompasses hundreds of projects totaling over 35,000 units of housing for a variety of users.

The work includes a number of projects that have won design excellence awards from the American Institute of Architects, Boston Society of Architects, and various other professional and trade organizations. These projects, ranging from luxury to market-rate and affordable, vary in size from hundreds of units to smaller high-end developments, as well as select single-family residences, and are designed for both the rental and ownership markets. We work hand-in-hand with homeowners, builders and developers, public agencies, and neighborhoods to provide exceptional design that integrates economic and user expectations, and current housing trends.

Our multi-family developments typically seek to foster a stronger community by creating opportunities for resident interaction as well as compatibility with existing neighborhood conditions and architectural contexts. At every level, from the neighborhood and site plans, to the dwelling layout, well-designed multi-family housing creates and reinforces a pride of place for residents.

These projects include turning obsolete and deteriorated industrial and warehouse structures into viable and desirable housing and mixed-use developments that address today's modern needs and requirements, many times revitalizing entire urban areas in the process. At the same time, we apply a combination of preservation techniques and adaptive re-use solutions to conserve a building's unique historical and architectural elements.

“ We have worked with DiMella Shaffer for over twenty years. From site planning to architecture, DiMella Shaffer develops solutions with innovative designs. Their assistance in the entitlement process develops trust and ensures professionalism with city officials and community representatives. They have proven to be an asset and key component in our development. ”

- Joseph J. Corcoran, President  
Corcoran Jennison Associates

“ We have enjoyed the opportunity to work with DiMella Shaffer on an urban mixed used transit oriented project in Somerville. They have a deep understanding of the urban environment and bring a creative, problem-solving approach to every meeting. As technologies and trends continue to change the marketplace, we value their ability to provide state-of-the-art ideas and design.”

- Jim Goldenberg, Principal  
Cathartes Private Investments



## REPRESENTATIVE CLIENTS

Alexandria Real Estate Equities, Inc  
Antaramian Development  
Archstone Smith Corp.  
Boston Housing Authority  
Cappelli Enterprises  
Care Matrix Corporation  
CDM Development  
City of Lowell, Massachusetts  
Concord Housing Authority  
Congress Group Ventures  
Corcoran Jennison Company  
Davenport Realty  
Design Housing Inc.  
DGG Properties  
Diamond & Company  
EA Fish Associates

The Flatley Company  
Forest City Residential  
Gilbane Properties, Inc.  
Gloucester Housing Authority  
Grandreau Development  
Great Bay Holdings Company  
Hines  
Kaufman & Broad Inc.  
Lincoln Property Company  
Lowell Housing Authority  
Market Square Partners  
Marriott Senior Living Services  
Massachusetts State Building Authority  
Metropolitan Life Real Estate Company  
Milton Fuller Housing Corporation  
Mugar Enterprises

National Development  
Newbury Development Company  
Parencorp  
Pleasant Valley Country Club  
Boston Realty Trust  
Roseland Properties  
Samuels & Associates, Inc.  
The Codman Company, Inc.  
The Kirby Company  
Town of Concord, Massachusetts  
The Village Green at Stowe  
The Villages of Loon Mountain  
United Development  
Village on the Waterfront, LLC  
Cathartes Private Investments



**MYSTIC WATERWORKS**  
Somerville, MA



REFERENCE:

Paul J. Mackey  
Deputy Director  
Somerville Housing Authority  
(617) 625-1152 x 321

Design Start: June 2011  
Construction Start: TBD  
Estimated Completion: TBD  
# of Units:60  
Estimated Cost: \$ 11.4  
Final Cost: TBD  
Cost/SF: \$ 205

Along the Mystic River Parkway, the long-vacant Mystic Pump Station awaits a transformation as it is adapted to affordable senior housing as part of the larger Capen Court expansion project. The rehabilitation is planned to create 25 housing units within the historic building, with designated common spaces including a lounge and other communal areas. Efficient, adaptable and accessible units will be integrated into a double loaded corridor, while maximizing the expansive historic window inserts. As the demand for such housing is greater than that which will fit in the building, an additional 35 new housing units will be constructed along the south boundary of the property where the non-historic garage building now sits. The new building will be placed as far back from the historic building as possible and will work to connect the existing Capen Court housing with the expansion project. In addition to meeting housing needs, this project will help to reinvigorate a northern entrance into the City of Somerville.



REFERENCE:

Scott Hayman  
Director of Real Estate  
Somerville Community Corporation  
(617) 776-5931 x 227

Design Start: Aug 2014

Construction Start: March 2015

Estimated Completion: April 2016

# of Units: 30

Estimated Cost: \$ 9.25 M

Final Cost: TBD

Cost/SF: \$ 195

Historically, Union Square was the center of Somerville, a transportation and shopping center. 181 Washington Street is a proposed transit oriented mixed-use development within Union Square, Somerville, that will provide 44 units of affordable rental housing and commercial ground floor retail/office space, including the Somerville Community Corporation's (SCC) main office. The site is within a quarter mile of two future MBTA Green Line T stops and is a pioneering project designed such that it leads Union Square back to the higher density in which it was originally developed. Many Green features will be incorporated into the design and SCC anticipates applying for Enterprise Green Communities. In anticipation of the Green Line extension, the City has recently re-zoned the area to increase density and decrease parking requirements. The project will be five stories high with retail frontage on Washington Street, stepping down to four stories on Boston Street.



REFERENCE:

Mr. Gary Jennison, Chairman  
Corcoran Jennison Co, Inc.  
(617) 822-7351

Design Start: January 2012

Construction Start: Ready for Construction

Completion: N/A

# of Units: 159

Estimated Cost: \$ 29 M

Final Cost: N/A - Ready For Const.

Cost/SF: \$161/SF

The residences in Somerville, MA will utilize sustainable initiatives to provide 180,000 SF of new residential units. The site is located in an urban environment served by existing infrastructure and discourages building users' reliance on the automobile with a reduction in parking spaces. Access to daylight and views is central in achieving occupant comfort and will be provided through generous expanses of vision glass. Occupants will also have control over lighting and their thermal environment. Additionally, no chlorofluorocarbons (CFC) based refrigerants will be used in the project to reduce ozone depletion in the atmosphere.



REFERENCE:

Joseph Maguire  
Development & Asset Services  
Alexandria Real Estate Equities Inc.  
(617) 551-8532

Design Start: June 2013

Construction Start: February 2014

Estimated Completion: June 2015

# of Units: 98

Estimated Cost: \$ 42 M

Final Cost: N/A - In Construction

Cost/SF: \$ 475/SF

This project will be the first residential building that is part of the Alexandria Center at Kendall Square, approved for a Planned Unit Development (PUD) special permit. Developed by Alexandria Real Estate Equities, the project occupies the corner of Binney and Third Streets, and has a back to Rogers Street. The site has already been cleared of the monolithic assemblage of one story commercial buildings, and construction for the foundations and underground garage for 75 | 125 Binney Street is well under way. 270 Third Street is an eight-story structure, with the ground floor dedicated to retail accommodation, the residential entry lobby, and other amenities and support spaces to serve the building. The project will have a full basement for storage, bicycle storage rooms, mechanical equipment and a tunnel connector to the 75 | 125 underground garage on level B1. The ground floor contains two large retail areas of approximately 3,700 SF and 4,500 SF, located on either side of the center building core, which is composed of the residential lobby, elevators, mail, security, trash rooms and fire command center. Floors two to eight are dedicated to the residential units, with 14 units on each floor.



DiMella  
Shaffer

**RESIDENCES @ UNIVERSITY PLACE**  
Boston, MA



REFERENCE:

Sean McReynolds  
Corcoran Jennison  
(617) 822 - 7382

Design Start: November 2011  
Construction Start: January 2014  
Estimated Completion: August 2015  
# of Units: 184  
Estimated Cost: \$ 48 M  
Final Cost: TBD  
Cost/SF: \$ 241/SF

A transit oriented development near the JFK-Umass MBTA station in Dorchester MA, this project is slated to include 184 units of market-rate housing. Additionally, it will include amenities such as a fitness and exercise studio, clubhouse and terrace with city and ocean views, conference room, outdoor patio and an underground garage for 76 cars. It will be a mix of 67 studios, 73 one and 44 two bedroom units; the building is of 5/1 type construction with a concrete podium and five residential floors in timber construction.



REFERENCE:

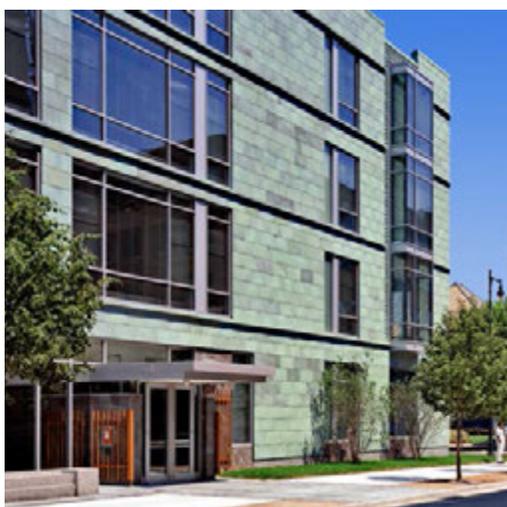
Jim Dunlop  
Hines Interests Limited Partnership  
(202) 347-6337

Design Start: June 2013  
Construction Start: March 2013  
Completion: March 2015  
# of Units: 244  
Estimated Cost: \$ 42 M  
Final Cost: TBD

165 Cambridge Park Drive adjoins the Alewife Reservation, a unique natural landscape in an urban setting. In contrast, the site is also situated in close proximity to a mass transit hub and an extensive network of bike and walking paths. Responding to this challenge, the dominant building mass is a bent form that dramatizes the street experience and creates a dynamic front courtyard and entry. On the opposing side of the building, "fingers" reach toward the reservation, while landscaped courtyards allow the natural environment to penetrate the site. Unique to podium projects of this type, the parking level was split to create a ground floor lobby and at-grade courtyard that provides dramatic visual connections to the Alewife Reservation beyond. The project proposes 244 units of rental housing and amenities that promote modern, active lifestyles. In addition to the at-grade courtyard, two raised outdoor spaces have been provided with amenities for outdoor "living." When completed, the project will be LEED Silver certifiable, and will offer its occupants the best of city life and the natural landscape.

DiMella  
Shaffer  
Architectural Interior Design

LOFT 23  
Cambridge, MA



REFERENCE:

Ron Ratner, President  
Forest City Residential Group  
(216) 621-6060

Design Start: July 2003  
Construction Start: Sept. 2003  
Completion: May 2005  
# of Units: 51  
Estimated Cost: \$ 9.6 M  
Final Cost: \$ 11 M  
Cost/SF: \$196/SF

DiMella Shaffer looked at Loft23 through the lens of 21st-century urban living. We leveraged decades of residential design experience to create a building clad in copper and glass that is visually appealing yet practical, representing the client's vision of an entirely new residential product that respects the university and city context. The building houses 51 loft-style units for lease with high ceilings, floor-to-ceiling windows, and flexible open floor plans; glass ends provide dramatic views of the surrounding parkland. In phase four, all parties, including the planning board, realized that the red brick had become too dominant, necessitating more variation in the brick color and the addition of glass and metal as façade composition elements. Our team's solution was to compliment the brick using a completely different material: pre-patinated copper. With this choice the building has a dialogue with each of the other buildings and also recalls historic buildings in adjacent Central Square.

DiMella  
Shaffer

**WATERWORKS**  
Chestnut Hill, MA



REFERENCE:

Merrill Diamond  
Diamond Sinacori, LLC  
(617) 369-5650

Design Start: September 2004  
Construction Start: October 2005  
Completion: February 2007  
# of Units: 81  
Estimated Cost: N/A  
Final Cost: \$35 M  
Cost/SF: \$ 191/SF

The site of the Watermark building in the Pipeyard portion of the historic Boston Waterworks presented DiMella Shaffer with a unique and challenging design opportunity. After nearly a century of providing water for Boston, Brookline and Newton, the Waterworks was declared surplus in 2002 and turned over to the Commonwealth of Massachusetts. Today, the historic site has been redeveloped to include luxury housing, limited commercial office space, and a steam-engine museum in tribute to the site's former use. As the only new construction in the redevelopment of the park, the 81-unit Watermark building required a design crafted to both respect and reflect the architectural heritage of the site. In response to the client's desire for a modern and unique design, DiMella Shaffer embarked upon a lengthy design process, examining in great detail the issues of scale, façade, and material. The results of this process speak for themselves: a monumental façade treatment organizes the building's exterior into a two-story rhythmic sequence of regular bays, allowing the residential window treatment to respond to the larger institutional scale of the Watermark's neighbors without forcing upon it their extremely tall floor-to-floor heights.



REFERENCE:  
David Levey  
Forest City  
(216) 621-6060

Design Start: January 2006  
Construction Start: August 2007  
Completion: July 2009  
# of Units: 305  
Estimated Cost: \$ 49 M  
Final Cost: \$ 54.5 M  
Cost/SF: \$170/SF

The L.H Hamel Leather Company Complex in Haverhill, Massachusetts is a unified and well-preserved complex of early 20th century industrial buildings. Indicative of their period of development during the early 1900s, the complex is comprised of steel reinforced concrete construction and load-bearing masonry structures. Typical of the post-fire shoe manufacturing development in Haverhill, the buildings were constructed with a style and appearance representing the individual architectural taste of the owners.

The complex consists of 5 acres of property that were developed into a thriving new residential community in downtown Haverhill. The buildings were converted to house 305 residential apartments with spaces dedicated for tenant amenities and street-level retail. The four buildings within the complex are unique in material, style, and image. These characteristics are being preserved through the creation of a design palate that is reflective of the original building architecture.

DiMella  
Shaffer

**THE MOORINGS**  
Hingham, MA



REFERENCE:

John Weigel  
Samuels Associates  
(617) 247-3434

Design Start: 2005  
Construction Start: 2008  
Completion: July 2012  
# of Units: 92  
Estimated Cost: \$ 7.9 M  
Final Cost: \$ 8.5 M  
Cost/SF: \$125/SF

The Moorings at Hingham Shipyard is a mixed-use, transit-oriented development that's located on the water - giving this destination enormous appeal. Anchoring the 1.2 million square-foot Hingham Shipyard community, the project combines shopping, dining, entertainment, recreation, luxury living and a celebration of history. The Moorings, includes three separate luxury residential buildings located within walking distance of all community amenities. Situated above the lively main street, The Moorings creates a lifestyle along the South Shore unavailable in greater Boston. Parks and green spaces, the harbor, the on-site MBTA commuter ferry to Boston, marina, movies, shopping, outdoor dining – it's all steps from your front door in this bustling waterfront village. Each of the 92 living units is individually connected to the landscape, water, boats, and sunsets of the shipyard.

