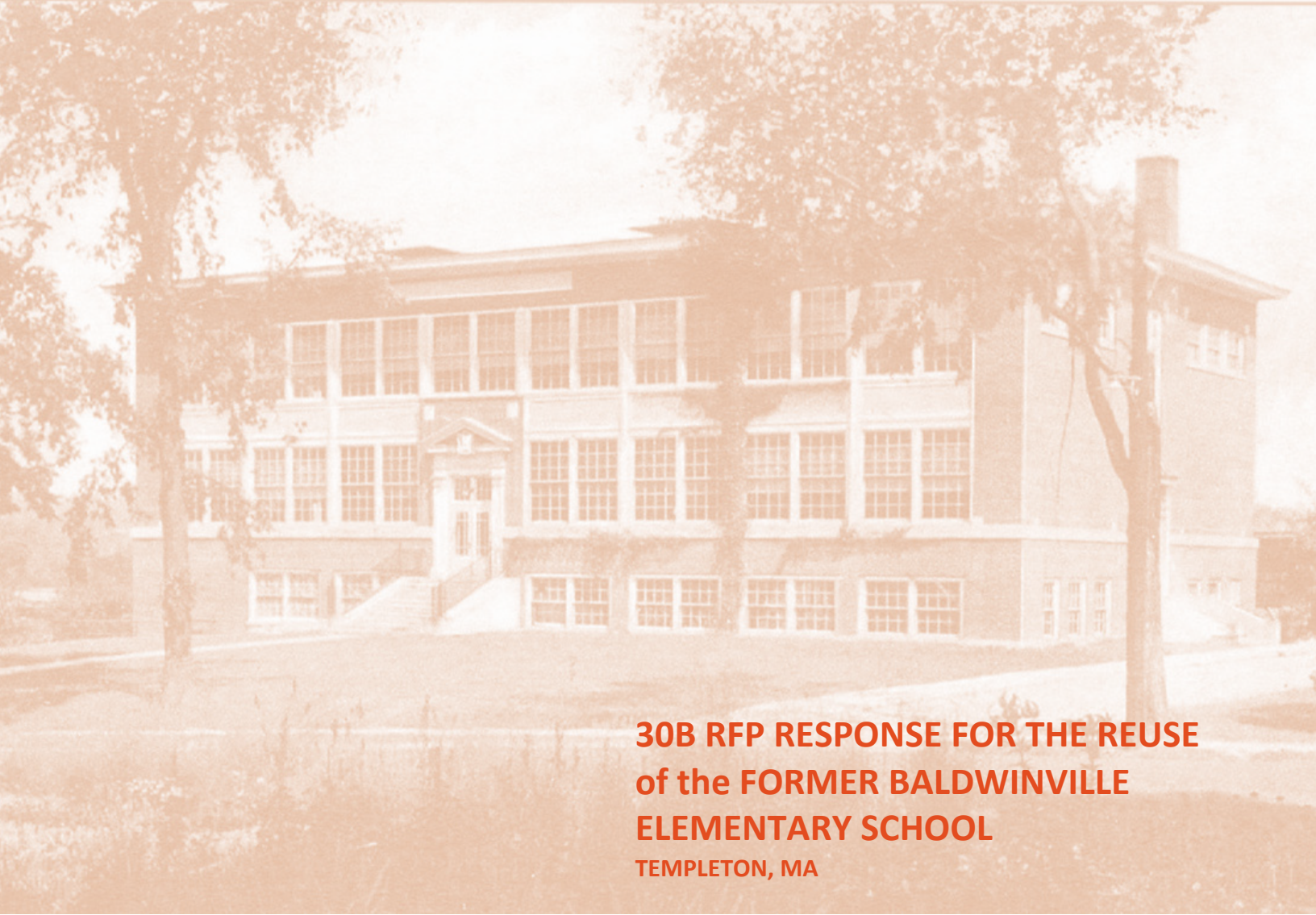


A PROPOSAL SUBMITTED TO:

THE TOWN OF TEMPLETON



30B RFP RESPONSE FOR THE REUSE of the FORMER BALDWINVILLE ELEMENTARY SCHOOL

TEMPLETON, MA

MARCH 31, 2020

SUBMITTED BY:
MPZ DEVELOPMENT LLC
MILTON, MA 02186

WITH
ICON ARCHITECTURE, INC
BOSTON, MA 02110



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A. Proposal



March 31, 2020

Baldwinville Elementary School
Disposition Advisory Committee
c/o Selectmen Office
160 Patriots Road, Room 6
East Templeton, MA 01438

Re: Response to Request for Proposals for Reuse of Baldwinville Elementary School

Dear members of the reviewing committee,

MPZ Development LLC (MPZ) is pleased to submit the enclosed proposal to be considered for the redevelopment of the Baldwinville Elementary School and its associated site located in the Baldwinville Village of Templeton. MPZ's proposal package responds to "Section VIII, IX & X," outlined on pages 10-14 of the Baldwinville Elementary School RFP dated February 12, 2020. Pursuant to Section VIII and Addendum four (4) of the RFP, enclosed is one thumb drive with an electronic copy of the proposal response, and bank check with the application fee of \$5,000. A PDF was also mailed to Adam Lamontagne, Assistant Town Administrator.

The Baldwinville School presents challenges that are exciting and similar to MPZ's past projects. MPZ has many years of expertise and experience in the development of mixed-income and affordable housing, as well as mixed-use projects. MPZ's primary goal is to work collaboratively with the Committee on a vision to redevelop 16 School Street into privately owned mixed-income housing that will well serve Baldwinville and the greater Templeton community. To accomplish this goal, MPZ has assembled a highly regarded team of expert consultants.

Some of the highlighted team members include **ICON Architecture** as the architect. ICON has significant experience creating high quality historic renovation and mixed-income developments. **Keith Construction** as the general contractor, with an expertise in undertaking complex historic renovation projects and new construction. **Epsilon Associates** who will oversee the historic preservation compliance and application process as they have for so many other similar type projects. The balance of the proposed team will be professionals that are experts in providing the services needed to effectuate high quality development projects.

MPZ understands that it is the town's goal to transform the vacant and blighted site into a vibrant and productive housing use. MPZ envisions a true Public Private Partnership (PPP) with the Town so that – jointly – we can effectuate the redevelopment of the site into privately owned and managed mixed-income rental housing. Our proposed redevelopment will allow for the

redeveloped site to contribute financially through added taxes and help to meet larger housing goals within the Town of Templeton. MPZ looks forward to discussing the development plan with the Committee should the proposal meet and exceed the Evaluation Criteria.

In order to construct a high-quality development that properly preserves the school building and creates additional units of housing, MPZ anticipates requesting various local, state and federal housing and historic rehabilitation subsidies. The proposal assumes \$6,200,000 in a combination of tax credits and subsidies from DHCD, and \$1,173,297 from the Town of Templeton in CPA. The requested subsidies from the Town will leverage 17 times or \$18.9 million its amount of resources into the project and will be offset by various payments identified in the project's development budget and through new tax revenues. The requested town resources could be contributed over the course of a few years and MPZ believes there may be an opportunity for the Town's funding to be partially or fully repaid over time. If the development's cash flow after expenses and first mortgage debt service exceed a to-be-determined threshold, a portion of cash flow exceeding that threshold could be used to repay the Town's financial commitments. Finally, the building will utilize federal and state historic tax credits and will be rehabilitated in accordance with the Secretary of the Interior's Standards for Rehabilitation.

The team's foremost goal is to bring value to communities by rehabilitating structures of historical significance to create housing and amenities for area residents. We not only desire to create properties that will maximize value for area taxpayers, but that will also impact the community by improving living conditions and raising the bar for expectations of future area developments. The proposal will provide reasonably priced, high-quality housing opportunities to Templeton's households and will provide new housing in a community where over 50% of its units were constructed prior to 1961. The development team is devoted to helping the Town of Templeton prosper and hope to invest our time and financial resources to ensure the Baldwinville School rehabilitation is successful.

Please contact me directly if you have any questions regarding this proposal response.

Mathieu Zahler (617) 645-3534 or mzahler@mpzdevelopment.com

I look forward to working with you and your team on this exciting redevelopment opportunity.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Mathieu P. Zahler', with a long horizontal flourish extending to the right.