DiMella  
Shaffer



**EAST VILLAGE**  
Northeastern University, Boston, MA



REFERENCE:

Nancy May  
Vice President-Facilities  
Northeastern University  
(617) 373-2623

Design Start: October 2010  
Construction Start: March 2012  
Completion: December 2014

# of Units: 358

# of Beds: 723

Estimated Cost: \$ 79 M

Final Cost: \$ 84 M

Phoenix/Lincoln Property Company is the owner of a new 723-bed student residence hall for exclusive use by Northeastern University. The 17-story building, occupying the site of the former YMCA gymnasium in the historic Fenway district of Boston, houses freshman Honors Program students in traditional dormitory units and upperclassmen in suite style units. Four classrooms are located at the basement level to help meet the increasing demand for educational space on campus. Student lounges are located on each floor, with the largest spaces at the ground floor and on the 17th floor, which offers dramatic views of Copley Square and downtown Boston beyond. The 220,200 SF building is currently pursuing a LEED Silver rating from the USGBC, taking advantage of its urban setting, access to public transportation and on-site bicycle storage.



**KENDRICK PLACE**  
Amherst, MA



REFERENCE:

Kyle Wilson  
Archipelago Investments, LLC  
(413) 695-7658

Design Start: February 2014  
Construction Start: August 2014  
Completion: under construction  
# of Units: 36  
# of Beds: 104  
Estimated Cost: \$12.3 M  
Final Cost: N/A  
Cost/SF: \$212/SF

Kendrick Place is a five storey, 58,500 sf mixed use building in downtown Amherst. Using a 4 over 1 approach, four stories of wood construction (Type 5A) are built above a single story steel framed podium (Type 1A). A mix of studio, single, three and four bedroom units result in 36 apartments with a total of 104 beds. Located ½ mile from campus, this building is also tailored for the college town market. However, unlike Olympia Place, this is an urban building designed in accordance with the City's initiative to maintain a vibrant downtown.

The materiality and first floor retail blend this building in color and activity with the existing commercial buildings along East Pleasant Street. The ground floor includes the residential lobby, café, retail spaces, and parking for a car share program. The building is clad in locally sourced red brick and Atlantic white cedar and is anticipated to earn Gold certification under the LEED for Homes Multi-family Mid-rise Program. Kendrick Place is in association with Holst Architecture of Portland, OR.



REFERENCE:

Kyle Wilson  
Archipelago Investments, LLC  
(413) 695-7658

Design Start: February 2014  
Construction Start: August 2014  
Completion: under construction  
# of Units: 73  
# of Beds: 232  
Estimated Cost: \$20.8 M  
Final Cost: N/A  
Cost/SF: \$212/SF

Olympia Place is a privately developed five-story, 98,000sf wood construction (Type III) residential building composed of 73 apartments of mixed unit types with a total of 231 beds. Located on a site adjacent to the University of Massachusetts, it has been designed in a transitional zone between the campus and residential neighborhoods. The design features an irregular plan configuration which breaks up the mass of the volume into wings resulting in 11 gabled ends. These gabled ends present a domestic scale to the neighborhood and allow it to fit harmoniously with its neighbors. Programmatically, the building is tailored to the college town market, offering study rooms, communal work tables, informal gathering spaces, a café, a fitness center, ample bike storage and parking for a car share vehicles. The project is in association with Holst Architecture of Portland, OR and is on track to earn Gold certification under the LEED for Homes Multi-family Mid-rise Program.



# SUSTAINABLE DESIGN

DiMella Shaffer's extensive sustainable experience and green design research has been refined for campus projects and has resulted in campus residences at all LEED certification levels. Core to our efforts on this project will be the management of an integrated design process that includes eco-charrettes and sustainability focused design workshops at the outset of the project. Our team seeks to collaborate on high-performance solutions that create long-term value for the users through continuous operation cost savings, while at the same time improving the local and global environment in which we all live.

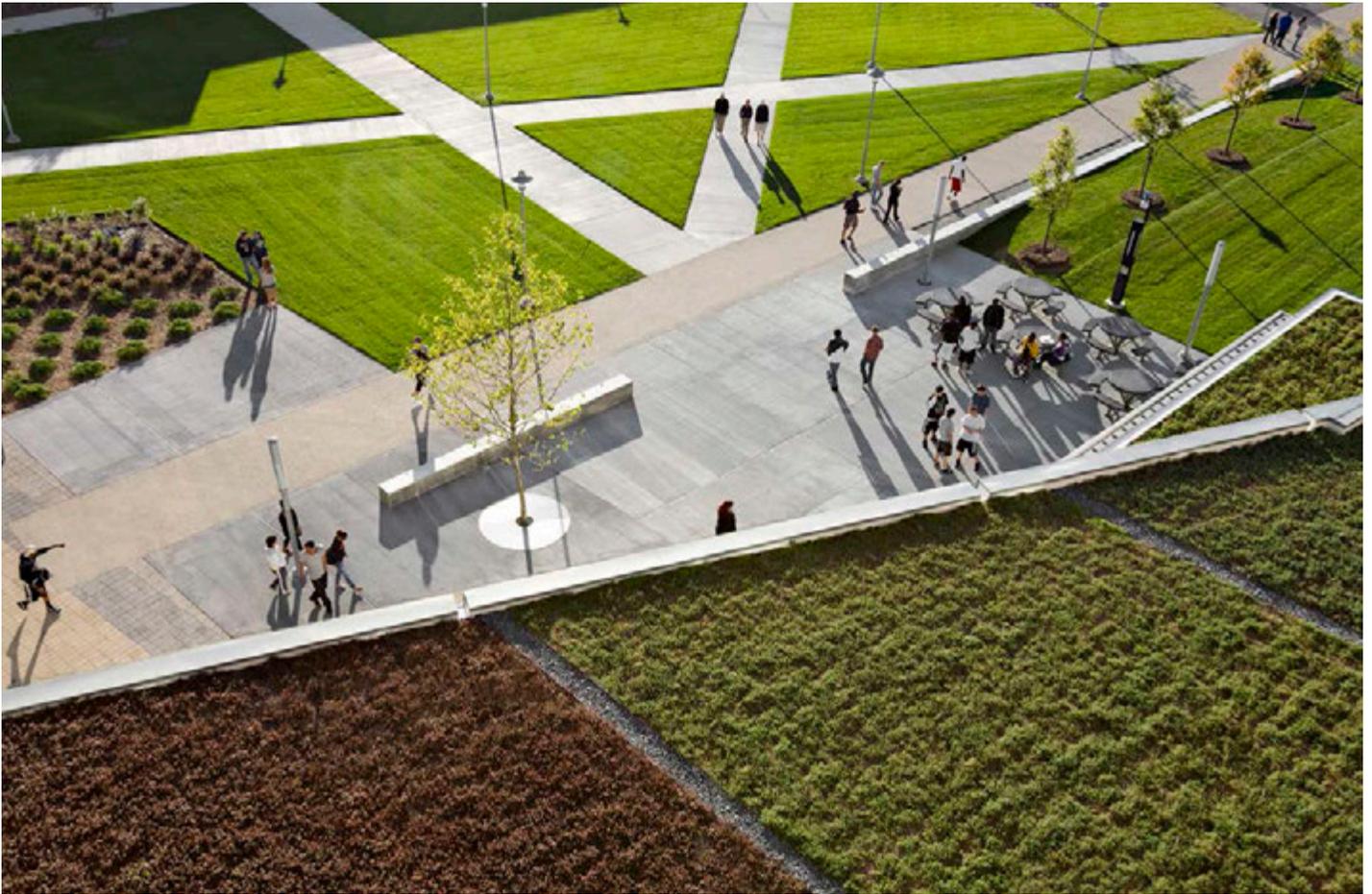
Our experience in green design proves that environmental, social, and economic sustainability are achievable – in every project.

Many of our staff are LEED Accredited, and the majority of our projects are pursuing sustainability benchmarking systems. Our internal Sustainable Design Committee educates staff, peers, and clients in green building practices; we have been conducting Building Performance Evaluations since 2005.

## ENERGY AND THE BIG PICTURE

When it comes to the pursuit of smart sustainability, much of our focus is on the long-term energy performance of the building. The reason is simple—system performance that conserves energy will pay for itself over time, while reducing the environmental footprint of the building.

Proven technologies that are durable and high-performing make up the core strategies used at almost all of our student residences. Building orientation, performance building envelopes, natural ventilation, efficient HVAC systems, smart lighting strategies, and energy recovery are energy saving strategies that are employed. Often times innovations have reduced the long term maintenance and increased the life-cycle of these projects, innovations like Valance heating and cooling ("chilled beam") in use at the LEED Gold Salem State University Residences that eliminates the fans typically associated with heating units in rooms—a continuous source of energy use and maintenance.



## A WHOLE PROJECT APPROACH

Making a green building is more than layering a series of initiatives and independent small efforts, each with its own idiosyncratic behavior and potential risk. Our team will help you discover the specific sensible strategies that will synergistically make these projects forward thinking, environmentally sustainable campus buildings that perform all of their functions without worry. At the University of New Hampshire, campus sustainability initiatives centered around creating sound buildings where durability was prized and high-tech solutions were discouraged. A previous “solar house” experimental project on campus was a failure that did not recognize the long term disposable nature of some technology and building methods—a distinctly non-sustainable approach. On that campus our multiple residence projects have centered on the creation of high performance skins made of local bricks and slates, efficient mechanical systems assisted by the use of heat recovery and an effective natural ventilation approach that includes using the building’s thermal mass to help eliminate the need for air conditioning.

## MATERIAL AND FINISH SELECTION

As designers of sustainable residence halls, we are continually researching new technologies and materials for use in our projects. Our approach is simple: environmentally sensitive products must perform as well long-term as their counterparts and be easily maintained. “Green” products that must be replaced often are not valuable in a university setting. In 2006, we completely revisited our standard specifications and revised it to include many environmentally friendly, high-performing materials including those that include recycled content and low VOC content; we found that the cost differential that had previously existed had disappeared due to market changes and EPA standards.

Sustainable strategies, in our experience, can be delivered within budget. Many strategies have little or no impact to the construction budget when considered early in the process as part of the whole. We strive to find synergies between strategies, to achieve the biggest bang for our client’s buck, both from a first cost and operational cost perspective. In addition, we can assist clients with available rebates and incentives.



## LEADERSHIP PROCESS

Sustainable design works best, and is retained on the project, when it is planned for from the beginning. Before pen goes to paper, a comprehensive team of stakeholders need to gather for a visioning session and focus on sustainable strategies for the project. Important factors such as site analysis, climate considerations, building programs and operations and the interior environment are tackled first. Ideas for different sustainable strategies are brainstormed, then evaluated and compared against the LEED checklist as a framework for discussion and a guide for the consultant team through the design and development process.

After this brainstorming, the consultant team holds a working meeting to explore the strategies in detail and ensure that sustainable design is embedded in the project. Through the design process, from site planning, building orientation and storm water management to building performance modeling, construction and commissioning, green audits, and measurement and verification, are conducted internally and with our consultants to maintain the green objectives and review their application within the budget.

Early collaboration of the consultant design team ensures that sustainable concepts are integrated across disciplines and are at the forefront throughout the entire design process, rather than being an add-on feature at the end. Each member of the project team has delivered LEED projects and is familiar with the requirements of LEED and submittal documents. Guided from the beginning by our team of experienced professionals, sustainable design is achievable, not overwhelming, and cost-effective, not budget-busting.

## LEED Certified Projects

### Zero Net Energy

North Shore Community College, Student Center; Danvers, MA

### Platinum

Armed Forces Retirement Home, Washington, DC (pending)

Fraunhofer Center for Sustainable Energy Systems; Boston, MA (pending)

### Gold

Cape Cod Community College; Barnstable, MA

Massachusetts Department of Fire Services; Stow, MA

Nixon Peabody; Chicago, IL

Salem State University, Marsh Hall; Salem, MA

North Shore Community College Allied Health Center; Danvers, MA

Cadmus Group; Waltham, MA

Benfield Farms; Carlisle, MA

### Silver

Bridgewater State University, Crimson Hall; Bridgewater, MA

Wheelock College, Riverway House; Boston, MA

5 Channel Center; Boston, MA (pending)

929, Graduate Student Housing; East Baltimore, MD

East Village at Northeastern University; Boston, MA (pending)

Fitchburg State University, Hammond Campus Ctr; Fitchburg, MA (pending)

Salem State University, Fitness Center; Salem, MA (pending)

165 Cambridge Park Drive; Cambridge, MA (pending)

270 Third Street, Cambridge; MA (pending)

DiMella Shaffer  
Architecture | Interior Design | Planning

**DiMella  
Shaffer**  
Architecture | Interior Design | Planning

**Boston**  
281 Summer Street  
Boston, MA 02210  
Tel 617.426.5004  
Fax 617.426.0046

**Seattle**  
1511 Third Avenue, Suite 300  
Seattle, WA 98101  
Tel 206.686.0170  
Fax 206.686.0171

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



# ALBION PARK

city of somerville, massachusetts

BOSTON SOCIETY OF LANDSCAPE ARCHITECTS  
HONOR AWARD RECIPIENT



**Mayor Joe Curtatone** of Somerville is on a quest for design excellence. It is his goal to have each of the city's newly renovated parks be worthy of local and national awards. Weston & Sampson was chosen to assist the city in transforming a 0.9-acre site from a paved wasteland into a vibrant, active space that serves the multi-generational population of the neighborhood and city alike.

Working closely with the community through several public meetings and on-site design workshops, Weston & Sampson's landscape architecture team developed three different schemes for consideration. The best features of each scheme were combined into a preferred scheme that was ultimately endorsed by the neighbors and nearby business owners.

The redeveloped park takes full advantage of every square foot of space on site and includes a widened public sidewalk with planting and on-street seating, a passive entrance plaza with cafe tables and tree plantings, a multi-sport game court that features modern structures to support basketball, street hockey, and soccer all on the same court, community gardens, swings, and an interactive splash pad surrounded with an arbor and native plantings.

There are active children's play areas for both 5-12 and 2-5 year-old age groups, which are surrounded by individual play elements, including a seesaw, spring animals, and spinning features. The park's centerpiece is a raised lawn that is supported by four rows of terraced seating on two sides and gentle slopes on the other two. The lawn can be used for events and picnics and also provides a vantage point of the entire site from the top. The terraced seating has already proven popular for individuals or groups to observe various court games, for community events in the plaza (including the park opening), and for conversation.

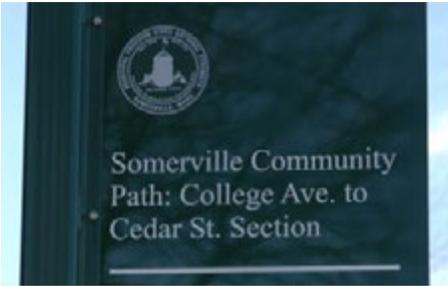
The park was dubbed by one city employee to be "the best park this city has ever had."

## client contact

Arn Franzen, Director  
Parks and Open Space  
City of Somerville, Massachusetts  
617-625-6600  
afranzen@somervillema.gov

# SOMERVILLE COMMUNITY PATH

city of somerville, massachusetts



**The City of Somerville** selected Weston & Sampson to develop final designs for the Community Bikepath beginning at the intersection with Cedar Street and connecting to the existing bridge at Lowell Street. The project consists of:

- Full depth construction
- New hot mix asphalt porous pavement
- Connections to the existing Lowell Street Bridge using stairs and ramps
- Construction of new low stone retaining walls
- Minor drainage improvements
- Fixed and removable bollards
- New cement concrete pavers
- New cement concrete walks
- New ornamental lighting
- Enhancements including benches
- Trash receptacles and bicycle racks
- Brick pavers and landscaping
- New pavement markings
- Signs
- Other incidental items of work

The project is being reviewed and constructed by the Massachusetts Department of Transportation (MassDOT) and therefore will be required to meet their design standards.

The project required an extensive community participation program and coordination with key stakeholders including the existing Veteran Nurses Association (VNA) property, a residential community currently under construction (i.e. MaxPak) and the future Massachusetts Bay Transportation Authority (MBTA) Greenline Station currently under design. In addition, the project required permanent and temporary right-of-way acquisitions, utility coordination, and a Phase I soil investigation.

## client contact

Sarah Spicer, Senior Transportation Planner  
Mayor's Office of Strategic Planning &  
Community Development  
93 Highland Avenue  
Somerville, MA 02143  
617-625-6600 x2519

**Weston&Sampson**®

# GRIMMONS PARK

city of somerville, massachusetts

Boston Society of Landscape Architects  
2011 Merit Award in Design



**As identified early** in the community outreach process, site security was of utmost concern. The design team spent considerable time at the site during both day and evening hours to better understand how the site was used in order to develop a design that would meet community needs within a renovation budget of \$725,000. It was clear that the imposing walls that reached 15-20' high on the northern and eastern property lines, coupled with minimal night site lighting, created a dark, difficult to access area that was virtually hidden from the street, making it ideal for concealing debauchery. The new park design focused on creating clear and well-lit site lines and circulation and the establishment of a secondary park entrance that would allow residents direct access to the park from either Governor Winthrop or Puritan Road. The new entrance would serve to encourage 'cut-through' foot traffic that could dramatically improve site security and decrease the site's appeal as a late night hang out and venue for inappropriate behavior.

**Maximizes recreational area** - At half an acre, Grimmons offers play structures for 0-5 and 5-12 year olds, swings, water spray, lawn, seating, basketball, tennis practice backboard, "funnelball", and a climbing wall that has been integrated into the new concrete staircase that links to Puritan Road. Kids can ride a bike around the park, and every inch of space was considered for its active recreational potential.

**Facilitates focus on multigenerational use** - There are play features for babies and older kids; a tennis backboard / basketball court amenity for teens and adults; and all ages make use of the lawn, climbing wall, water spray area and the seating/cafe tables that occupy a comfortable space set off from the higher activity zones.

**Improves park access and internal circulation** - The design inspiration at Grimmons was to introduce a secondary park entrance from Puritan Road. Neighbors requested lighting throughout the park, and the design was intended to eliminate the "dark and remote corners" of the past and keep users circulating throughout the space. The color palette adds to the fun nature of this park, where activity zones flow organically and seamlessly into each other.

**Honors local history** - The Grimmons School Arch was seen as a focal point of the park, and a timeline of flush bronze plaques and radial lines was created to convey the unique historical aspects of Ten Hills with origins that date to the founding of the Massachusetts Bay Colony. In addition, the integral circle operates as a sundial with the shadow of the arch rotating from the beginning to the end of the timeline as a day progresses.

**Employs sustainable practices** - Permeable surfaces (lawn and the planting beds) recharge stormwater into the ground. The water from the spray pad is captured and infiltrated into surrounding planting beds with overflows for major storm events. Special focus was placed on selecting native plant materials and diversity of species. The tree palette includes native trees that are rare to urban parks, such as Yellowwood and Sweetgum. Groundcover and shrubs will fill in to buffer areas designed for rest and socializing, two other important aspects of this community park.

## client contact

Arn Franzen  
Director  
Parks and Open Space  
City of Somerville, Massachusetts  
617-625-6600

**Weston&Sampson**®

# NORTH STREET PLAYGROUND

city of somerville, massachusetts



**Weston & Sampson** designed improvements to the North Street Playground, an oasis for residents of a socially and economically disadvantaged neighborhood in Somerville. The existing park sits on a hillside above the Alewife Brook Greenway and bikepath; the design for the new park provides a gateway to this large recreational area. New entrances and pathways are strategically placed to improve local connections between an adjacent housing development and the surrounding neighborhood.

The community was integral to the design of the park, giving critical insight into issues of safety and the need for play. The park's design combines universal accessibility, maximized play, gathering opportunities, and green buffer zones to create a space the community can take pride in.

The new design reorganizes and enhances existing park amenities while adding new features for park users. Improvements include updated playground equipment, accessible rubber safety surfacing, a half-basketball/soccer court, tennis bounce board, splash pad, and café seating area. Curved walls define the space while providing additional seating options. New planting areas and mounded lawn inject green space into a very small urban park.

Sustainable design approaches also were implemented. The splash pad uses low-flow features that drain to infiltration chambers to limit water usage and alleviate demand on city storm sewer systems. The design worked around the preservation of five large, mature honey locust trees, providing much needed shade to the seating and play areas. In addition, the design employed community-based initiatives such as signage that showed park users their proximity to other recreational resources in the area, and a park "logo" that provides an identity for both the park and neighborhood.

- **park and playground improvements**
- **community participation**
- **enhanced green space**
- **sustainable design approaches**
- **signage and park logo to create neighborhood identity**

## client contact

Eileen Schneider Collins  
City of Somerville  
93 Highland Avenue  
Somerville, Massachusetts 02143  
617-625-6600

# QUINCY STREET OPEN SPACE

city of somerville, massachusetts



**The Quincy Street** Open Space began as a vacant, former single family home lot. The lot was donated to the city by an elder resident with the request that the city's Conservation Commission use the site to support a habitat for birds. After the site was turned over to the city, vegetation began to populate the site through both volunteer seed dispersal of Ailanthus and Norway Maple trees, and through neighborhood volunteer efforts with more selective ornamental evergreens and lawn establishment. The site has been used informally by the immediate neighbors for everything from passive recreation, like reading and eating lunch, to a more active use as an off-leash dog area, while the city has taken care of basic mowing and trash pick up.

Weston & Sampson teamed with Wanted LLC to create a new type of urban open space for the city. After a collaborative and well-attended public outreach process, the design was developed to include habitat for both birds and humans. The native vegetation palette has been carefully selected to provide food and nesting cover for the wide variety of bird species found in Somerville. Existing exotic invasive species are being phased out over time to make room for the native shade tree canopy. A wooden boardwalk circulation system provides an accessible route through the park, while allowing stormwater to move across the site and infiltrate into the ground without the need for additional impervious surfacing.

The site is terraced to accentuate the gradation of plant material heights and species from the front of the site (a more public side) to the rear (a more private experience). At the request of the community, some hidden elements of discovery will be dispersed across the site to engage the young people of the community and pique their interest in exploring this urban, open space.

**BOSTON SOCIETY OF  
LANDSCAPE ARCHITECTS  
2014 Award-Winning Project**

## client contact

Arn Franzen  
Director  
Parks and Open Space  
City of Somerville, Massachusetts  
617-625-6600

**Weston&Sampson®**

# HODGKINS-CURTIN PARK

city of somerville, massachusetts



**Hodgkins-Curtin Park** is the former site of a public elementary school that served much of the Davis Square area. When the school building was razed, foundation walls remained below grade creating settlement issues in what is now the outfield of the Little League baseball diamond, making this field dangerous and unusable despite high demand for permitting. The playground area was dated with equipment that had outlived its useful life and was deficient by all current safety and accessibility standards. The structures themselves were wood with yellow slides, which had earned the park its nickname: “The Yellow Park.” The neighborhood was vocal about keeping the “natural” feel of the existing park by using materials such as sand and wood and staying away from metal equipment, with a strong desire to maintain the “Yellow Park” identity.

Through a thorough and collaborative community outreach process, Weston & Sampson’s design team met with the community and city staff several times both on the site and at a nearby community center to craft a plan that met the needs of both the permitted sports teams and the local children and their caregivers who relied on “The Yellow Park” for their outdoor recreation.

The result is a newly renovated ball field including sod turf, restored backstop and players benches, irrigation system, and spectator seating. A new outfield fence separates game balls from other visitors and qualifies the field for tournament play.

The playground is centered around a sand river with natural stones for sitting and playing, a water table that spills into the sand river, shaded tables for snacks and parties, and age-appropriate structures made of recycled timbers to achieve the wood aesthetic and, of course, yellow slides.

## client contact

Arn Franzen  
Director  
Parks and Open Space  
City of Somerville, Massachusetts  
617-625-6600

**Weston & Sampson**®

# DESIGN CONSULTANTS, INC. – FIRM PROFILE

---

120 Middlesex Avenue, Suite 20  
Somerville, MA 02145  
Phone: 617.776.3350  
[www.dci-ma.com](http://www.dci-ma.com)

## Company History

Incorporated in 1980, Design Consultants, Inc. (DCI) operates from its offices at 120 Middlesex Avenue in the Assembly Square Section of Somerville. DCI is a leading provider of civil engineering, transportation and site planning, and land surveying services to public and private organizations in Massachusetts and New Hampshire.

The firm has completed many successful projects for municipalities, state and local agencies, architects, landscape architects, law firms and private developers throughout Eastern Massachusetts.

## Client Roster

Notable private-sector clients in DCI's recent past include:

- Avalon Bay Communities, Inc.
- Berkeley Investments
- BH + A, Inc.
- Brady Sullivan Properties, LLC
- Callahan, Inc.
- Cathartes Private Investments LLC
- Dimella Schaffer Associates
- GFC Development
- McDonald's Corporation
- Pinnacle Properties
- RCG, Inc.
- RD Management
- Union Square Station Associates
- VRL Realty Trust/Dunkin' Donuts

Notable public-sector clients in DCI's recent past include:

- City of Boston
- Town of North Reading
- Town of Pembroke
- Mass Department of Transportation
- Boston Public Works Department
- Cambridge Housing Authority
- Save the Harbor, Save the Bay
- Boston Transportation Department
- Town of Millis
- Town of Swampscott
- City of Somerville
- Town of Andover
- Town of Medway
- City of Peabody
- Somerville EOCD
- Newton Housing Authority
- Massachusetts Housing Finance Agency
- City of Haverhill
- City of Watertown
- Town of Tisbury

## Ownership and Management

DCI is a family-owned Subchapter S Corporation in its second generation of ownership. Company president David Giangrande, M.S., P.E., joined the firm in 1987 and assumed the leadership role from firm founder Arthur Giangrande, P.E., PLS, in 1998. Arthur continues as chairman.

David Giangrande owns the majority of the firm's shares.

# DESIGN CONSULTANTS, INC. – SERVICES

---

Design Consultants, Inc. (DCI) is divided into two discipline-based divisions: Engineering and Survey. Because most of our clients rely on us for a broad range of engineering, transportation, planning, and survey services, our technical professionals in both divisions are accustomed to working together to successfully complete projects. This coordinated approach helps make DCI an efficient and responsive consultant

Our staff includes civil engineers, land surveyors, transportation engineers, construction inspectors, draftsmen, wetland specialists, and other technical and administrative professionals.

## Engineering Services

- Transportation/Traffic Signalization
- Traffic and Parking Studies Design
- Urban Design
- Site Evaluation Reports
- Engineering Site Designs
- Hydrological Designs and Studies
- Drainage Grading Design
- Sewage Disposal Design
- Land Planning/Subdivision Design
- Environmental Impact Statements/ConCom Filings
- Zoning Analysis
- Peer Review
- Construction Inspection

## Land Surveying Services

- Utility Surveys
- Right of Way Surveys
- Title Insurance Surveys
- Land Court Surveys
- Property Surveys
- Condominium Surveys
- Topographic Surveys
- Control Surveys for Aerial Mapping
- Soundings
- Wetland Mapping
- As-Built Surveys

Our many satisfied clients realize the following benefits of working with DCI:

**We offer a broad range of services.** As a professional engineering, planning, and surveying firm, we have the in-house capabilities to perform a wide spectrum of engineering and land surveying services.

**We have extensive experience with MassDOT.** We have completed several high-profile projects with MassDOT and are prequalified in several disciplines, including basic roadway design, traffic operations, hydraulics/hydrology and construction/contract administration and inspection.

**We're responsive.** Our dedication to client services makes us one of the most responsive companies you'll ever find in this or any industry.

**We're experienced.** Our technical staff offers a depth and diversity of experience that we believe is unmatched in any firm our size in the area.

**We have excellent communication and public presentation skills.** We select our people not only based on what they know and what they can do, but also on their ability to communicate in a concise, clear way.

**We're lean.** We have always managed DCI conservatively and that tradition continues to this day. For that reason, we can provide high-quality service without excessive overhead or high cost.

*At DCI, our mission is to provide our clients with innovative solutions to their diverse project and organizational challenges.*

## FIRM NARRATIVE

Since 1945, R.W. Sullivan Engineering has a longstanding reputation of providing reliable engineering services to the design community and select institutional clients throughout New England and beyond. The firm is in its third generation of leadership, providing full mechanical, electrical, plumbing, fire protection and tel-data design services, building and access code consulting, as well as commissioning services. We are comprised of over 90 employees located at the Schrafft Center in Boston, Massachusetts.