Mathieu P. Zahler
managing member

Enclosures

Cc: Carter Terenzini and Adam Lamontagne

1. COVER LETTER & SCORING CRITERIA

Taken from Section 10 of the RFP with conformance notations

Comparative Evaluation Criteria

1. Overall responsiveness to the submission requirements

Highly Responsive – 3 Points: This response comports with the core elements and requirements of the RFP offering a clear and comprehensive plan as described in Sections 2-9 of the enclosed MPZ proposal response as well as the attached appendix.

2. Impact on economic conditions in Templeton

Highly Responsive – 3 points: As described in Section 7 of the RFP the redevelopment would provide new tax revenues (approximately \$100,000.00 per year, once completed), an acquisition fee and other fees to the Town during construction. The redevelopment would also provide much needed housing for the residents of Templeton.

3. Project feasibility and financial strength of the developer

Highly Responsive – 3 points: As requested in Section 4 is a letter from the developer's financial institution showing availability of resources. Additionally, MPZ has provided references for three comparable projects listed in Section 5. Lastly, in Section 7 the developer has offered a concept that is financeable and feasible.

4. Developer's Project Plan and Schedule

Highly Responsive – 3 points: As described in Sections 7 and 8 of the proposal response MPZ has provided a project plan that will create 50 additional units of housing for the town and has also included a draft schedule for the redevelopment which incorporates all permitting and financing milestones.

5. Compatibility with the needs and characteristics of the neighborhood

Highly Responsive – 3 points: As described in Section 7 of the proposal, the plan is responsive to the town's 2017 Master Plan and the new building design would fit within the existing neighborhood context.

6. Plans to address the parking needs of the property

Highly Responsive – 3 points: As described in Section 7 of the response the development plan will look to provide approximately 70 spaces onsite and enter into a shared parking agreement with the Town for the 16 existing municipal parking spaces on School Street for a total of 86 spaces.

7. Dedication to the preservation and maintenance of the historical aspects of the building

Highly Responsive – 3 points: As described in Section 7 of the proposal MPZ is looking to rehabilitate the Baldwinville School which will save a beloved historic asset and will address multiple segments of this category including special treatment of a historic location, utilization of an underutilized and blighted site and providing much needed landscape improvements.

8. Consistency with the Town's 2017 Community Master Plan

Highly Responsive– 3 points: As described in Section 7 of the proposal this project meets the goals housing goals stated in the 2017 Community Master Plan as well as providing open space and saving a historic building.

9. Documented skill and expertise in adaptive re-use of buildings

Highly Responsive – 3 points: As described in Sections 3, 5, 7 and the appendix of this proposal the larger development team's past experience will allow for the preservation and restoration of the exterior, and much of the interior, of the Baldwinville School as required by the Massachusetts Historical Commission and National Park Service so the project would be eligible for federal and state historic tax credits.

Estimated Total Projected Points 27

2. CONTACT INFORMATION

MPZ Development LLC is the lead respondent for the Baldwinville Elementary School disposition. The Principal of the company, Mathieu P. Zahler will be the main point of contact for all project related inquiries. The company's contact information is as follows:

MPZ Development LLC
499 Adams Street # 527
Milton, MA 02186
Tel: 617-645-3534
Email: mzahler@mpzdevelopment.com
Website: www.mpzdevelopment.com

3. TEAM'S QUALIFICATIONS AND EXPERIENCE

Development Team

The following development team has been formed to include industry experts ensuring a seamless and successful completion:

- **Developer:** *MPZ Development LLC* (www.mpzdevelopment.com) Mathieu P. Zahler is the owner and manager of the Milton, MA based MPZ Development LLC. Matt has more than 17 years of experience in both the design and construction industry and the field of real estate development.

Prior to establishing MPZ Development in 2017, Matt was a Senior Project Manager at Trinity Financial, Inc., in Boston, where he oversaw some \$423 million in development and the creation of nearly 860 housing units over nine years. He also gained experience through positions at The Boston Garden Development Corporation (Boston) and at JJ Gumberg, Inc. (Pittsburgh), where he was involved in the development and operation of over 17 million square feet of retail and commercial space, conducting portfolio analysis of operational and capital needs. Matt is a licensed real estate broker in the Commonwealth of Massachusetts and the owner of MPZ Brokerage LLC.

Before he specialized in real estate development, Matt was the Director of Policy and Development for A Better City (ABC), where he oversaw the organization's policy activity and legislative agenda. In that role he managed the abutters groups and private partnering process for the City of Boston's Crossroads Initiative, the Silver Line Phase III Business and Institutional Committee, South Boston Stakeholders, and ABC's foundation and government relations. Matt's earlier work in the design and construction field was at Kallmann, McKinnell and Wood Architects, as a draftsman and then as a marketing coordinator; at HNTB Inc., in a marketing coordination capacity; and as Marketing Director for Copley Wolff Design Group.

- **General Contractor:** *Keith Construction:* (www.keithconstruction.net) specializes in multifamily residential construction and completed work on The Cordovan at Haverhill Station in Haverhill, Whaler's Place in New Bedford, and Wilber School Apartments in Sharon.
- **Legal (Financing and Development):** *Nixon Peabody LLP:* (www.nixonpeabody.com) Nixon Peabody's Affordable Housing practice is highly skilled in federally assisted housing or accessing capital markets for housing development. Its attorneys—many of whom formerly worked at HUD in several legal and policy positions—have been involved with every major federal affordable housing initiative in the last 40 years.

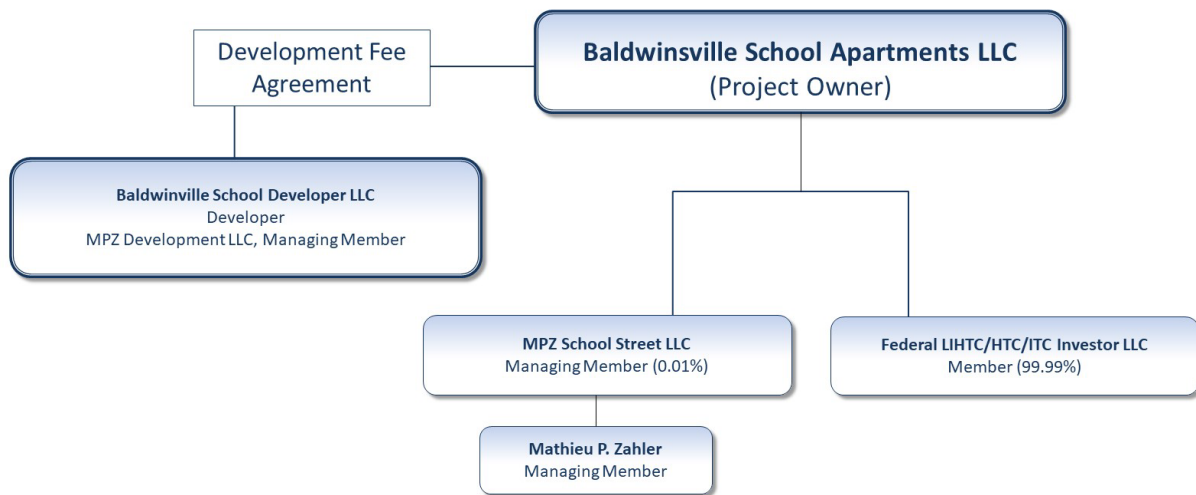
- **Architect:** *ICON Architecture (ICON)* (www.iconarch.com) ICON is a 50-person, Boston based, women-owned architectural practice. Our work focuses on sustainable transformative projects that create new paradigms for transformative living and range from transit-oriented development to innovative adaptive reuse, and from low-rise to high-rise construction. Our team has contributed to the design and construction of over 20,000 housing units throughout New England, with 2,000 currently under design or in construction this year. Their adaptive reuse historic school housing projects include: The Coady School, Borne; Simkins School, South Yarmouth; Fulton School, Weymouth; School Street Residences, Athol.
- **Property Manager:** *Trinity Management LLC (TMLLC)* (www.trinitymanagementllc.net) TMLLC's mission is to meet the programmatic and financial goals of our owners by providing exceptional, customer-focused property management services. Our goal is to aid in the revitalization of communities, enhancing the lives of our residents and neighbors, strengthening local commerce, and fostering opportunities for positive growth.
- **Historic Consultant:** *Epsilon Associates, Inc.* (www.epsilonassociates.com) Epsilon's team of Historic Preservation Specialists provides clients with the insight and guidance needed to secure project approvals and clearances from local, state, and federal agencies, State Historic Preservation Offices, the National Park Service, and local historic district commissions. Having previously worked at the Massachusetts Historical Commission, Boston Landmarks Commission, National Park Service, City of Newton Planning Department and other preservation planning organizations and -rms, Epsilon's senior level historic preservation staff has a unique understanding of regulatory requirements and agency expectations.