We offer a wide range of services which include investigations and reports, systems design and specification, comprehensive construction administration services, energy modeling, building assessments, access and fire prevention consulting, and due diligence surveys. We utilize the latest design tools and technologies including fully customized design software, energy modeling, and building information modeling (BIM). Our technical expertise is derived from the high caliber of our employees, many of whom are registered mechanical, electrical, plumbing and fire protection engineers, as well as LEED Accredited Professionals.

The Sullivan Code Group is a unique group of professionals within R.W. Sullivan Engineering. Our staff possesses both the practical experience and the technical expertise necessary to confidently unravel the most complicated regulatory issues. The group includes registered professional engineers, a registered architect, and LEED certified professionals. Their specialties include building plan review, accessibility audits, fire safety and code compliance, code interpretation and equivalency development, appeals and variances, litigation support, zoning reviews, fire modeling, and performance-based fire safety evaluations.

At R.W. Sullivan Engineering, our vision for commissioning is to provide an unbiased verification process that has the owner's interest at heart by focusing on system performance. Our commissioning services offer a comprehensive verification and documentation process that includes but is not limited to design review, construction document review, systems inspection, performance testing and trend data analysis. We work closely with contractors, building owners and at times facilities personnel to ensure that when turned over, building systems function properly as designed.

R. W. Sullivan Engineering recognizes the role of the engineering disciplines in the design of sustainable, high performance buildings, and strives to achieve cost-effective energy efficient solutions at all times. We have undertaken an in-house Interdisciplinary Sustainability Initiative, which meets regularly to discuss the design process as it relates to energy conservation, indoor air quality, and life cycle cost analysis. We believe that the future of the construction industry as well as the planet require close attention to all of the energy implications of each design decision. Our emphasis on collaboration, holistic thinking, and knowledge sharing provide a sound basis for these informed decisions.

Throughout our history we have sought to bring the highest standards of engineering practice to our work while building enduring relationships based on trust with all of our clients. These goals have enabled us to contribute to the success of a wide range of building projects. R.W. Sullivan Engineering has the capacity to undertake projects of all types and scales. Our experience demonstrates an ability to undertake a full range of commercial, industrial, institutional, residential, and public projects.

**PROJECT EXPERIENCE****Appleton Mills****181 Washington Street, Union Square, Boston, Massachusetts**

The project scope includes a new (4) story, mixed use building. The new program included (35) residential units with a limited amount of amenities space and retail on the ground level.

**Appleton Mills, Lowell, Massachusetts**

The project included the conversion of a 5-story mill building into residential units. A total of 215,000 sq/ft of space were renovated to include 131 residential units. Amenities space included a leasing office, conference room, fitness center, community rooms, storage rooms, and central laundry. This project was completed in 2011.

**90 Washington Street, Cobble Hill, Somerville, Massachusetts**

The project includes the development of a new (6) six story apartment building. The scope of work includes 167 residential apartment units

**Benfield Farms, Carlisle, Massachusetts**

The project included the construction of a new 26 unit affordable senior housing community. The new program included 26 residential units and a limited amount of communal space of approximately 23,000 sq/ft. The communal space included an office, lounge/game room, and central laundry.

**Bayside Housing Project, Boston, Massachusetts**

The project scope included a new 6-story, 177 unit apartment building above one level of underground parking. The residential component consisted of a total of approximately 145,000 sq/ft and the parking is an additional 27,000 sq/ft. The new program included amenities spaces (8,900 sq/ft) located on grade consisting of a fitness area, conference spaces, leasing office, media room, and bike storage.

**Regency Towers, New Bedford, Massachusetts**

MEP/FP services were provided to a 154,000 sq/ft, 15 story building. Renovations to the residential tower were performed, creating 14 new units and modifications to create accessible units. This \$15 million project was completed in 2010.

**North Hill Retirement Complex, Needham, Massachusetts**

The project consisted of the MEP design narrative for 180,000 sq/ft of facilities at an existing complex. The program consists of 100,000 sq/ft of existing buildings and 80,000 sq/ft of proposed future buildings. When completed, the complex includes nursing, assisted living, and independent living facilities, as well as common areas and townhouses.

**Sitkowski School Senior Housing, Webster, Massachusetts**

The project includes converting an existing four-story, 80,000 sq/ft school building into 60 units of median income housing, a limited amount of amenities, space, and parking. The amenities space includes a leasing office, conference room, fitness center, senior center, and central laundry on each floor. The construction cost of this project is \$12 million.

**The Carruth – Ashmont TOD, Dorchester, Massachusetts**

Involved the construction of a 178,000 sq/ft, five-story apartment building with below grade parking. The upper floors house 120 apartments and condominiums. The ground floor functions as the main lobby and also included retail and restaurant spaces. An absorption chiller was designed to decrease future operating costs. This design also decreased final costs because of the reduced electrical load and the corresponding cost deduction that resulted in bringing a smaller electrical service to the building.

**161 South Huntington Ave, Boston, Massachusetts**

The project included 248,639 sq/ft of new space including the development of a total of (195) apartments within one, five-story building, with one level of parking below for (153) cars. There was (approximately) 50 apartments per floor with exception to the 5th floor. The first floor incorporated a fitness center, clubroom, video room, and leasing/management area.

**Regency Towers****Sitkowski School Housing****Avenir Boston**



**One Canal**

### **Mill Creek Residential Trust – Natick, Natick, Massachusetts**

The scope of work included the development of 150 total rental units apartments and townhouses. The project also incorporated a two level grade parking garage.

### **Archstone Avenir-North Station, Boston, Massachusetts**

The project involved a new ten-story, 370,000 sq/ft high-rise building. The program included 241 apartments, open retail kiosk space, enclosed retail space, and the existing MBTA head houses for the North Station Green and Orange Line stations. There is parking for 118 cars.

### **One Canal, Boston, Massachusetts**

The project included a new 13-story, 497,000 sq/ft mixed-use building. The program included 270 apartments, parking for 260 cars and 60,000 sq/ft of retail space including a new food shopping tenant.

### **The Merano – Parcel 1B, Bulfinch Triangle, Boston, Massachusetts**

New mixed-used high rise building that included a 14-story apartment tower consisting of 240 rental units, a 14-story Marriott Courtyard tower consisting of 200 guest rooms and amenity spaces, open parking garages for 194 cars on levels 2 and 3, a total of 25,000 sq/ft of retail space on the first floor, and 17,000 sq/ft of loading/common shared areas. The total building program is 480,000 sq/ft. Sustainable systems integrated into the design of the building. Project is on hold.

### **Congress Street – FP – 3, Boston, Massachusetts**

Renovation/adaptive re-use of two historic, five-story and basement heavy timber structures of approximately 90,000 sq/ft total. Also an addition of a new five-story structure on an adjacent lot totaling 20,000 sq/ft. There are 110 dwelling units with approximately 14 different unit types.



**The Merano**

### **Portside at Pier 1, East Boston, Massachusetts**

The project involved the development of 724,000 sq/ft in two phases consisting of 600 living units in eight freestanding buildings, 40,000 sq/ft of retail space, a 600-car parking garage, and public space for a future health club and restaurant. The construction cost was \$170 million.

### **44 Prince Street, Boston, Massachusetts**

The project consisted of a new freestanding 50-unit condominium building with 2 levels of underground parking for 66 cars. The construction cost was \$10 million.

### **Project Place Gatehouse, Boston, Massachusetts**

The project consisted of a new six-story building with a total of 20,000 sq/ft for apartments, offices, a restaurant, and storage area. The program included a geo-thermal heating and cooling system. Project received LEED Silver certification.

### **Marriott Residence Inn, 368 Congress Street Hotel, Boston, MA**

Conversion of six-story 102,000sq/ft office building in the Waterfront neighborhood of South Boston into a 120 room extended stay hotel with a variety of units. Amenities included dining area, fitness center, spa, laundry facilities and a great room. The project construction cost was \$21 million.

### **Waterworks Park, Chestnut Hill, Massachusetts**

The project included a new 206,000 sq/ft high-rise residential community complex with (2) levels of underground parking. A total of 80 luxury condominium units and parking for 160 cars is included. The project was completed in 2007.



**Congress Street**

### **Perkins Place, Lowell, Massachusetts**

The project consisted of a conversion of two existing mill buildings, the Lawrence Mills, into luxury condos. One building was over 130,000 sq/ft and the other is 86,000 sq/ft. Total of (151) units were constructed. The project was completed in 2006.

### **Walnut Street, Haverhill, Massachusetts**

The project included the conversion of a four-story, 203,000 sq/ft existing mill structure to an apartment building. The facility is a seven-story building with a basement consisting of 158 units



# L.A. FUESS PARTNERS, INC. Structural Engineers

## CORPORATE PROFILE

### CORPORATE ORGANIZATION

Professional Service Corporation  
State of Texas Charter 1979

#### Locations:

Dallas, Texas (Main Office)  
Boston, Massachusetts (LAFuess Partners–Boston LLC)

### PRINCIPALS

*Walter R. Wilcox, PE*  
*Ann E. Piazza, PE*  
*Jon C. Herrin, PE*  
*Mark B. Peterman, PE*  
*Thomas R. Campbell, PE*  
*Scott D. Wilson, PE*  
*Caleb Duncan, PE*  
*Aaron A. Ford, PE*  
*Jason D. Beyer, PE*  
*David P. Jablinski, PE*

### STAFF

33	Structural Engineers
30	Engineers-in-Training
4	Technicians/CAD Operators
3	Clerical
<hr/>	
70	Total (as of Dec 2014)

### PROFESSIONAL REGISTRATIONS

L.A. Fuess Partners is licensed to practice in more than 40 states in the United States.

### PROFESSIONAL AFFILIATIONS

Structural Engineers Association of Texas  
Structural Engineers Association of Massachusetts  
American Concrete Institute  
American Institute of Steel Construction  
American Society of Civil Engineers  
Concrete Reinforcing Steel Institute  
Construction Specifications Institute  
Post Tensioning Institute  
Society of American Military Engineers

### PROFESSIONAL INSURANCE

Berkley Insurance Company

**L.A. FUESS PARTNERS** is a consulting engineering firm specializing in the design of structures for commercial, residential, institutional and industrial buildings. Lawrence A. Fuess founded the firm in 1979 with a vision based on trust, professionalism and excellence of service.

The firm has a broad range of experience including:

- Aircraft Hangars and Maintenance Facilities
- Airport Terminal and Support Facilities
- Churches
- Corporate Offices
- Data Centers, Telecommunications
- Educational Buildings, Schools, Student Centers
- Office Buildings - High Rise, Mid Rise, Garden
- Historic Restoration, Rehabilitation, and Retrofit
- Hospitals, Medical and Mental Care Facilities
- Hotels, Casinos, Conference Centers
- Industrial Buildings, Aircraft Maintenance, Manufacturing Facilities, Pedestrian Bridges
- Movie Theaters, Auditoriums, Performing Arts Facilities
- Municipal Buildings, Libraries, Fire Stations, Correctional
- Museums
- Parking Garages, Vehicle Maintenance
- Stadiums, Gyms, Natatoria, Rec Centers, Clubhouses
- Residential - High Rise, Multi-family, Single Family, Assisted Living, Student Housing
- Retail Facilities, Regional Malls
- Warehouses, Distribution Centers, Office/Tech Facilities

Whether a project is a high-rise office tower, a complex of aircraft hangars, or a community arts center, we believe that a building owner should not have to spend more than is necessary for structure. Our job is to determine exactly what is required and to deliver it on time and within budget with work of the highest quality. To us, delivering quality work means being:

- **Accurate** - state-of-the-art office technology BIM/CAD and CAE systems in the hands of highly qualified people ensures accuracy in design and presentation.
- **Thorough** - a solid quality assurance program and effective project management ensure that our work is complete and coordinated.
- **Attentive to Detail** - we work for designs that are practical, constructible and economical while satisfying architectural objectives and functional criteria.
- **Creative** - our primary contribution to the design process is innovation. Bold ideas require energy and the determination to find the best solutions in terms of function, economy and simplicity.
- **Adaptive to the Latest Technology** - our up-to-date knowledge of building codes, materials, design methodology and construction costs and techniques assures the most economical and appropriate designs.

Quality of work and caliber of service define our place in the market. The reliance we have earned from our clients is the lifeblood of our company. We are proud of the tradition of trust we have built. We will continue to meet the challenges of the future using the same foundation of enthusiasm, creativity and professionalism that we brought to our first project in 1979.



## WOOD-FRAMED RESIDENTIAL ON PODIUM

### **Legacy at Willowbend CCRC**

Plano, Texas

4 stories of wood-framed construction supported on reinforced concrete podium over 1 level of parking / 550,000 sq. ft.

### **165 Cambridge Park Drive Apartments**

Cambridge, Massachusetts

5 stories of wood framing on steel frame podium over parking  
6 Stories - 331,500 sq. ft.

### **First Street Apartments**

Cambridge, Massachusetts

5 stories of wood framing on steel frame podium over ground floor retail and basement parking  
6 Stories over basement - 212,500 sq. ft.

### **Ten Essex Apartments**

Cambridge, Massachusetts

5 stories of wood frame construction supported on cast-in-place concrete podium over ground floor retail and basement. 6 stories over basement, 60,000 SF.

### **One East Pleasant Student Housing**

University of Massachusetts, Amherst

Amherst, Massachusetts

4 stories of wood framing on steel frame podium over retail and parking  
5 stories, 120,000 SF

### **Hingham Shipyard Condominiums**

Hingham, Massachusetts

Three buildings including two building with 3 stories of wood-framed construction supported on steel frame podium over 1 level of parking  
Total project size 210,000 sq. ft.

### **Kendrick Place Student Housing**

University of Massachusetts, Amherst

Amherst, Massachusetts

4 stories of wood framing on steel frame podium over retail.  
5 stories - 53,580 SF

### **Olympia Place Student Housing**

University of Massachusetts, Amherst

Amherst, Massachusetts

5 stories of wood framing with integrated steel frame podium.  
5 stories, 103,568 SF

### **Union Square Apartments**

Somerville, Massachusetts

3 stories of wood framing on steel frame podium over retail and parking.  
4 stories, 53,600 SF

### **North Hill CCRC**

Needham, Massachusetts

3 levels of wood-framed residential on steel-frame podium over basement parking  
5 stories, 100,000 sq. ft.

### **Wake Robin CCRC**

Shelburne, Vermont

3 stories of wood-framed residential on steel-frame podium over ground floor parking.  
4 stories, 125,000 sq. ft.