Team resumes are attached at the back of this section and additional company information can be found in Section B, Appendix 1

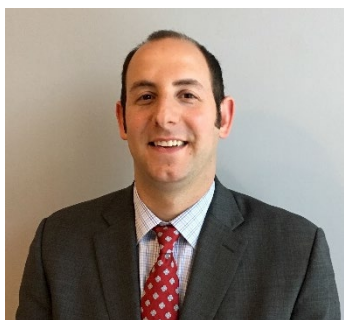
Ownership Entity

If this proposal is selected, a Massachusetts single purpose ownership entity will be created and owned Mathieu P. Zahler. Other entities will also be created for the respective project Phases to create an ownership structure that meets the needs of the project and its complex financing structure. Below is a draft organizational chart* to which gives a sense of how these entities will be linked to one another:

Baldwinville School Apartments Organizational Chart



* The RFP respondent reserves the right to admit a JV partner to developer upon approval of the Town.



MATHIEU P. ZAHLER

MANAGING MEMBER

499 Adams Street, #527

Milton, MA 02186

T 617.645.3534

E mzahler@mpzdevelopment.com

www.mpzdevelopment.com

Based in Milton, MA, MPZ Development is a developer of affordable, mixed-income, market rate and historic apartment communities.

SKILLS & ABILITIES

Affordable Housing

Mixed-Income Housing

Historic Rehabilitation

Public Private Partnerships

Urban Redevelopment

Low-Income Housing Tax Credits

Historic Rehabilitation Tax Credits



EXPERIENCE

MPZ DEVELOPMENT LLC, MILTON, MA

MANAGING MEMBER, 2017 – PRESENT

TRINITY FINANCIAL INC., BOSTON, MA

SENIOR PROJECT MANGER, 2010 – 2018

A BETTER CITY INC., BOSTON, MA

DIRECTOR OF POLICY AND DEVELOPMENT, 2009 – 2010

BOSTON GARDEN DEVELOPMENT COPR., BOSTON, MA

DIRECTOR OF POLICY AND DEVELOPMENT, 2008 – 2009

EDUCATION

CARNAGIE MELLON UNIVERSITY, HEINZ COLLEGE, PITTSBURGH

MASTER OF SCIENCE IN PUBLIC POLICY AND REAL ESTATE, 2008

CONNECTICUT COLLEGE, NEW LONDON

BACHELOR OF ARTS IN ARCHITECTURAL HISTORY, 2001

RELEVANT EXPERIENCE (PARTIAL LIST)

In Development

McElwain School Apartments, 57 Units, Bridgewater, MA

10 Stonley Road, 45 Units, Jamaica Plain, MA

Completed

Treadmark Building*, 83 Units and ground floor retail, Dorchester, MA

Enterprise Center*, 224 Units and 55K of Office/Retail, Brockton, MA

Randolph Houses*, 318 Units, Harlem, NY

Bristol Commons and Lenox Green*, 160 Units, Taunton, MA

Regency Tower*, 129 Units, New Bedford, MA

Washington Beech*, 206 Units, Roslindale, MA

*completed while an employee of Trinity Financial Inc.

PROFESSIONAL ASSOCIATIONS

Citizens Housing and Planning Association, Production & Preservation Committee

The Urban Land Institute, Policy Committee



Education

Bachelor of Architecture,
University of Minnesota, 1985

Bachelor of Environmental Design,
University of Minnesota, 1985

Design Studio Abroad,
Rome, Italy, 1984

Registration

Massachusetts (7399)

International Work

Istanbul, Turkey 1988-89

Affiliations

CHAPA

Preservation and
Production Committee

AIA MA Government Affairs
Committee, Member

Boston Society of Architects

BSA Renovate for Recovery
Registered Design Professional

U.S. Green Building Council

Speaking Engagements

ABX 2012: Survival Strategies for
Existing Buildings

ABX 2012: Living on Track

ABX 2019: Rethinking Reality -
Preservation Path to
Affordable Housing

Relevant Experience

Principal-in-Charge, **Rindge Commons**, Cambridge, MA: Optimizing full potential of this iconic site, ICON's design of infill structures transform the character of this property and include mixed uses while adding 100 units of affordable housing.

Principal-in-Charge of CA, **Avenir**, Boston, MA: A 241-unit, mixed-use residential development on a former MBTA parcel in Boston's Bulfinch Triangle above the MBTA's North Station. Avenir elegantly combines upscale apartments with vibrant retail and transportation links in Boston's Bulfinch Triangle sports and entertainment district. The 10-story building's varied massing and texture respond to the historic Bulfinch Triangle context of individual buildings aggregated over time. Tall, multi-level lofts wrap the internal parking structure to conceal it from street view, while upper level apartments enjoy the expansive terraces between building volumes.

Project Manager, **One Canal**, Boston, MA: Transit-oriented development in Boston's Bulfinch Triangle, including retail and parking below 310 rental apartments built over the MBTA Orange and Green Lines and the Central Artery Tunnel.

Project Manager, **Washington Beech (Phase II)**, Roslindale, MA: Transformation of a severely distressed development into a HOPE VI community of over 200 housing units in a range of types, incorporating leading edge energy and air quality strategies; all units take advantage of passive solar energy; LEED-H gold certified

Principal-in-Charge, **Chelmsford Woods Residences**, Chelmsford, MA: New construction of 116 units of affordable, low-rise townhouses with garden and clubhouse.

Principal-in-Charge, **North Point Lofts**, Cambridge, MA: Adaptive Reuse of 1926 concrete meat packing plant into 103 units of transit-oriented microloft housing as part of the Northpoint District. and is conveniently located near the Lechmere MBTA station. These studio apartments range in size from 330 to 700 square feet, each with floor-to-ceiling windows and contemporary interiors designed to meet LEED-NC Silver criteria.

Principal-in-Charge, **Simon C. Fireman Community Renovation and Expansion**, Randolph, MA: ICON is currently working on a phased modernization for this 3 story, 160 unit Senior Living Facility owned by Hebrew Senior Life. Expansion of site for another 50-units.

Principal-in-Charge, **Cambridge Housing Authority: Washington Elms Modernization**, Cambridge, MA: Extensive Existing Conditions and Schematic design programming through construction for modernization of an occupied 15 residential + 2 support building site; \$24M construction budget for broad and varied scope addressing most critical need across the housing development for the next 20 years; funded through HUD's Rental Assistance Demonstration program.

Principal-in-Charge, **Smith House**, Boston, MA: Renovation and modernization of 132 one-bedroom affordable occupied apartments in a 12-story, 1970's era concrete high-rise for seniors. Reprogramming of all amenity areas for seniors was completed.

Principal-in-Charge, **Maverick Landing**, East Boston, MA: Award-winning \$150M project on a nineacre waterfront site near the Maverick MBTA station. A multi-phase, multi-ownership, multi-family residential development built as a prototype for affordable green development totaling 426 sustainable units. LEED-certified.

Principal-in-Charge, **MSBA's Green and Accelerated Repair Program**: 26 different projects across 11 districts, 19 schools. Sustainable energy saving measures that include mechanical system upgrades, window and door replacement, roof and insulation repairs. All projects incorporate principles and standards of sustainable design ranging from \$400k to \$2M in construction cost.

Principal-in-Charge, **The Coady School Residences**, Bourne, MA: Fifty-eight residential units for active seniors are situated amongst a variety of communal spaces rich in historic character retained in the renovations: original open stairs, full proscenium at the entry lobby, and science greenhouse restored as a sun room - all washed in natural daylight through the large restored windows.



Education

Bachelor of Architecture, Boston
Architectural Center, 1998
Received High Honors for Thesis

Associate of Science in
Architectural Technology, Hartford
State Technical College, 1982

Registration

Massachusetts (20683)

Relevant Experience

Project Manager, **Appleton Mills**, Lowell (MA): Award winning adaptive reuse of a historic mill building on the Hamilton Canal into a 130-unit, mixed-income, artists' live/work development.

Project Manager, **Van Brodie Mill**, Lawrence, MA: Renovation of an existing historic mill building into 100+/- family-oriented lofts and a ground-level amenity center for residents. The renovation totals 145,488 GSF.

Project Manager, **Marriner Mill**, Lawrence, MA: Marriner Mill is located in the Arlington Mills Historic District in Lawrence. ICON will carry out a substantial rehabilitation of the structure to national Park Service standards. 84 apartments of low to moderate income housing will be created with a focus on 2 and 3 bedroom units. The renovation will be a companion to the neighboring Van Brodie Mill currently under construction in this historic district.

Project Manager, **Boston East**, East Boston (MA): The revitalization of a vacant piece of land into 200 apartments. The project provides public access to the waterfront and bridges two important centers of East Boston.

Project Team Manager, **The Plant & Cuban Revolution**, Providence (RI): An adaptive reuse project that includes the conversion of a 19th century Fabric Dying and Bleaching calendaring facility into artist live/work housing and a mixed use office park.

Project Manager, **Enterprise Office Building**, Brockton (MA): Adaptive reuse of a 55,000 SF former newspaper plant for commercial office space.

Project Manager, **Centre 50 & Enzo Flats**, Brockton (MA): Enzo Flats and Centre 50 are the first residential phase of a new multi-acre, mixed-used downtown redevelopment in the Gateway City of Brockton. This new, mixed use district includes the restored Enterprise Block, 200,000 SF of new office space, and restaurant and retail area. The residential component includes 250 apartments located within a one-block walk of the Brockton Commuter Rail Station.

Project Team Manager, **Fulton School Residences**, Weymouth (MA): Adaptive reuse of 1928 historic school with new construction, 63 units of affordable senior housing.

Project Manager, **110 Canal**, Lowell (MA): Renovation of the historic Freudenberg Nonwovens mill building renovation into modernized commercial space, a key piece in the city's \$800M Hamilton Canal District revitalization project.

Architectural Designer, **Olmsted Green**, Boston (MA): Design development / construction documentation for the design of 520 units of new mixed-income housing on the former Boston State Hospital Site. Focused on bathroom, kitchen, and unit interior compliance with MAAB and FHA.

Project Manager, **MSBA's Green and Accelerated Repair Program**: 26 different projects across 11 districts, 19 schools. Sustainable energy saving measures that include mechanical system upgrades, window and door replacement, roof and insulation repairs. All projects incorporate principles and standards of sustainable design ranging from \$400k to \$2M in construction cost.

Project Team Manager, **Emerson College Atrium**, Boston (MA): Design of an infill project for the existing light well in Emerson College's Walker Building.

Project Team Manager, **Vine Street Community Center**, Boston (MA): Rehabilitation and adaptive reuse of a 26,000 SF historic masonry structure resulted in a modern community center.

THE KEITH TEAM

Executive Team

From the top down, we recognize what it takes to build out a project successfully. With over 100 years of construction leadership experience, this executive team helps drive a building program integrated with the client's goals and strategy.

John W. Keith President and Partner

John W. Keith has over 45 years' experience in the development and general contracting fields of construction. He has vast knowledge in dealing with state funding organizations and programs, Tax Credits, HUD, and other related organizations. This knowledge and his experience in not only being a successful developer but in dealing with some of the most successful developers in the region makes Mr. Keith a valuable and competent professional in any development or construction team. John W. Keith is also the founder of Keith Properties Inc., a property management company with over 1500 units under management.

Timothy E. Forde Vice President and Partner

Tim Forde is Vice President of all construction operations and Partner. Tim has over 35 years' experience in the construction industry. Tim was one of the key team members in Mr. Keith's Central Street Construction prior to partnering to create Keith Construction. Tim is the executive leader in charge of both project management and field operations for Keith Construction. He has the uncanny ability to quickly understand and help deal with any situation, whether simple or complex.

Vanessa Aguiar Controller

Vanessa started full-time with Keith Construction in 2013 as a Contract Administrator after working part-time at KCI during her final year of college. She graduated with a BS in Accounting and a minor in Legal Studies from Bryant University. Between her internship in construction accounting at a local accounting firm and her accounting experience as the Office Manager for a landscaping/demo company, Vanessa brings extensive experience in administration and project accounting to her current role.

Douglas J. Kelleher

Principal / Historic Preservation Specialist

EDUCATION

Certificate, "Development Permitting in Boston," Massachusetts Continuing Legal Education

Certificate, "Green Strategies for Historic Buildings," National Preservation Institute (NPI)

Certificate "Sec. of the Interior's Standards for the Rehabilitation of Historic Properties," NPI

Certificate "Issues in Federal Cultural Resource Compliance," NPI, Alexandria, VA

B.S., Historic Preservation Planning, Roger Williams College

London Preservation Studies Program, Roger Williams College

PROFESSIONAL MEMBERSHIPS

Board of Directors, Preservation

Massachusetts

Salem Historical Commission, past member

National Trust for Historic Preservation

Essex National Heritage Commission

Boston Preservation Alliance

Historic New England

Historic Salem, Inc.

Boston Athenaeum

Historic Boston, Inc.

Society of Architectural Historians

Mr. Kelleher has more than 27 years of professional experience in historic preservation planning, cultural resource management, historic tax credits and architectural design review. At Epsilon, Mr. Kelleher is a Principal of the firm and Manages Epsilon's team of highly respected Historic Preservation professionals. He assists clients with strategic consulting for compliance with local, state, and federal historic preservation regulations. Mr. Kelleher provides assistance to clients in meeting regulatory requirements through consultation with state and federal agencies and the preparation of environmental impact assessments and documentation, and Chapter 254, Section 106, and Section 4(f) evaluations.

Mr. Kelleher has an expertise in state and federal historic rehabilitation tax credits. He provides guidance to developers and architects on the appropriate adaptive reuse and redevelopment of historic buildings in order to comply with the Secretary of the Interior's Standards for the Treatment of Historic Properties. His background meets the Secretary of the Interior's Qualifications as a Historic Preservation Consultant.

Prior to joining Epsilon in 2005, Mr. Kelleher was a Senior Preservation Planner with a large engineering consulting firm where he was responsible for establishing a cultural resources compliance practice. Mr. Kelleher's background also includes nearly six years as a Preservation Planner with the Massachusetts Historical Commission.

PROFESSIONAL EXPERIENCE***Select list of State and Federal Historic Tax Credit Projects***

- ◆ *Central Grammar Apartments, Gloucester, MA.* Project Manager for the preparation of State and Federal Historic Tax Credit Applications for the substantial rehabilitation of an 1889 / 1922 former grammar school building for 80 units of the affordable elderly housing. The project included masonry repairs, mechanical system upgrades and the installation of historically appropriate replacement windows.
- ◆ *Chapin School, Chicopee, MA.* Project Manager for the preparation of State and Federal Historic Tax Credit Applications and a National Register of Historic Places nomination for the late 19th / early 20th century Chapin School as part of its conversion to housing for formerly homeless veterans.
- ◆ *Bowdoin Manor, Beacon Hill, Boston, MA.* Project Manager for the preparation of State and Federal Historic Tax Credit Applications for the rehabilitation of two early 20th century masonry buildings located on Boston's Beacon Hill for use as 120 single room occupancy residences. Responsibilities also included preparing an MHC Project Notification Form and securing design review approvals from the Beacon Hill Architectural Commission.
- ◆ *Jewett Piano Case Factory, Leominster, MA.* Project Manager responsible for overseeing the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for the conversion of a vacant, late 19th century, wood frame, piano case factory building to 41 units of affordable elderly housing.
- ◆ *J.P. Friend & Company Box Factory, Beverly, MA.* Project Manager for the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for an 1896 brick, former box factory converted to single room occupancy residential units for formerly homeless veterans.
- ◆ *Parkhill Mill, Fitchburg, MA.* Prepared necessary research and historic documentation to obtain a determination of National Register eligibility from the Massachusetts Historical Commission and the National Park Service in order for the late 19th century textile mill undergoing conversion to affordable elderly housing to qualify for state and federal historic rehabilitation tax credits.
- ◆ *New Home Sewing Machine Company, Orange, MA.* Project Manager for the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for the conversion of late 19th century industrial buildings to 60 units of new affordable elderly housing.
- ◆ *Livingston School, Albany, NY.* Project Manager responsible for overseeing the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for the conversion of a former 1932 school to 103 units of affordable housing.