### **The Maywood Apartments**

Oklahoma City, Oklahoma

4 stories of wood framing on post-tensioned concrete frame podium over 2 levels of parking  
6 Stories - 260,000 sq. ft.

### **Seven Corners Student Housing**

Minneapolis, Minnesota

4 stories of wood-framed construction supported on post-tensioned concrete podium over retail and parking  
5 stories - 245,000 sq. ft.



Legacy at Willowbend



165 Cambridge Park Drive



One East Pleasant



Hingham Shipyards



Kendrick Place



March 12, 2015

Trinity Financial, Inc.  
75 Federal Street, 4th floor  
Boston, MA 02110

Attention: Mr. Andre White

Reference: Statement of Qualifications

Mr. White:

In accordance with the request of Trinity Financial, Inc., we have enclosed a Statement of Qualifications for McPhail Associates, LLC providing a brief background of our firm, listing some major projects and presenting a partial listing of clients.

McPhail Associates, LLC has been responsible for providing geoenvironmental and geotechnical engineering services to Trinity Financial, Inc. on the following redevelopment projects, including: Washington Beech in Roslindale, MA; Maverick Gardens in East Boston, MA; Newport Heights in Newport, RI; Academy Homes in Boston, MA; Orchard Park Housing in Roxbury, MA.

In addition, McPhail Associates, LLC has been responsible for providing geoenvironmental and geotechnical engineering services for a number of other redevelopment and development projects, including: Somerville High School, Healey School, Cutler School, Kennedy School, Edgerly Early Childhood Development Center, East Somerville Community School, Teele Square Firehouse, Tufts University Parking Garage, and One Davis Square.

I am sure that your review of our experience will speak for itself concerning our qualifications to fulfill your geotechnical and geoenvironmental requirements for the Powderhouse School project. We believe that our reputation for practical, cost-effective services would be invaluable to Trinity Financial, Inc.

We would appreciate your consideration of our firm as a consultant to Trinity Financial, Inc. to perform geotechnical and geoenvironmental engineering services for the Powderhouse School project. We trust that the above is sufficient for your present requirements. Should you have any questions, please call us.

Very truly yours,

McPHAIL ASSOCIATES, LLC

A handwritten signature in black ink that reads "Amy M. Falconeiri".

Amy M. Falconeiri

A handwritten signature in blue ink that reads "Ambrose J. Donovan".

Ambrose J. Donovan, P.E., L.S.P.

Enclosure: AMF/ajd Trinity - Cov Let.wpd



## **Statement of Qualifications**

The engineering firm of McPhail Associates, LLC was established in 1976 by the late Robert E. McPhail, P.E. to provide consulting geotechnical engineering services. Around 1983, our scope of services expanded to include consulting geoenvironmental engineering services to address the development of sites which contain or have the potential to contain the presence of oil and/or hazardous materials (OHM).

Our professional staff consists of approximately thirty-seven individuals with backgrounds in Civil Engineering, Geotechnical Engineering, Environmental Engineering and Geology. The senior engineering staff has advanced degrees in the geotechnical or geoenvironmental engineering discipline. Our key engineers have had extensive experience in subsurface explorations, geotechnical analysis and design, geoenvironmental site evaluation and remediation, design assistance to structural engineers and architects, and construction monitoring for more than 4,000 building, environmental, waterfront, and heavy construction projects.

The ownership of McPhail consists of three principals who collectively have more than 80 years of consulting experience. Our associates and project managers work on the day to day aspects of projects and consult with the principals on a regular basis. The principals, associates and project managers are supported by staff which includes project engineers, a drafting department, administrative personnel, and field engineers. The relatively small size of our company allows the principals to have a direct hand with every project that we are involved with. Our associates and project managers have an average of ten years' experience working with our principals.

In accordance with the enactment of the Massachusetts Oil and Hazardous Materials Release Prevention and Response Act (MGL Chapter 21E) and the Massachusetts Contingency Plan (MCP), our scope of services includes consulting geoenvironmental engineering services to address the impact that the complex legislation has placed upon the development of properties that have been impacted by the presence of oil and/or hazardous materials. Our geoenvironmental consulting practice includes a wide range of services focused on regulatory compliance and the implementation thereof as efficiently and cost-effectively as possible. McPhail currently has four Massachusetts Licensed Site Professionals (LSPs) on staff to provide the necessary oversight of our wide range of projects.

Having worked over the years with a large number of design teams representing a broad spectrum of engineering disciplines and with the Massachusetts Department of Environmental Protection (DEP) who administers the MCP, we developed an in-depth understanding of the role of the geotechnical engineer and the geoenvironmental professional in performing the subsurface design of construction projects in terms of both geotechnical and geoenvironmental considerations. We are organized to provide timely and efficient design assistance to the design team which ensures proper implementation of the geotechnical design recommendations and geoenvironmental requirements into the Contract Documents. Design assistance includes consultation, preparation of earthwork and other geotechnical-related specifications, environmental site remediation specifications, review of



foundation plans, details and notes, and coordination with other technical sections and the bid form. In summary, we are able to provide both in-house geotechnical and geoenvironmental services for our projects, maximizing efficiency and coordination between these interrelated disciplines.

We provide comprehensive consulting services associated with preparation of ASTM Phase I and II environmental site assessments, environmental remediation designs, review of remediation proposals prepared by contractors, preparation of remediation recommendations based on site assessment information, providing field monitoring during remediation and providing LSP services through the completion of the site remediation and the regulatory compliance process.

McPhail Associates, LLC has provided geotechnical and/or geoenvironmental engineering consulting services for numerous projects in the Boston area including the following:

- The Liberty Hotel (former Charles Street Jail); Boston, MA
- Shovel Shop Square; Easton, MA
- Somerville Public Facilities Garage; Somerville; MA
- Isabella Stewart Gardner Museum New Wing; Boston, MA
- Jackson Square Development; Boston, MA
- M.G.H. Yawkey Center for Outpatient Care; Boston, MA
- Intercontinental; Boston, MA
- Massachusetts General Hospital Lunder Building; Boston, MA
- One Canal; Boston, MA
- Dudley Square Municipal Office Building; Boston, MA
- The Van Ness; Boston, MA
- The New Cambridge Public Library; Cambridge, MA
- Cambridge Rindge and Latin School; Cambridge, MA
- 610 Memorial Drive; Cambridge, MA
- The Green District; Allston, MA
- The Box District; Chelsea, MA
- Roxbury Crossing Senior Center; Boston, MA
- The Avenir; Boston, MA
- Somerville Public Safety Building; Somerville, MA
- International Place; Boston, MA
- Boston Common Garage; Boston, MA
- University Place; Cambridge, MA
- Newport Heights; Newport, RI
- Academy Homes; Boston, MA
- 1325 Boylston; Boston, MA
- Museum of Fine Arts - Art of the Americas Wing; Boston, MA
- Parcel 24 at One Greenway; Boston, MA
- Novartis Institute of Biomedical Research R&D Headquarters; Cambridge, MA
- Third Square Apartments; Cambridge, MA
- Old Colony Housing Redevelopment; Boston, MA
- EF Headquarters; Cambridge, MA

## **Company Overview**

**Woodland Design Group, Inc.** was established in November of 2004 with the goal to provide comprehensive transportation planning and traffic engineering services to both public and private sector clients throughout New England. The company is committed to providing the highest quality engineering and land planning services in a timely and cost effective manner, tailoring these services to each client's individual needs.

**Woodland Design Group, Inc.** was recently recognized by the American Planning Association (APA) - Massachusetts Chapter, for providing the transportation planning and traffic engineering design services, for the Hamilton Canal District Master Plan in Lowell, Massachusetts. The project received the 2009 APA Award for Outstanding Planning, Comprehensive Plan.

**Woodland Design Group, Inc.** offers the following design services:

### **Transportation Planning and Traffic Engineering:**

- Traffic Impact & Access Studies/Corridor Studies
- Accident Analysis
- Traffic Signal Warrant Analysis/Auxiliary Lane Warrant Analysis
- Roadway Layout, Intersection and Traffic Signal Design
- Parking Needs Analysis
- Pedestrian Studies
- Roundabout Analyses & Design
- Internal Site Circulation Analysis using AutoTurn Software
- Transportation Peer Reviews
- Expert Testimony

### **Data Collection:**

- Continuous Automatic Traffic Recorder Counts
- Intersection Turning Movement/Vehicle Classification Counts
- Origin & Destination Surveys
- Parking Utilization Surveys
- Sight Distance Measurements
- Speed Surveys/Travel Time Surveys



Woodland  
Design Group

Inc.

Civil Engineering - Land Planning - Transportation Engineering

## ***Hamilton Canal District Master Plan Lowell, Massachusetts***

Woodland Design Group, Inc. provided comprehensive Transportation Planning, Traffic Engineering and Conceptual Design services for the proposed redevelopment of the Hamilton Canal District in downtown Lowell, Massachusetts. The project site included approximately 13 acres of underutilized, vacant space located in the heart of Lowell's Downtown, at the confluence of the historic Merrimack, Pawtucket, and Hamilton Canals. Through a public private partnership, this transit-oriented development will connect the downtown Lowell neighborhoods to the Gallagher Transportation Center, the major transportation hub connecting Lowell with Boston and the neighboring communities.

WDG participated in the Hamilton Canal District Master Plan charrette process to determine the desired elements of the building program, site access, transit, and pedestrian accommodations. As part of the project, WDG worked extensively with the City of Lowell Division of Planning & Development, Lowell Regional Transit Authority, the National Park Service, as well as neighborhood groups and area business leaders, to address the concerns of the local community and build consensus on the appropriate transportation access solutions for the district.



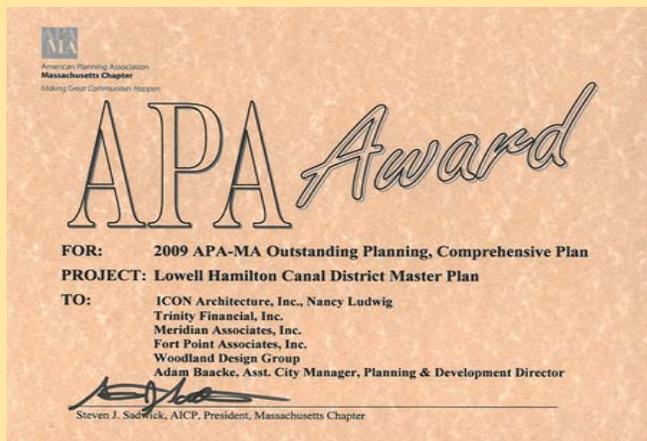
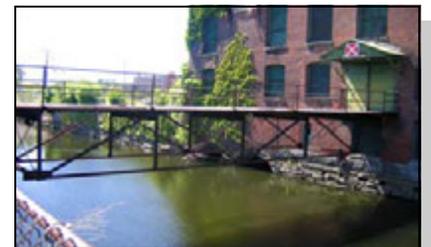
# Hamilton Canal District Master Plan

Lowell, Massachusetts  
(continued)

WDG conducted a detailed analysis of transportation impacts associated with the full build-out of the Hamilton Canal District, which would include 777,879 square feet of residential development (623 Housing units), 382,500 square feet of office space, 54,800 square feet of retail space, 6,500 square feet of restaurant/convenience retail space, a 34,566 square foot performing arts theatre (450 Seats), gallery space, and new 980 space parking garage. The district would also support the new Lowell Trial Court, a 257,000 square foot, 16 court room trial court facility. The Study identified 45 million dollars in site access and off-site improvements including new roadways and bridges needed to connect the district to the surrounding neighborhoods.

WDG also worked with the National Park Service to review opportunities to extend the existing trolley service to provide a new connection between the project site and the Gallagher Transportation Center. The study identified a preferred trolley route through the Hamilton Canal District.

The Hamilton Canal District Master Plan project received the American Planning Association (APA) - Massachusetts Chapter Award for 2009 APA—MA Outstanding Planning, Comprehensive Plan.







Woodland  
Design Group

Inc.

Civil Engineering - Land Planning - Transportation Engineering

## Weare Middle School

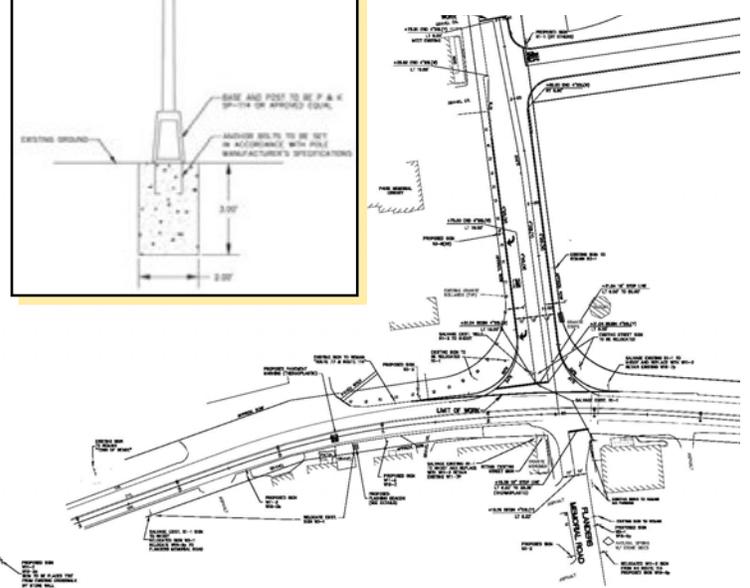
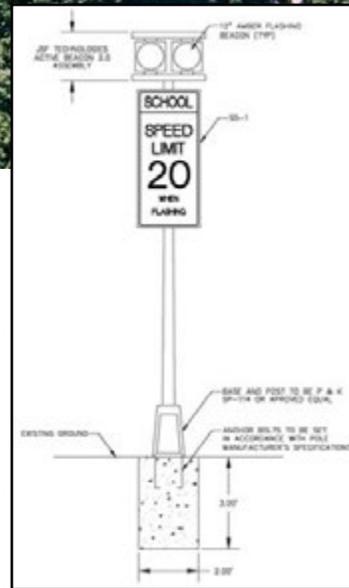
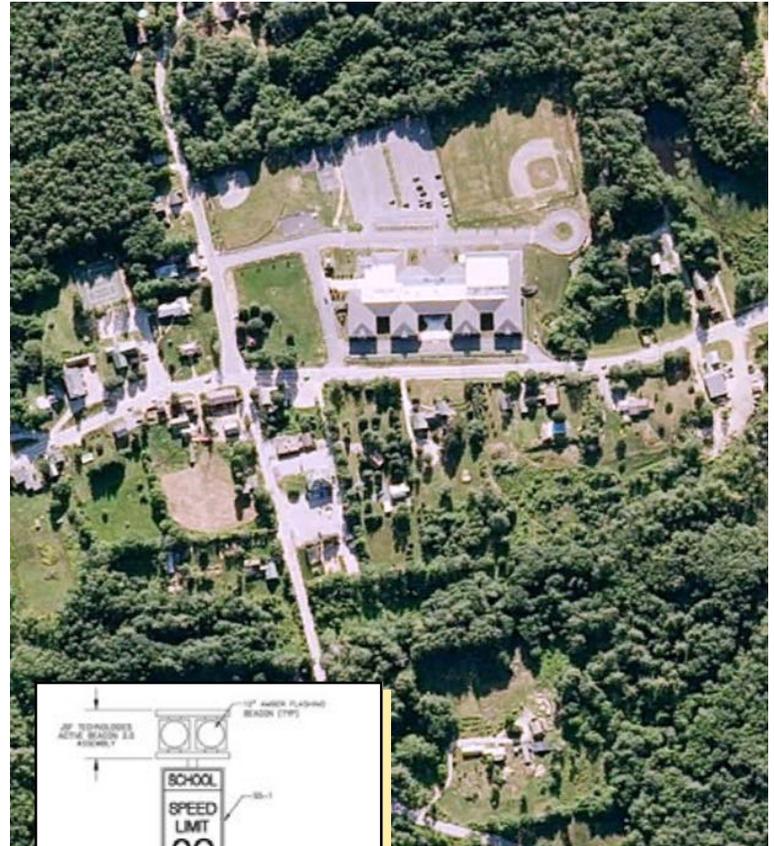
### NH Route 114 & East Rd

#### Weare, NH

Woodland Design Group, Inc. (WDG) prepared the Traffic Impact and Access Study for the Weare Middle School reconstruction project. The proposed project called for the construction of a new 900 student middle school on the site of the existing, 600 student, Weare Middle School located on East Road.