CONTACT

Paul E. Bouton
Partner

Boston
Exchange Place
53 State Street
Boston, MA 02109-2835
Phone: 617-345-1240

Fax: 866-947-1841
pbouton@nixonpeabody.com

SERVICES

Real Estate

Real Estate & Community
Development

Affordable Housing

Community Development
Finance

EDUCATION

Boston College Law School,
J.D.

University of Connecticut,
M.B.A.

University of
Massachusetts, B.B.A.

ADMISSIONS

Massachusetts

PAUL E. BOUTON

Paul Bouton is a partner in Nixon Peabody's Affordable Housing group. He represents affordable housing developers in the development and preservation of affordable housing, primarily in Massachusetts.

What do you focus on?

I focus my practice on all aspects of affordable housing finance and development. I have represented owners and developers in the production and preservation of tens of thousands of affordable housing apartment units.

As part of my work in affordable housing finance, I have gained significant experience in structuring and documenting partnership arrangements between developers, owners, investors and others involved in affordable housing development.

I have developed legislative experience as well, as I helped write and implement two Massachusetts state laws relating to affordable housing preservation and development, specifically the Massachusetts state low-income housing tax credit program and the Massachusetts affordable housing preservation law (40T).

What do you see on the horizon?

The scarcity of resources to develop and preserve affordable housing will continue to be an issue. In order to compete for these resources, clients must put together an excellent project team and demonstrate that the proposed projects are well conceived and ready to proceed.

Representative Experience

- Several owners/developers in the acquisition, financing and rehabilitation of a number of existing multifamily affordable housing developments.
- The owner in the acquisition and financing of a historic building and conversion into affordable housing. The financing included federal and state low-income housing and historic tax credits.
- An owner in the acquisition and financing of a scattered site affordable housing development in Boston, acquired in a Bankruptcy Court Section 363 sale.
- The owner in the refinancing of a 508-unit luxury apartment complex in Boston.
- An owner in the recapitalization of a 967-unit affordable apartment complex in Hyde Park, Massachusetts.
- A developer in the financing of a 100-unit 40R development in Lakeville, Massachusetts.
- A purchaser in the acquisition and development of property in Danvers and Peabody, Massachusetts, which was the subject of significant environmental contamination.
- A joint venture between Edward Fish and Arthur Winn in connection with the redevelopment of Mission Main, a public housing development in Boston, Massachusetts.



CONTACT

Ruth H. Silman
Partner
Office Managing Partner,
Boston

Boston

Exchange Place
53 State Street
Boston, MA 02109-2835
Phone: 617-345-6062
Fax: 866-947-1897
rsilman@nixonpeabody.com

SERVICES

Environmental
Energy
Real Estate
Real Estate & Community
Development
Climate Change
Environmental Permitting
& Compliance
Siting & Permitting
Energy Project Permitting
Renewable Energy
Brownfields
Redevelopment
Energy Regulation
Food, Beverage &
Agriculture

EDUCATION

Boston University School of
Law, J.D.
Cornell University, B.A.

RUTH H. SILMAN

Ruth Silman concentrates her practice on complex land use, environmental and energy matters. She leads Nixon Peabody's Climate Change team, an interdisciplinary group of lawyers and environmental specialists focused on meeting the challenges and seizing the opportunities emerging from legislative, regulatory and judicial actions related to climate change. Ruth is also the Managing Partner of the Boston Office.

What do you focus on?

I love the depth and breadth of my practice because there is always a new issue or development.

Siting and Permitting

I work with clients to obtain zoning, land use and environmental permits and approvals for their projects. My clients include real estate developers, renewable energy developers, manufacturers, business owners, investors, private landowners and municipalities.

Regulatory Compliance

I help clients navigate through environmental and energy regulations to comply with existing rules, prepare for future provisions and understand evolving issues. One of my specialties is the Clean Air Act; currently, I am working with a number of manufacturing clients facing permitting and enforcement matters.

Climate Change and Sustainability

I represent companies who are impacted by climate change and climate change policy. We collaborate on how to face the new realities posed by climate change, as well as how to implement sustainable practices to prevent further impacts to the environment. I am working with a large



ADMISSIONS

Massachusetts

Rhode Island

U.S. District Court, District
of Massachusetts

beverage client on reducing water impacts and water conservation measures.

What do you see on the horizon?

I see the need to address environmental, energy and sustainability issues in a holistic fashion to help my clients implement processes that work for their growing businesses.

Recognition

Ruth has been selected by her peers for inclusion in *The Best Lawyers in America*© 2019 in the field of Environmental Law. She has been listed in *Best Lawyers in America* since 2011.

Ruth has also been recognized for exceptional standing in the legal community in *Chambers USA: America's Leading Lawyers for Business* 2018 for Environment (Massachusetts). She has also been recognized in *Chambers USA* in previous years.

Ruth was nominated by her peers as a leading practitioner in *The International Who's Who of Environmental Lawyers* 2013.

Affiliations

Ruth is a member of the Boston Bar Association (former co-chair of the Environmental Law Section), the Environmental Business Council of New England (board member and chairman of the Climate Change and Air Quality Committee), the Air and Waste Management Association (former board member of New England Section), the Real Estate Bar Association, and the American Bar Association (Environment and Natural Resources Section). In her community of Harvard, Massachusetts, Ruth serves on the Board of the Virginia Thurston Healing Garden which provides integrative therapies to cancer patients and their families.

KATE FRANCO

CHIEF EXECUTIVE OFFICER | kfranco@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Chief Executive Officer | November 2011 – Present

- Responsible for all aspects of the Company, which includes more than 7,600+ units of housing in four states and more than \$1 billion in assets.
- Develops and implements vision and guidance of the Company.
- Manages day-to-day operations and resources.
- Oversees all financial matters, including the development of long- and short-term financial objectives.
- Pursue avenues for new business and expansion in market-rate and affordable housing sectors.
- Ensures compliance with all federal, state and local laws.
- Fosters and promotes a culture of exceptional client resources, service delivery and employee engagement for 270+ Team members.

MB MANAGEMENT COMPANY | Braintree, MA

Chief Operating Officer/Partner | 1990 – November 2011

Began as a Senior Property Manager in 1990, promoted to the Director of Marketing and Business Development in 2002,. Promoted in 2006 to the Director of Property Management/Partner, and became Chief Operating Officer and Partner in January 2010 with responsibility for all operations.

- Provided oversight and guidance to Directors, Asset Managers, executive staff and departments.
- Established field offices to grow the Company through new business.
- Created and implemented a business plan to make MBMC a leading third-party property management and housing consulting company.

CLAREMONT MANAGEMENT COMPANY/BEACON MANAGEMENT COMPANY | Boston, MA

Various Positions | 1980 – 1990

PROFESSIONAL AFFILIATIONS

- Massachusetts Apartment Association, Past President
- Institute of Real Estate Management, Boston Chapter #4, Past President
- Granite State Managers Association, Past President
- NE Affordable Housing Management Association, Director Emeritus and Past President
- Greater Boston Real Estate Board, Legislative Chairwomen
- National Affordable Housing Management Association, Member
- National Association of Realtors, Member
- National Association of Housing Cooperatives, Member
- Citizens Housing And Planning Association, Member
- New Lease, Board Member
- Real Estate Broker – Connecticut, Massachusetts, and New York
- Notary, State of Massachusetts
- Certified Property Manager (CPM), Accredited Resident Manager (ARM), Certified Assisted Housing Manager (AHM), Housing Credit Certified Professional (HCCP), National Affordable Housing Professional-Executive (NAHP-e), Specialist in Housing Credit Management (SHCM), Site Compliance Specialist (SCS)



ADAM AMEDEN

CHIEF FINANCIAL OFFICER | aameden@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Chief Financial Officer | February 2013 – Present

- Directs and oversees all aspects of the finance and accounting functions.
- Provides leadership in development of short- and long-term financial objectives.
- Evaluates impact of long-rang plans, introduction of new programs/strategies and regulatory actions; in general, evaluates financial implications of business activities and makes recommendations regarding ways to enhance financial performance and business opportunities.
- Manages processes for financial forecasting, budgets and consolidation and reporting to the Chief Executive Officer and owners.
- Ensures effective internal controls are in place for compliance with GAAP, applicable federal, state and local laws and rules for financial tax reporting.
- Oversees and coordinates accounting software, upgrades and training.

BARKAN MANAGEMENT COMPANY | Boston, MA

Chief Financial Officer | 2004 – February 2013

Began as Controller in 1999 before becoming Vice President of Accounting in 2000 and Chief Financial Officer in 2004.

- Responsible for oversight of finance, accounting and information technology departments.
- Portfolio included 20,000 apartments with 3,000 regulated by LIHTC and/or HUD. The department produced more than 150 financial reports monthly, processed more than 9,000 vendor invoices, and recorded more than 14,000 charges and receipts for 14,000 condominiums.
- Communicated with regulatory agencies in four states regarding financial transactions.
- Oversaw annual audits of over 150 client financial statements.

SAUNDERS REAL ESTATE CORPORATION | Boston, MA

Controller | 1993 – 1999

EDUCATION

- Bentley College | Bachelor of Science, Accounting

PROFESSIONAL ACCREDITATIONS

Licensed CPA; AICPA; MSCPA; Chartered Global Management Accountant



Maribel Concepcion, Chief Operating Officer

**Education: Management Major, Roger Williams University
Associate's degree, Criminal Justice Major, New England Institute of Rhode Island, 2013**

Trinity Management, LLC

February 2020 - Present

Chief Operating Officer

Boston, MA

TRINITY MANAGEMENT, LLC

March 2015— January 2020

Regional Director

Boston, MA

- Responsible for a portfolio of 18 mixed-income and financial properties.
- Conduct management reviews of Property Managers to ensure compliance with company policies and procedures, including federal and state laws affecting property management, personnel and safety.
- Review monthly financial statements and supervise preparation of annual operation budgets.
- Communicate directly with investors, owners, regulatory agents with regard to financial reporting and property inspections. Coordinate and assist with public relations, resident groups and special events.
- Conduct physical site inspections to monitor upkeep and required repairs. Ensure compliance with Minimum Housing Quality and REAC standards. Ensure compliance with required record-keeping of physical inspections, work orders, warranty information, inventory, etc.
- Ensure property preparation and submittal of all required reports. Assist Property Managers with marketing. Leasing and overall daily operations and provide on-going training for all site personnel.
- Foster positive customer and resident experiences.

NATIONAL INVESTMENTS, LTD

Feb. 2014-Feb. 2015

Director of Property Management

Johnston, RI

- Report directly to President/Owner of 10 affordable properties in RI; Ability to work and make decisions under pressure and with the unexpected required.
- Prepared annual budgets and capital expenditures
- Foster and maintain strong working relationships with staff and with vendors/contractors
- Work with Property Managers and Facilities Manager to maximize portfolio value and reduce costs.

Oct. 2011-Jan. 2014

Assistant to Director of Property Management

DONALD W. WYATT DETENTION FACILITY

Jan. 2011-Oct. 2011

Correctional Officer

Central Falls, RI

PROPERTY ADVISORY GROUP

July 2009-Jan. 2011

Property Manager

Providence, RI

PROFESSIONAL DESIGNATIONS and CERTIFICATIONS

Institute of Real Estate Management (IREM), Certified Property Manager (CPM);
Accredited Residential Manager (ARM)

National Affordable Housing Management Association (NAHMA), Certified Professional of Occupancy (CPO);
National Affordable Housing Professional Executive (NAHP-e); Fair Housing Compliance

Spectrum Enterprises, Inc., Specialist in Housing Credit Management (SCHM); Certified Credit Compliance
Professional (C3P)



4. EVIDENCE OF RESPONDENTS ABLITY TO OBTAIN FINANCING

The developer and the team have a strong track record of completing projects like the redevelopment of the Baldwinville School property as evidenced in Section 5 and Section B Appendix 1 of this RFP response. The team has relationships with the state and federal funding agencies that will provide financial resources for this project as well as private debt and equity providers. As requested, a letter from the Developer's primary lending institution has been attached to this section showing availability of resources and "good standing."

Developer Financial References:

MassHousing
Attn: Max Glickman
One Beacon Street
Boston, MA 02108-3110
Phone: 617.854.1394
Email: mglikman@masshousing.com

The Life Initiative
Attn: Michael Gondek
420 Boylston Street
Boston, MA 02116
Phone: 617-536-2850
Email: mgondek@masscapital.com



March 24, 2020

Regarding:

MATHIEU ZAHLER
313 ELIOT ST
MILTON, MA 02186-2216

This letter is being provided upon the customer's request, and serves as confirmation on the Personal and Business accounts for our client. As of 3/24/2020 our client Mathieu Zahler currently has combined balances of over \$100,000 with Santander and is in good standing with the bank.

If you have any further questions regarding this relationship please feel free to reach out to me.

Respectfully yours,

A handwritten signature in dark ink, appearing to read "Fritz Etienne", written over a horizontal line.

Fritz Etienne
One Beacon Branch Manager
Santander Bank, N.A.
617-227-2473
Fritz.etienne@santander.us

5. DESCRIPTIONS/LOCATIONS OF SIMILAR PROJECTS DEVELOPED BY THE RESPONDENT

The following three projects represent what MPZ believes to have similar elements to the Baldwinville site. These projects are a mix of historic rehabilitation and new construction and all had/have complicated permitting, affordability and financing requirements.

Developer's Project References:

Project – McElwain School

Reference: Michael Dutton, Town Manager
Town of Bridgewater
66 Central Square
Bridgewater, MA 02324
Phone: 508-659-1235
Email: mdutton@bridgewaterma.org
<https://www.bridgewaterma.org/194/Town-Manager>

Project – 10 Stanley Road

Reference: Jonathan Greeley, Director of Development Review
Boston Planning and Development Agency
One City Hall, Ninth Floor
Boston, MA 02201
Phone: 617-918-4486
Email: jonathan.greeley@boston.gov
<http://www.bostonplans.org/about-us/leadership>

Project – Randolph Houses

Reference: Lamar Fenton, Deputy Director of Underwriting and Asset Management
New York City Housing Authority
250 Broadway
New York, NY, 10007
Phone: 212-306-4024
Email: lamar.fenton@nycha.nyc.gov
<http://www.nycha.nyc.gov>

McElwain School Apartments, Bridgewater, MA

Type: Mixed-Income Rental, Historic Preservation/New Construction

Total Development Cost: Approximately \$26.8 Million

Total Units: 57

Projected Completion: 2023



Proposed



Existing

MPZ Development LLC and Capstone Communities Development LLC plan to create a mixed-income housing development through the renovation of the historic but long-vacant McElwain School, to provide 16 units, and the construction of 38 new units on the balance of the property. The project also includes renovation of the three-family house and barn on the adjacent property, which have been separately acquired, for an additional three units and maintenance workspace.

To be collectively known as McElwain School Apartments, the development will provide a mix of one-, two- and three-bedroom apartments affordable to individuals and families whose incomes range from 30 percent to 60 percent of area median income as well as six market rate units.

Designs for the adaptation of the schoolhouse for residential use will follow the Secretary of the Interior's Standards for Rehabilitation. Federal and state historic tax credits are expected to make possible the preservation of the building's architectural integrity, including installation of historically accurate windows and cleaning and repointing of the exterior masonry. The dramatic staircases and other interior common area elements typical of such school buildings will also be refurbished.

A three-story elevator building at the back of the three-acre site will be designed to complement its historic neighbor and to fit with the surrounding single-family homes and nearby apartment communities. The adjacent three-family house will be renovated, and a maintenance building will be created in the barn, maintaining the architectural character of the existing 1880 structures. The developers were the successful bidders for the c. 1910 school property in an extensive Chapter 30B disposition process for surplus property with the Town of Bridgewater. Project financing will be through tax credits, state and federal housing funds, and private sources.

Currently in the pre-development stage, the project has completed the permitting process and is actively seeking financing. Projected completion is projected for 2023.