As part of the proposed project, access to the existing middle school was redesigned to separate the school bus traffic from the staff commuting trips and parent pick-up and drop-off activity.

WDG designed the proposed roadway improvements along NH Route 114 and East Road and at the adjacent intersection of NH Route 114 and East Road/Flanders Memorial Road and appropriate school signage. This included the establishment of a 20 mile speed limit during school hours with the use of post-mounted flashing beacons and appropriate advanced warning school signage, and pedestrian crossings to further enhance traffic safety in the vicinity of the school.





Woodland  
Design Group

Inc.  
Civil Engineering - Land Planning - Transportation Engineering

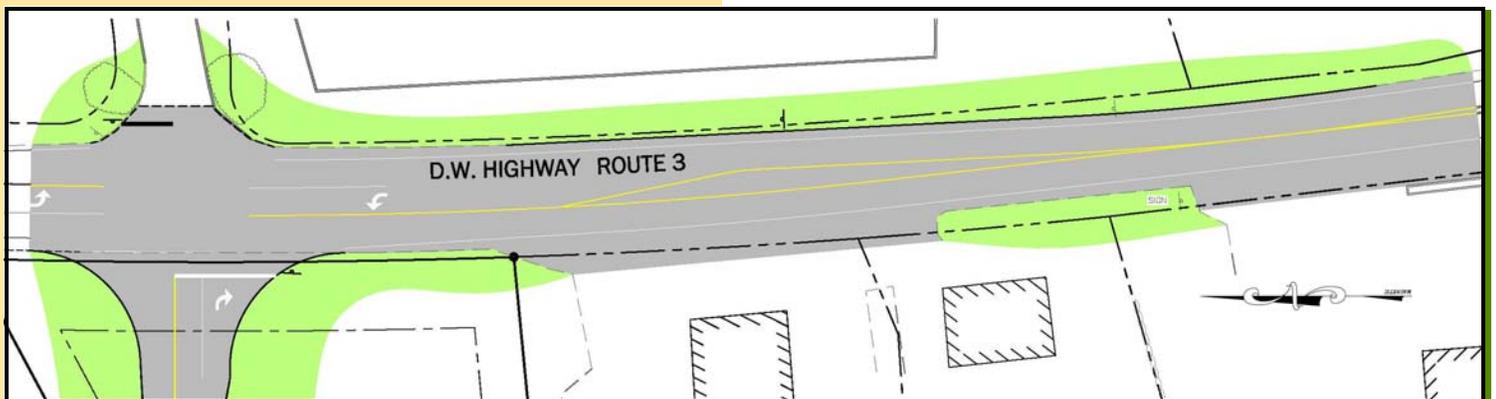
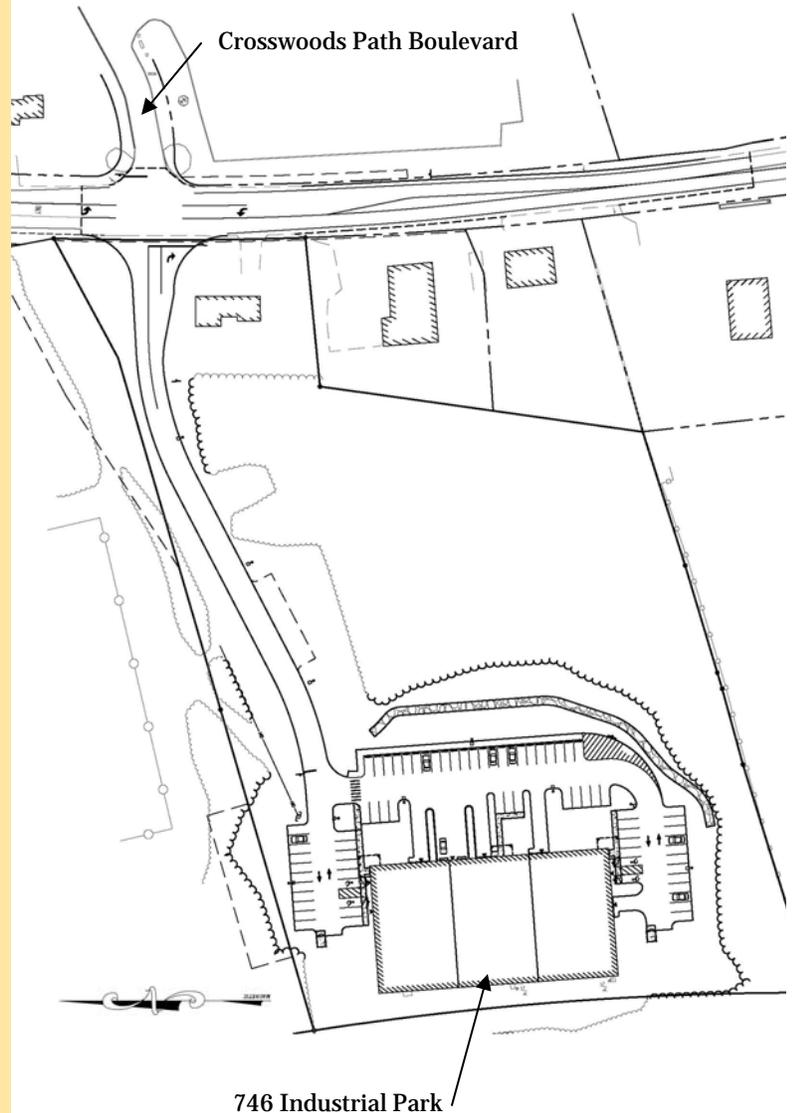
## 746 Industrial Park

### D.W. Highway Entrance

#### Merrimack, NH

Woodland Design Group, Inc. (WDG) prepared the Traffic Impact and Access Study and design of the associated site access improvements for the 746 Industrial Park, located on Route 3 (DW Highway) in Merrimack, New Hampshire. The proposed project called for the reconstruction of an existing roller rink to accommodate 27,000 square foot mixed-commercial-industrial space. The design required re-aligning the existing driveway access and proposing a minor widening to the west side of the existing roadway.

WDG worked closely with NHDOT District 5 officials to address their concerns regarding drainage, paved shoulder width, and signage allowing for WDG to obtain the required state highway access permit.



---

# TRINITY MANAGEMENT

**75 Federal Street, Fourth Floor  
Boston, Massachusetts 02110**

**Tel: 617-542-3019; FAX: 617-542-2213  
TDD: 1-800-545-1833 x945**

**[www.trinitymanagementllc.net](http://www.trinitymanagementllc.net)  
[info@TrinityManagementLLC.net](mailto:info@TrinityManagementLLC.net)**



**Enhancing Communities, Changing Lives**



## Professional

- ◆ National Affordable Housing Association
- ◆ New England Affordable Housing Association
- ◆ Institute of Real Estate Management
- ◆ National Association of Housing Cooperatives
- ◆ Citizens' Housing & Planning Association
- ◆ Rental Housing Association, Greater Boston Real Estate Board

---

## Management Expertise

- ◆ Apartments
  - ◆ Condominiums
  - ◆ Resident Associations
  - ◆ Cooperatives
  - ◆ Affordable Housing
  - ◆ Commercial properties
  - ◆ LIHTC
  - ◆ Public Housing
  - ◆ Transit-oriented Housing
- 
- ◆ Lead-Safe Certified Firm, U.S. EPA
  - ◆ Better Buildings Challenge Partner, U.S. Department of Energy

# TRINITY MANAGEMENT

## *In the beginning ...*

Trinity Management, LLC was launched on February 25, 2012 by the principles of Trinity Financial, Inc., to provide exceptional property management services for condominiums, resident associations, cooperatives, community development corporations, non-profit and for-profit developers.

Since our inception, Trinity Management, LLC has consistently demonstrated our breadth of expertise in managing properties during all phases of the development process, from providing valuable input in the conceptual stage, to marketing in the lease-up period, to successful management of stabilized properties.



Mattapan Heights, Mattapan, MA



Enhancing Communities, Changing Lives



# MISSION STATEMENT



The mission of Trinity Management, LLC is to meet the programmatic and financial goals of our owners by providing exceptional, customer-focused, property management services. Our focus is to aid in revitalizing communities, enhancing the lives of our residents and neighbors, strengthening local commerce, and fostering opportunities for positive growth.

## A Company for All Reasons

Trinity Management, LLC offers a full range of real estate services, including effective marketing, careful applicant screening and eligibility determination, rent collections, resident/management relations, maintenance and repairs, and accounting and compliance services. The procedures and systems of accounting and compliance for our entire portfolio, irrespective of individual property size, are identical: we apply the highest level of scrutiny and integrity to all. Our maintenance program is proactive and stresses preventative maintenance. The properties we manage are valued assets in the communities in which they are located and encourage other property owners to take pride and interest in the well-being of the neighborhood.

TMLLC provides management services for a wide-array of ownership entities in Massachusetts, Rhode Island, Connecticut and New York. We presently have over 5,600 residential units and more than 400,000 square feet of commercial and retail space. The residential portfolio consists of a mix of affordable, mixed-income, market rate, and condominium properties. Our affordable and mixed-income communities use a variety of subsidy programs, including state and federal low-income housing tax credits, public housing operating and capital funds, Section 8 subsidies, HOME and CDBG resources, among others.

## Winning Recognition

In our first year of operation, Trinity Management LLC was designated a Specialist in Housing Credit Management Company (SHCM), a difficult benchmark for a property management company to reach — one that indicates a high level of expertise.

Three national organizations sponsor the certification: the National Affordable Housing Management Association, the National Apartment Association Education Institute, and the LeadingAge (formerly The American Association of Housing and Services for the Aging).

The award is designed to recognize excellence among management companies involved with the Low Income Housing Tax Credit (LIHTC) program. At least 30 percent of the management portfolio must be LIHTC; each of these properties must have at least one SHCM professional with daily supervision of the LIHTC population; at least 50 percent of the staff must be SHCM certified; at least one executive of the management company must be SHCM certified; and all must abide by the SHCM Code of Ethics.

The code includes: exercising the highest level of integrity; reasonable compliance with all federal, state, local laws; providing equal employment and house opportunities; professional management of the properties by avoiding disclosure of confidential information, maintaining accurate records, maintaining fiduciary obligations to clients, and protecting all clients' assets; and use of professional means if seeking to influence legislation, regulations or public opinion.





The corporate office staff of Trinity Management, LLC

Photos by Nicole Goodhue-Boyd

## Our employees make all the difference

**T**M L L C has demonstrated expertise in managing properties during all stages of the development process, from providing valuable input in the conceptual pre-development stage, to marketing properties during the initial lease-up period, through successfully managing stabilized properties years after construction is complete. We are dedicated to a very personal, hands-on approach to all the details of management.

At TMLLC, every member of our staff of over 200 is thoroughly engaged and committed to realize their full potential by effectively using their talents, creativity and professionalism on each client's project. Our success is based firmly on the success of each property we manage using our greatest asset – our employees.



Resident Services staff

The diversity and expertise of our personnel matches the diversity of our portfolio. As residential real estate managers, we manage new construction, seasoned properties, conventional housing, condominiums, historic properties, low-income housing tax credit developments, public housing units, and government assisted housing for multi-family and elderly residents.

What differentiates us from other real estate management companies is our unique ability to effectively combine our skill in providing detailed management and financial services with our demonstrated commitment to fulfilling the needs of residents and contributing to the success of the communities in which we operate.