10 Stonley Road, Jamaica Plain, MA

Type: Mixed-Income Rental

Total Development Cost: Approximately \$17 Million

Total Units: 45

Projected Completion: 2022



The 10 Stonley Road Site includes the parcels of land located at 35 Brookley Road, 95 Stedman Road, and 51 Stedman Road, which collectively comprise approximately 16,290 square feet (0.37 acre) of land. The site is improved with a single-story light industrial cinder block building built in approximately 1950 and currently is owned and operated by a petroleum company.

The site is located within approximately one-half mile of both the MBTA Green Street and MBTA Forest Hills stations. The Project Site is located a quarter mile from Franklin Park and three-quarters of a mile from Arnold Arboretum, and also has access to several nearby neighborhood parks.

The project will construct a new four (4)-story residential building totaling approximately 39,858 gross square feet which includes forty-five (45) residential units and nineteen (19) ground-floor parking spaces accessed and egressed at Stanley Road. The parking program includes two accessible spaces, one of which is van accessible. The proposed unit mix includes five (5) ground-floor one-bedroom Artist Live/Work Units (all of which will be offered as inclusionary Development Policy ("IDP") Units), nine (9) studio units, twenty-three (23) one-bedroom units, seven (7) two-bedroom units, and one (1) three-bedroom unit. Resident amenity spaces, such as a ground floor gym, internal bike storage for thirty-eight (38) bikes, partially covered bike storage for eighteen (18) bikes, postal/package storage room, and fourth floor common area with an accessible bathroom including balcony and deck. In addition, ground floor landscape improvements, new sidewalk, and streetscape improvements (new curb and sidewalks) on all three street facing sides are also included as part of the redevelopment.

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

A. Philip Randolph Houses, Harlem, NY

Type: Mixed Income

Total Development Cost: \$146 Million

Units: 283

Completed: Phase I - 2016, Phase II - Expected 2018



Building image provided by Trinity Financial Inc.

While this project was not located in the Commonwealth, there are many aspects of the development which are relevant to the project example requirements of the RFQ and is notable as the first public-private partnership entered into by the New York City Housing Authority.

The Randolph Houses project contains 36 five-story Old Law tenement buildings, 14 of which are on the north side of the street (collectively, the “North Side”) and 22 on the south side of the street (collectively, the “South Side”), and together comprise the Public Housing development known as “Randolph Houses.” This project involves the historic rehabilitation of the existing structures into two sets of interconnected and fully handicapped accessible buildings. The building facades have been restored and the interior of the building has been completely demolished and rehabilitated. This 2-phased project was financed through the Department of Housing and Urban Development (HUD) mixed finance and Low Income Housing Tax Credit (LIHTC) programs.

The redevelopment of the South Side included a \$95 million gut-rehabilitation of 307 vacant units in the 22 old law tenement buildings on the south side of the street. The new project contains 168 units in what are now two interconnected buildings with central circulation and elevator access. The newly reconfigured units are a mix of Studio, 1, 2, 3 and 4-bedroom apartments designed to accommodate family living. The rehabilitated buildings contain community space, a teaching kitchen, computer lab, fitness room and storage for residents. There are also site improvements which include two children’s play areas for different age groups and active and passive outdoor spaces for residents to enjoy.

The \$51 million North Side (Phase 2) includes the gut-rehabilitation of 14 historic Old Law tenement buildings on the north side of the street. The renovation will result in 115 rehabilitated units in what will become one building with central circulation and elevator access. This project contains a mix of studio, 1, 2, 3 and 4-bedroom units and has a similar amenity package to the South Side project, with some amenities shared between the two phases.

Additional project information can be found in Section B Appendix 1

6. A SIGNED “PROPOSAL RESPONSE FORM”

Included in Section B, Appendix 2

7. RESPONDENT'S INTENDED USE OF THE PROPERTY

Introduction

MPZ Development LLC (MPZ) intends to acquire 16 School Street in Templeton, MA and construct a housing development in the existing historic building and a new construction building on the balance of the currently vacant 1.47+/- acre lot ("the site"). The resulting residential community, Baldwinville School Apartments, will consist of a total of 50 rental apartment homes with a variety of unit sizes – 1-br, 2-br and 3-br units – and affordable to individuals and families earning a range of incomes – 30%- 60% area median income for the tax credit units and market incomes. MPZ Development LLC (www.mpzdevelopment.com) ("MPZ") is a Milton based development firm with significant expertise developing, market, mixed-income, affordable and historic type projects. MPZ has undertaken many site acquisitions, permitting exercises, construction of buildings and overseen leasing and marketing for many similar properties.

The site has a unique history and as part of a larger historic district, the follow is excerpted from Wikipedia to offer some context:

"The Baldwinville Village Historic District encompasses the historic elements of the village of Baldwinville, a 19th-century mill village in northern Templeton, Massachusetts. Although its industrial elements have largely been lost, the district retains period housing and civic buildings. It was listed on the National Register of Historic Places in 1986.

The town of Templeton was settled beginning in the 1750s and was incorporated in 1761. The northern part of the town remained sparsely settled, although a bridge was built across the Otter River in what is now Baldwinville in 1763, adjacent to an early saw and grist mill. The district's oldest surviving building is the 1797 residence of Eden Baldwin, owner of local lumber and brick yards, at the junction of Maple Street and Baldwinville Road on the south side of the river. In 1805 a turnpike was opened to the bridge from Royalston, which helped the area develop into a small village by 1830, when it was formally named Baldwinville. Although none of the mill buildings survive, Greek Revival houses in the district date to this phase of development. Development was further spurred by the arrival of railroads in 1847 and 1872, and it became the principal economic center of the town, focused primarily on the manufacture of chairs. During the height of the village's prosperity in the late 19th century, fine Queen Anne and Stick style houses were built. The area's industries were regularly impacted by floods and fire, and the Great New England Hurricane of 1938 destroyed or damaged most of its remaining industrial buildings.

The historic district is roughly linear in shape, extending along Elm Street north of the river and Baldwinville Road south of the river. Its northern boundary is roughly Mason Street, while its southern boundary is roughly Mountain View Street. The district bulges on the north side of the

river, where the village's commercial center is located, extending west along Pleasant and Memorial Streets, and east along Circle and Central Streets.”

The site presents an opportunity for the parcel to continue to fulfill its original obligation to be an asset to the community and preserve the history of the existing building. The site, being within walking distance to other community-serving businesses, this location is primed for residential development. Given the high ongoing demand for housing that is affordable to local employees and residents, this project will provide 50 households with access to housing that is desirable and of high-quality.

The Neighborhood

The proposed development is located adjacent to route 202 and approximately three miles from Route 2, in the historic district of Baldwinville in Templeton, MA. The site is proximate to retailers and commercial properties that are located in Baldwinville Center including, restaurants and neighborhood retail stores. There are a number of single-family homes surrounding the site in addition to the larger apartment type buildings abutting the site, including another historic building that was converted into housing some time ago. Much of the housing stock in the neighborhood is older with median year built being 1961. Vacancy rates in the submarket are extremely low partly due to the lack of new housing production. A large portion of the population – approximately 71.6% - are homeowners, which represents an underserved need for additional rental housing where only 28.4% of families rent.

Proposal Detail

Overview

The recently unoccupied site is no longer contributing to the vibrancy of the surrounding neighborhood (the school was closed in late 2019). This proposal looks to take an historic asset, rehabilitate and then enhance it by adding a newly constructed three-story residential building with open space and parking across the balance of the site. The benefits of an historic rehabilitation and new construction are multi-layered:

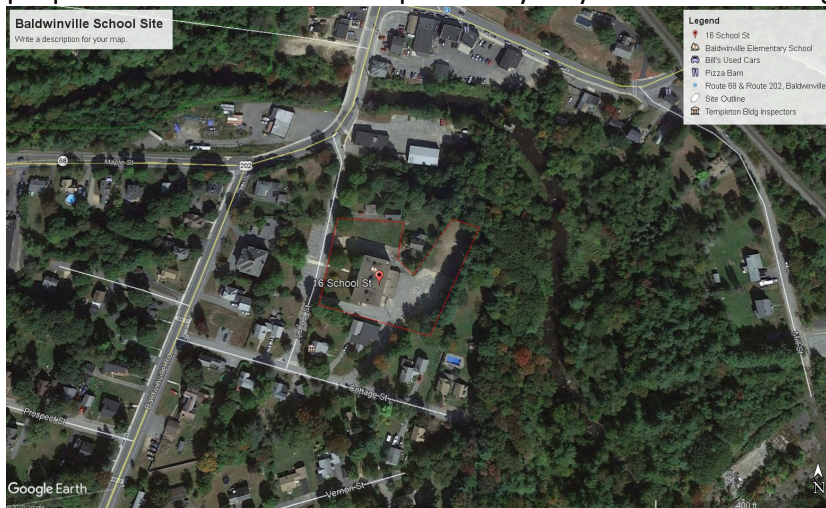
- 1) An historic building with great meaning to the town will be preserved;
- 2) There will once again be activity on the now vacant and blighted site;
- 3) The proposal will provide housing opportunities to those making \$18,630 per year up to \$66,000 (depending on unit type and household size), which, according to the 2010 US Census, would include approximately 8,013 households currently living in Templeton;
- 4) The proposal will be a source of significant new revenues for the Town and;
- 5) This investment will create the opportunity to spur additional investments along the Route 2/Baldwinville corridor as the introduction of new households will generate additional economic activity.