# TRINITY MANAGEMENT

## OUR PORTFOLIO

PROPERTY	LOCATION	# UNITS	Commercial S.F.	PROGRAM
19-21 Faulkner Street	Dorchester, MA	6	4,267	Commercial/HOME/PBV
35 Northampton Square	Boston, MA	245		LIHTC
110 Canal Street	Lowell, MA	0	55,000	Commercial
860 Harrison Avenue	Boston, MA	102		LIHTC/Market
1392 Dorchester Avenue	Dorchester, MA	12		HOME/SRO
1460 Dorchester Condo	Dorchester, MA	6		Condominium/HOME/LIHTC
1460 House	Dorchester, MA	43		HOME/LIHTC
Adam's Orchard	Roxbury, MA	115		ACC/LIHTC
Appleton Mills 1A	Lowell, MA	90		HOME/LIHTC
Appleton Mills 1B	Lowell, MA	40		HOME/LIHTC
Blakeley	Lawrence, MA	46	4,267	Commercial/HOME/LIHTC
Bloomfield Gardens	Dorchester, MA	27		HOME/LIHTC/PBV
Bradley	Boston, MA	71	2,635	Commercial/S8
Bristol Commons	Taunton, MA	88		ACC/LIHTC/Market/PBV
Brownstones	Boston, MA	35		S8
Carlton Wharf	E. Boston, MA	30		Condominium
Carruth Affordable	Dorchester, MA	74		HOME/LIHTC
Carruth Commercial	Dorchester, MA	0	12,309	Commercial
Carruth Condominiums	Dorchester, MA	42		Condominium
Chelsea Square	Chelsea, MA	71	2,000	Commercial/S8
Countryside Estates	Marlborough, MA	118		HOME/LIHTC/S8
Enterprise Main	Brockton, MA	0	55,000	Commercial
Foley	Mattapan, MA	116		HOME/LIHTC/PBV
Forest Hills	Jamaica Plain, MA	87		Cooperative/S8
Franklin Hill 1A	Dorchester, MA	90		ACC/HOME/LIHTC/PBV
Franklin Hill 1B	Dorchester, MA	24		ACC/HOME/LIHTC/PBV
Franklin Hill 2A	Dorchester, MA	114		ACC/HOME/LIHTC/PBV
Franklin Hill 2B	Dorchester, MA	38		ACC/HOME/LIHTC/PBV
Glenark Ashley	Woonsocket, RI	89		HOME/LIHTC
Grant Manor	Boston, MA	179	3,250	Commercial/LIHTC/S8
Holyoke High	Holyoke, MA	43	30,000	Commercial/Market
Lenox Green	Taunton, MA	72		ACC/LIHTC/PBV
Lucerne Gardens	Dorchester, MA	45		LIHTC/PBV



Enhancing Communities, Changing Lives



Madison-Hibernian	Roxbury, MA	0	26,864	Commercial
Madison-Trinity	Roxbury, MA	216		ACC/LIHTC
Madison-Washington	Roxbury, MA	0	49,496	Commercial
Marian Gardens	Lynn, MA	94		S8
Masspike Towers	Boston, MA	200	18,720	Commercial/HOME/LIHTC/S8/S236/Market
Mattapan Heights II	Mattapan, MA	83		LIHTC
Mattapan Heights III	Mattapan, MA	73		LIHTC/PBV
Mattapan Heights V-a	Mattapan, MA	60		LIHTC/PBV
Maverick Landing I	E. Boston, MA	150		ACC/HOME/LIHTC/Market
Maverick Landing II	E. Boston, MA	80		ACC/HOME/LIHTC/Market
Maverick Landing III	E. Boston, MA	92		ACC/HOME/LIHTC/Market
Maverick Landing IV	E. Boston, MA	74		ACC/HOME/LIHTC/Market
Mei Wah Village	Boston, MA	41		S202
Mission Park	Boston, MA	775	38,221	Commercial/LIHTC/S8
Newport Heights 1A	Newport, RI	45		ACC/LIHTC/PBV
Newport Heights 1B	Newport, RI	36		ACC/HOME/LIHTC
Newport Heights 2A	Newport, RI	100		HOME/LIHTC/PBV
Newport Heights 2B	Newport, RI	47		ACC/LIHTC/PBV
Newport Heights 3A	Newport, RI	44		ACC/LIHTC/PBV
Newport Heights 3B	Newport, RI	27		ACC/LIHTC/PBV
Orchard Hill	Oxford, MA	215		HOME/LIHTC/RAP/S236
Quinnipiac Terrace I	New Haven, CT	81		ACC/HOME/LIHTC/PBV
Quinnipiac Terrace II	New Haven, CT	79		ACC/HOME/LIHTC/PBV
Quinnipiac Terrace III	New Haven, CT	33		ACC/LIHTC/PBV
Regency Affordable	New Bedford, MA	33		LIHTC/Workforce
Regency	New Bedford, MA	96		Market
Riverway	Mattapan, MA	0	63,231	Commercial
Rockdale Commons	Northbridge, MA	40		S8
Rowe	New Haven, CT	104		ACC/LIHTC/PBV
Roxbury Highlands	Roxbury, MA	52		S8
RTH Gymnasium	Boston, MA	0	28,000	Commercial
Ruggles Shawmut	Roxbury, MA	43		LIHTC/PBV
St. Joseph's Cooperative	Roxbury, MA	137		Cooperative/S8/S236
TILL	Chelsea, MA	23	11,310	Commercial/HOME/LIHTC/PBV
Trinity Terrace	Dorchester, MA	62	3,600	Commercial/LIHTC/PBV
Washington Beech 1A	Roslindale, MA	28		ACC/HOME/LIHTC/PBV
Washington Beech 1B	Roslindale, MA	72		ACC/HOME/LIHTC/PBV
Washington Beech 2A	Roslindale, MA	50		ACC/HOME/LIHTC/PBV
Washington Beech 2B	Roslindale, MA	56		ACC/LIHTC/PBV
Washington House	Taunton, MA	14		S8
Water Street Apartments	Medford, MA	35		S202
Weld Park	Roslindale, MA	14		S8





## Real Estate

Our Real Estate Group consists of over two dozen core real estate lawyers in Boston, New York and Washington, DC. We have a broad based practice, with significant experience in private equity investment, distressed real estate, development and land use, pension and endowment fund investment, retail, mixed use, senior living and life sciences. We collaborate with our colleagues in our Tax, Litigation, Securities, Labor and Employment, Fund Formation, Bankruptcy and Environmental groups to serve investors, funds, financial institutions, developers, operators and tenants of all types of real estate. In 2007-2008 we handled joint ventures, purchases, sales and ground leases of commercial property with an aggregate value of nearly \$20 billion, and were counsel on real estate development projects containing nearly 25 million s.f. of space, having a projected value of nearly \$9 billion.

### Private Equity and Investment

We represent private equity advisors and investors in all types of real estate transactions, including acquisitions, dispositions, equity investments, restructurings, workouts and mezzanine debt. Our clientele includes both taxable and tax-exempt investors (including pension and endowment funds), and our Tax, ERISA and Fund Formation groups work closely with us on many transactions. Representative transactions include:

- Disposition of our client's interests in three ventures, which owned portfolios of assisted living facilities valued at over \$1 billion, as well as disposition of a portfolio of 16 senior living facilities, valued at \$370 million and located in six states. The facilities were owned in joint ventures with five separate operating partners and were investments in three separate investment portfolios. The transaction also involved assisted living licensing and HUD loan assumption.
- Acquisition of 332 condominium units in San Diego, California, which included the negotiation and closing of a \$53 million loan on behalf of a pension fund separate account.
- Formation of joint venture with an Australian REIT in \$435 million recapitalization of our client's investments with a Kuwait financing source.
- Representation of an investor in the formation of private REITs for the ownership of investment properties, and in the creation, registration and listing on the New York Stock Exchange of a publicly traded REIT. We have represented the client in the acquisition of investment properties throughout the United States.
- Representation of a private equity entity formed by the management team of a former public REIT, in the acquisition of industrial and distribution properties throughout the United States.
- Representation of a private equity firm in its acquisition of the partnerships that own premier office buildings in Boston's Back Bay, including most recently 222 Berkeley Street and 500 Boylston Street.
- Representation of a private equity firm in a co-investment joint venture with the country's largest public pension system for the purchase and development of apartment projects in the eastern United States.

Attorney Advertising



## Distressed Real Estate

Our seasoned real estate practitioners bring extensive experience critical to the successful repositioning of real estate relationships made necessary by the current economic crisis, and to the representation of investors seeking value transactions in anticipation of future economic return. This skill set includes mortgage workouts, lease renegotiations, venture restructurings and loan collections, in concert with the firm's strong bankruptcy, litigation and environmental risk management practices. We represent mortgagees and mezzanine lenders, developers, investors, landlords and tenants in different contexts, giving insight into the different imperatives that motivate the parties. Our deep experience in foreclosures has serviced the needs of institutional lenders, as well as investors using the acquisition of loans and exercise of remedies as a means to property acquisition. Our Fund Formation group is expert in the creation of investment vehicles for the acquisition of property, venture interests and loans. Representative experience includes:

- Representation of the holder of mezzanine debt in UCC foreclosure proceedings in California in the spring of 2009.
- Conducting over 75 foreclosures for institutional lenders and investors, with related litigation and bankruptcy, involving all real estate asset classes, including office buildings, multi-family apartments, hotels and industrial properties.
- Workouts and restructurings (and in several cases the associated foreclosures and sales of underlying assets) related to 15 loans aggregating \$200+ million contributed to a troubled debt fund and secured by properties in seven states for a major state pension fund and its investment advisor.
- Representation of an acquirer of a \$120 million mortgage loan and simultaneous deed-in-lieu for 15 of the 20 properties securing the loan.
- Representation of an institutional investor in the purchase of debt secured by a major Boston office tower and conduct of foreclosure as implementation of an acquisition strategy.
- Representation of a unit-holder in a real estate partnership controlled by an affiliate of a company facing significant liquidity issues in obtaining overdue redemption payments and in securing its claims (through receipt of first mortgage positions) pending redemption.
- Representation of an institutional advisor in litigation initiated by investors alleging breach of fiduciary duty and ERISA violations associated with distressed real estate investments, resulting in a successful structured settlement involving the disposition of various properties.

## Development and Land Use

Our lawyers have been involved for decades in some of the country's most challenging real estate development projects. We are expert in the fields of entitlement, financing and construction. We have extensive experience in public-private partnerships and assist our clients in obtaining governmental inducements for their real estate projects. Selected transactions include:

- Representing the investors in and developers of Westwood Station, a 4,500,000 s.f. mixed use and "smart growth" development in suburban Boston. Our work includes land assembly, eminent domain, entitlements at the federal, state and local levels, tax increment financing, financing, equity investment, and leasing. We also represent these clients on the New England Business Center development in suburban Boston, a 600,000 s.f. planned office campus.
- Representing a public REIT in the development of a planned 1,500,000 s.f. life science lab campus in Cambridge, Massachusetts. The representation includes complex land assembly and entitlements, and we recently assisted the company in a successful "upzoning" to facilitate this development.
- Representing a joint venture of a public REIT and a local partner in development of 1,250,000 s.f. mixed use development in downtown Boston involving the preservation and rehabilitation of 400,000 s.f. of space in two historic structures, including the Filene's Department Store building and the construction of a new tower adjoining these historic buildings. The

space will include office, retail, hotel, residential and parking.

- Advising two of the world's largest retail companies in site assembly, ground leases, acquisitions and entitlement throughout the New England states and the mid-Atlantic region. We have counseled these clients in the past decade on all of their legal issues associated with over 200 new store or expansion projects.
- Representing a public REIT in the redevelopment and sale of Russia Wharf—a Boston waterfront complex—into a 900,000 s.f. mixed-use office, hotel and residential facility.
- Assisting one of Boston's largest universities in the expansion of its science and technology campus involving several phases of development totaling 1,500,000 s.f. of space on a 10 acre parcel, including a dormitory for over 800 students, an arena and a recreation center. We also represented the university in permitting for a second dormitory containing 817 beds, and in the development of a research center, administration facilities, field house and life sciences building.

### Financing

We represent both borrowers and lenders in complex mortgage financing transactions. Representative transactions include:

- Handling numerous loans of all types—participating, syndicated, mezzanine and securitized—on behalf of borrower clients, both taxable and exempt, with lenders of every variety.
- Representing a consortium of two life insurance companies and a pension fund on a \$300 million mortgage loan on The Prudential Center in Boston, Massachusetts.
- Representing the sponsor of credit tenant lease sale-leaseback transactions secured by multi-state mortgage facilities in hundreds of locations throughout the United States.
- Developing for a mortgage REIT a mezzanine finance

fund for an offshore client to invest in multi-family projects in conjunction with first-mortgage loans.

- Recently representing an endowment on a \$400 million credit facility secured by mortgages on multi-state properties, and on a \$25 million first mortgage facility on operating properties extended by a commercial bank.
- Representing the holder of mezzanined debt in UCC foreclosure proceedings in California in the spring of 2009.

### Leasing

Our wide-ranging lease experience includes retail, office, industrial, life science, as well as credit tenant and build-to-suit leases. We help clients analyze alternative space choices, sublease arrangements and restructurings and buyouts of existing leases. Our leasing practice is nationwide. Examples of our work include:

- Handling the acquisition of real estate facilities for an international investment advisor involving leases and contracts for office facilities in 12 countries on five continents, including New York, London, Paris, Tokyo, Singapore, Hong Kong, Sydney and Santiago.
- Representing one of the world's largest pharmaceutical corporations in its real estate transactions when it shifted its major research headquarters from Switzerland to Cambridge, Massachusetts, where it created 1,500,000 s.f. of laboratory space. We counseled the company on leasing, acquisitions, operating permits for its scientific operations, architects and construction contracts, and complex environmental issues.
- Representing a large publicly-traded Internet service company in its real estate leasing throughout the United States and Europe. We have represented the company on the lease of over 200,000 s.f. for its headquarters, as well as leases for its offices in New York, Virginia, California and elsewhere.
- Current engagement by a corporate user on leases for a new 150,000 s.f. headquarters, a new 100,000 s.f. R&D facility, and over 1,000,000 s.f. of manufacturing

space in several locations.

- Representing numerous landlords on leasing matters for office, industrial and life sciences properties.

### Corporate Services

Our corporate clients—from startups to market leaders in a wide variety of industries—rely on us for all of their real estate needs. We are experienced in restructuring off-balance-sheet leasing and financing transactions. We also provide a full complement of leasing, construction and development services. Selected transactions include:

- In the current challenging environment, counseling many companies on space rationalization projects, including lease buyouts, challenges to the validity of leases, assignment and subleasing, prospective bankruptcy filings and Section 363 sales.
- Representing one of the world's largest pharmaceuticals companies in its real estate transactions when it shifted its research headquarters from Switzerland to the US where it created 1,500,000 s.f. of laboratory space. We counseled the company on leasing, acquisitions, operating permits for its scientific operations, architects and construction contracts, and complex environmental issues.
- Advising numerous corporate clients on national and international leasing programs. For these representations we often develop form leases, which meet the client's needs, engage local counsel on an as-needed basis and achieve efficiencies by centralizing negotiations.
- Representing a large retailer in acquisition, construction and development of highly automated multi-state distribution centers in Southern California, Maryland and Connecticut.
- Representing a publicly-traded Internet service company in its real estate leasing throughout the United States and Europe. We have represented the company on the lease of over 200,000 s.f. for its headquarters and in other leasing matters in New York, Virginia, California and elsewhere.

### Energy

Increasingly, our clients recognize the critical nature of utility and energy supply to their cost structures and economic success. Our Real Estate practice is integrated with our Emerging Energy Technology Practice and builds on our strengths in the fields of corporate, project finance, environmental, energy and tax law. These strengths, combined with our national and international experience in public law and regulatory matters affecting the oil, gas, electric and alternative energy industries, result in a strong foundation for the representation of real estate companies and operating businesses. We help clients navigate the energy supply challenges they face nationwide by negotiating complex energy supply arrangements, including electricity, natural gas, steam and chilled water supply contracts. Examples of our work include:

- Negotiation and drafting of natural gas and electricity contracts for a large retail company covering hundreds of retail stores and regional distribution centers.
- For numerous clients, the negotiation of electricity supply contracts for office buildings, hotels and retail facilities.
- Representation of a consortium of hospitals and research institutions in contracting for the supply of steam, chilled water and electricity, including fuel hedging and related supply arrangements.
- Assisting a pharmaceutical company in developing so-called package energy plants to ensure redundancy of electricity supply for manufacturing facilities, including the negotiation of gas supply contracts and station power supply.
- Assisting in the negotiation of long-term utility and raw material supply contracts for plants in the United States, Asia and Latin America.

### Industries

#### *Hotel and Hospitality*

We have significant experience in hotel and hospitality development, acquisition and financing, including with

management agreements and UBTI issues affecting investment. Selected transactions include:

- Negotiating, on behalf of a development company, a ground lease for an existing historic structure and handling zoning, permitting and other matters relating to the conversion of the site into a first-class hotel and conference facility in Boston. We also have represented the client in connection with development and operation of hotels in Cambridge, Massachusetts and in San Francisco.
- Representing a major research university in connection with the restructuring and negotiation of financing, leasing and management of a facility including a hotel, restaurants, parking, golf facilities and other amenities adjacent to its North Carolina campus.
- Representing an investment group in the formation of a partnership to acquire a historic building in Boston for conversion into a boutique hotel. We represent the partnership with the ongoing development, structuring and tax issues.
- Representing the investor in the financing and acquisition of land and development rights for a 180-unit luxury residential and golf community.
- For four decades, representing the owner and operator of one of Boston's major hotels and its related theater, restaurant and garage complex in connection with construction, operation, financing and repositioning.

### *Industrial*

We represent owners, developers, investors and users of industrial properties throughout the United States. Selected transactions include:

- Representing a major industrial developer in the development, permitting and financing of a 60,000 s.f. data storage center, two 100,000 s.f. cold storage facilities and a 100,000 s.f. distribution facility in locations in suburban Boston. We also assisted this client in the acquisition, development, financing and leasing of a multiphase, 735,000 s.f. packaging and distribution facility at the former Fort Devens US Army base.

- Serving as counsel for the development of a large web hosting facility in Massachusetts.
- Advising a major retail company on the construction of their distributions centers, including a 1,500,000 s.f. regional distribution center in Pennsylvania.
- Representing a private equity entity formed by the management team of a former public REIT, in the acquisition of dozens of industrial and distribution properties throughout the United States.
- Representing an investor in the acquisition and development of industrial warehouse projects in Florida and Ontario, Canada.
- Representing a private equity firm in connection with the disposition of industrial facilities located in Louisville, Kentucky and McDonough, Georgia.

### *International*

- We represent a public REIT in the development of a 750,000 s.f. international science facility in the biomedical corridor in the Discovery District of Toronto. Additionally, we represented this client in other Canadian acquisitions including the acquisition and leaseback of a newly constructed research center in Laval, Quebec, Canada. We have also negotiated full-building leases with biomedical tenants in suburban Montreal, Canada.
- We handle real estate facilities for a private equity firm, involving leases and contracts for office facilities in 12 countries on five continents, including New York, London, Paris, Tokyo, Singapore, Hong Kong, Sydney and Santiago.
- We advised a German investment group, on behalf of its European and domestic investors, in US real estate investments totaling more than three million s.f. of office, retail, hotel and industrial space in cities across the eastern US and Canada.

### *Life Sciences*

The representation of landlords, tenants and investors in life sciences transactions calls for specialized experience in light of the peculiar issues associated with start up,

heavy up front investment, integrity of laboratory space, environmental matters, security, decommissioning, and related concerns. We are expert in all of these areas. Selected transactions include:

- Representing a large pharmaceutical company in its real estate transactions when it shifted its major research headquarters from Switzerland to Cambridge, Massachusetts, where it created 1,500,000 s.f. of laboratory space. We counseled the company on leasing, acquisitions, operating permits for its scientific operations, architects and construction contracts, and complex environmental issues.
- Handling significant asset acquisitions and asset management services for a publicly traded REIT specializing in life science facilities. We have recently handled numerous real estate asset acquisitions for the client including the acquisition of the 1,200,000 s.f. Technology Square life sciences facility and Life Science Square, both in Cambridge, Massachusetts. Currently, we are representing a joint venture formed by the company to develop a major life sciences facility in the Longwood Medical Area of Boston, Massachusetts. In addition, we represent the client in the development of a planned new 1.5 million square foot life sciences campus in Cambridge, Massachusetts. In addition, we have closed multiple acquisitions and sale leaseback transactions for life science facilities in several Canadian provinces. We are currently representing the client in the development of a new 750,000 s.f. international science facility which will expand the MaRS Centre located in the biomedical corridor in the Discovery District of Toronto.
- Counseling numerous life sciences companies in their leasing of laboratory space representing millions of square feet of space.
- Handling the acquisition, joint venture, financing and lease-up of a 400,000 s.f. life sciences campus in suburban Boston.

#### ***Multi-Family Residential and Condominiums***

We have significant experience with multi-family and condominium development and investment around the

country. We are expert in the specific management, due diligence, liability and related issues, including UBTI concerns associated with condominium investments. Selected transactions include:

- Representing the developer on the construction and sale of a \$135 million, 241-unit residential apartment and retail project—the first project built over the Big Dig in Boston. The project was located on air rights leased from the Massachusetts Bay Transportation Authority, and includes 31 units of affordable housing. We also represented this client on a transit-oriented development that involves the construction of 116 units of mixed income housing and approximately 10,000 s.f. of neighborhood retail on a site directly adjacent to an MBTA Station in Boston.
- Representing a developer on a number of HOPE VI projects, including a mixed income housing community located on the East Boston waterfront.
- Representing a national developer in the development and financing of large multi-family projects in Quincy, Massachusetts and Waltham, Massachusetts.
- Representing a development company in the development and financing of the high-rise, luxury condominium project in Copley Square in Boston.
- Representing a pension advisor in the equity investment and development multifamily apartment projects in Florida, Nevada, Arizona, New Jersey and Washington, a high-rise condominium in Hoboken, New Jersey; and a senior-living complex in Southern California.

#### ***Non-Profit Institutions***

Our real estate lawyers have extensive experience in representing colleges, universities and other non-profit institutions. We are expert in development, land use, financing, acquisitions and dispositions, leases, easements, construction contracts and architect's contracts. Representative transactions include:

- Assisting one of Boston's largest universities in the expansion of its science and technology campus involving several phases of development totaling 1,500,000 s.f. of space on a 10 acre parcel, including a

dormitory for over 800 students, an arena and a recreation center. We also represented the university in zoning and permitting for a second dormitory in the development of an administrative building, research center, life sciences and engineering building and field house, and in its joint development with a national developer to create graduate student housing.

- Acquiring a site for another of Boston's largest universities, and obtaining all zoning approvals required for a mixed use phased project to contain five buildings and over one million s.f. of floor area on a five acre site, including office, hotel, retail and parking garage.
- For another major research university, negotiating agreements with an adjacent landowner to settle longstanding disputes regarding easements and related property rights. Our representation of this university has also included preparation of construction and architect's contracts.
- Representing a major national university in connection with the restructuring and negotiation of financing, leasing and management of a hospitality facility, including hotel, restaurants, parking, golf facilities and other amenities owned by the university.
- Representing a private equity firm in a collaborative project with a research institution for the development of a world renowned teaching and research biotech facility in the mid-Atlantic region.

### *Office*

We have represented developers, investors, landlords and tenants in connection with numerous office buildings around the world. Representative transactions include:

- Recently representing a development company and its equity partner in its acquisition, development and permitting of a 1,000,000 s.f. office tower in downtown Boston. Additionally, we successfully defended this client before a jury on a claim by a competitor for breach of contract and related claims arising out of the construction of the office tower. Over the past decades, we have worked on many of Boston's most prominent office buildings, including The Prudential Center, the John Hancock Building,

International Place, 222 Berkeley Street, 500 Boylston Street, One Federal Street, 150 Federal Street, 160 Federal Street, 60 State Street, 28 State Street and 125 High Street.

- Handling real estate facilities for a private equity firm, involving leases and contracts for office facilities in 12 countries on five continents, including New York, London, Paris, Tokyo, Singapore, Hong Kong, Sydney and Santiago and recently assisted the company in signing a 15-year lease for up to 400,000 s.f. for its new global headquarters.
- Advising a development company in the development, leasing and financing of a build-to-suit office project in Virginia for a large industrial company; in the development of the Navy Yard Metro Center and Federal Gateway projects in southeast Washington, DC; and in the redevelopment of a mixed use office, laboratory and residential site in Cambridge, Massachusetts.
- Representing a joint venture in the development of a large office headquarters in Fairfax County, Virginia.
- For a private equity firm, handling the acquisition and development of a two-building office project, and leasing of the project to technology companies, in La Jolla, California.

### *Retail*

We have significant experience in the retail sector, and understand the specific issues associated with use, operation and investment in this area. Representative transactions include:

- Advising the world's largest retail company in site assembly, ground leases, acquisitions and entitlement throughout the New England states and the mid-Atlantic region. We have counseled this client for almost a decade on all of its legal issues associated with over 100 new store or expansion projects.
- For over 10 years, providing guidance to another one of the country's largest retailers on site assembly, ground leases and land use in New England, New York and the mid-Atlantic (over 100 sites). In the course of this company's entry into existing malls that are being

reconfigured, we have reviewed virtually every shopping center and strip mall retail lease. We have also negotiated Operating and Easement Agreements (a/k/a Easements Covenants Conditions and Restrictions ECCR's) with all major anchors and junior anchors of the United States.

- Providing a complete spectrum of commercial leasing services to an international retailer with approximately 120 store locations in North America. We have represented the client as tenant in drafting and negotiating direct leases, as sublandlord in drafting and negotiating subleases, and as assignor in connection with the assignment of a series of subleases to a single replacement subtenant. We also manage local counsel in multiple states in connection with eviction proceedings brought by our client against subtenants.
- Representing investors, lenders and developers in numerous regional shopping centers and community centers around the country.

### *Senior Living*

We are expert in the special issues associated with investment and development of senior living facilities, including licensing, employment issues, rent restrictions, ancillary sources of revenue and zoning. Representative transactions include:

- Formation of joint venture with an Australian real estate investment company, in a \$435 million recapitalization of an assisted living venture.
- Formation of a joint venture to acquire multiple

properties. The joint venture was structured to comply with Islamic finance laws.

- Formation of a joint venture to acquire a portfolio of 20 senior housing properties.
- Acquisition of leasehold interests in, and options to purchase, a portfolio of four senior housing properties involving tax credits and financing from Massachusetts Housing Finance Agency.
- Representation of a public REIT, in a joint venture with a state pension fund, to acquire a portfolio of 13 skilled nursing and assisted living facilities in Massachusetts and Rhode Island.
- Closing on an investment by a joint engagement by three investment funds in a development project for a \$200 million continuing care retirement community. We provided joint venture, real estate, senior living, tax and other advice.
- Representation of a private equity firm in the disposition of a portfolio of 16 senior living facilities, valued at \$370 million and located in six states. The facilities were owned in joint ventures with five different operating partners and were investments in three separate portfolios. We addressed licensing matters, HUD loan assumption issues and fiduciary duty issues.
- Currently serving as counsel to a newly formed senior living fund sponsored by a private equity firm in its acquisition of senior housing units throughout the United States.

**Addendum No. 1 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS**  
**Department of Purchasing**  
**JOSEPH A. CURTATONE**  
**MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: January 26, 2014

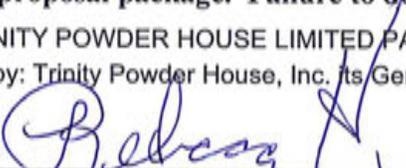
Re: Deadline Extended, Pre-Proposal Briefing Date Change, Questions and Responses

**Addendum No. 1 to RFP 15-63**

---

**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

TRINITY POWDER HOUSE LIMITED PARTNERSHIP  
by: Trinity Powder House, Inc. its General Partner

X 

---

Name of Authorized Signatory Rebecca Hemenway  
Title of Authorized Signatory Vice President

**Addendum No. 2 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS**

**Department of Purchasing**

**JOSEPH A. CURTATONE**

**MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: February 5, 2014

Re: Pre-Proposal Briefing Date Change, Questions and Responses

**Addendum No. 2 to RFP 15-63**

---

**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

TRINITY POWDER HOUSE LIMITED PARTNERSHIP

by: Trinity Powder House, Inc. its General Partner

**X**

A handwritten signature in blue ink that reads "Rebecca Hemenway".

Name of Authorized Signatory Rebecca Hemenway

Title of Authorized Signatory Vice President

**Addendum No. 3 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS**  
**Department of Purchasing**  
**JOSEPH A. CURTATONE**  
**MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: February 12, 2015

Re: Pre-Proposal Briefing Date Change, Questions and Responses

**Addendum No. 3 to RFP 15-63**

---

**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

TRINITY POWDER HOUSE LIMITED PARTNERSHIP  
by: Trinity Powder House, Inc. its General Partner

X

  
\_\_\_\_\_  
Name of Authorized Signatory Rebecca Hemenway  
Title of Authorized Signatory Vice President

**Addendum No. 4 to RFP 15-63**



**CITY OF SOMERVILLE, MASSACHUSETTS**  
**Department of Purchasing**  
**JOSEPH A. CURTATONE**  
**MAYOR**

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,  
Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: March 6, 2015

Re: Questions and Responses – Post Site Visit and Briefing Session

**Addendum No. 4 to RFP 15-63**

---

**Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.**

TRINITY POWDER HOUSE LIMITED PARTNERSHIP  
by: Trinity Powder House, Inc. its General Partner

**X**

---

Name of Authorized Signatory Rebecca Hemenway  
Title of Authorized Signatory Vice President