The new housing will be of high-quality and will offer an enticing option to those already living in and around the neighborhood, to those who can no longer afford to live in the neighborhood, and to those individuals and families from outside the area.

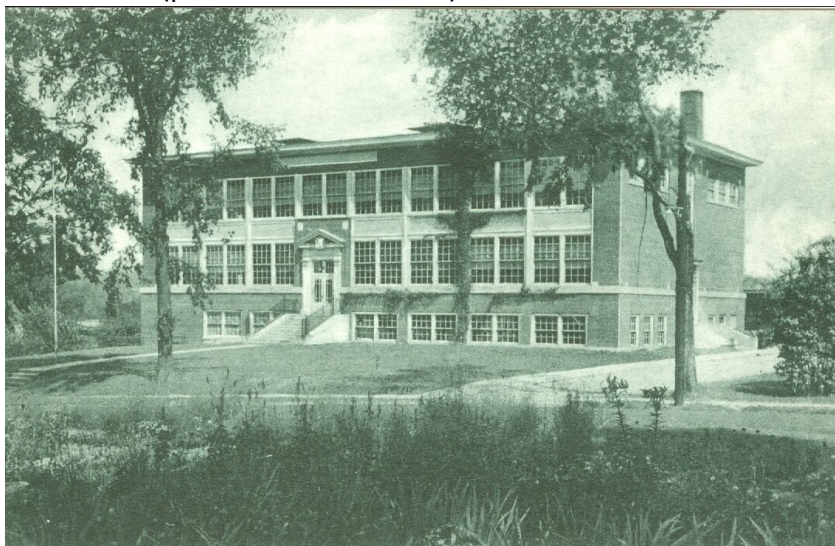
Existing Conditions

The lot is 1.47+/- acres and is currently home to the vacant and blighted Baldwinville School, the balance of the site is paved with asphalt in poor condition. Large trees line the perimeter of the parcel. The parcel is located in the Village District (V) zoning district. The abutting parcels are improved with single and multi-family residences.

It is understood that parcel numbers 383, 384, 385 and a portion of 407 are included with the RFP. To maximize the efficiency of the site the developer may look to acquire additional adjacent parcels but those are not included in the proposal at this time. The redevelopment would also look to utilize the municipal parking spaces along school street as part of its proposal. This could be accomplished by way of a shared-use agreement.



Aerial View (parcel outlined in red)



Historic Street view of 16 School Street.

Historic Rehabilitation:

The Baldwinville School Apartments will be an adaptive reuse development designed in accordance with the Secretary of the Interior's Standards for Rehabilitation. The development team anticipates utilizing federal and state historic tax credits that will enable it to preserve the building's historical integrity. Construction will include an exterior restoration consisting of the installation of historically accurate large windows, the repointing and cleaning of the exterior masonry, and the interior rehabilitation and restoration of the architecturally significant stairwells and other common area elements.

Proposed Unit Mix

The full scope of the redevelopment of the Baldwinville School Site will consist of 50 apartment homes, including sixteen (16) or 35% one-bedroom units and twenty-nine (29) or 65% two-bedroom units and five (5) or 10% three-bedroom units. Units will range in size from approximately 600 sf to 950sf. There will be 16 units within the rehabilitated Baldwinville School, and it will be predominantly be 2-bedroom units. The second building will contain 34 units of new construction and will be built in a 3-story elevator type building at the back of the site. Collectively the two buildings offer a diverse unit mix which meets State funding requirements.

The two buildings will look to bring a range of income mixes to the Templeton market. The buildings will be targeted to families making between 30-60% of the AMI (household incomes up to \$18,630-\$66,000 depending on household size) as well as market units. To the extent permitted by funding resources, 70% of the units will be given preference to current Templeton residents, municipal/school department employees, and employees of local businesses. This income mix provides housing that is affordable to families and individuals earning a range of incomes. The immediate market area shows very strong demand for this unit mix as occupancy rates are between 96-100% and little to no new or substantially rehabilitated housing stock.

Market Demand

Affordable and mixed-income rental housing is in short supply and is projected to continue to increase in demand over the next few years. According to the Town of Templeton's 2017 Master Plan the following goals are stated as it relates to housing and historic preservation:

Ensure that Housing Opportunities are Available for a Broad Range of Income Levels and Household Types including Affordability, Homeownership, and Condition of the Housing Stock while Maintaining the Town's Community Character.

Preserve the town's historic fabric and protect the quality of our natural resources, to ensure a vibrant, diverse, sustainable community.

The proposal to preserve the historic school and create 50 new apartments in Baldwinville Village that will help to provide new housing to many who live in Templeton but can barely afford Templeton's housing costs or to those who work in Templeton but currently cannot

afford Templeton's increasingly high rents. All of this will be accomplished while maintaining the natural fabric of the community and will meet market demand.

Parking & Traffic

The proposed development will provide approximately 86 parking spaces at grade with driveway access off School Street on the west side of the lot. The development team would look to partner with the town and arrange for a shared use parking in the existing 16 parking spaces along School Street. Given that the previous use was a school building with student, bus traffic and faculty/staff parking the proposed residential use will have much lower traffic volumes and parking needs. During the due diligence process, we will further evaluate the parking and traffic needs of the site.

Community Process

It is essential that the community and surrounding abutters stay informed as it relates to the rehabilitation plan for the Baldwinville School site. As noted in the development schedule in Section 8 of this response, it is MPZ's intention to hold at least three community meetings to receive input and to ensure the neighborhood is informed about the redevelopment plan for the site.

Design

Overview

The design of the Baldwinville Site is intended to be well integrated into the existing School Street neighborhood. The street-facing facade will be that of the renovated and rehabilitated Baldwinville School will be well lit and restored to its former grandeur. The new construction at the rear will include a combination of materials that allow the building to stand on its own but also incorporate materials from the surround neighborhood, with large windows to allow for ample natural light into the apartments. The massing of the buildings will be similar to each other. The site improvements will include landscaping and enhanced parking and circulation. The site entry will also be adjusted to better meet the needs of the redevelopment and will include an enhanced streetscape to meet the town standards along School Street. Detailed plans, a site plan and rendering have been included in Section 9 of this response.

New Proposed Site Plan



Rendering of New Building



Property Management

It is envisioned that a 3rd party property management company will oversee the daily operation of the Baldwinville School Apartments. Included on the team is, Trinity Management Company, based out of Boston and New York. MPZ and Trinity Management have a long-standing relationship as Mathieu Zahler had worked with the development arm of the company prior to starting MPZ and knows the management staff well. Trinity Management is currently bringing a building online in Worcester, MA so it will work well for them to oversee the Baldwinville School Apartments. More information on Trinity Management can be found in Section B of the proposal Appendix 1.

Permitting and Environmental

After review of the Town's zoning code and specifically that of the Baldwinville site, which is understood to be located in the Village Zoning District, MPZ recognizes the multifamily use would be permitted but not without a large number of variances. It is envisioned that the permitting of the Baldwinville site will be accomplished using a friendly comprehensive permit application (LIP is not applicable due to the use of subsidized agency funding). While not currently contemplated in the proposal, the development team is open to further investigating the potential for utilizing a special permit in collaboration with the town's Zoning Board of Appeal's. We do believe that the proposed unit count of approximately 29 units per acre is the most feasible size for this development. We have fully outlined our development schedule and proposed list of permits in Section 8 of this response and we are committed to filing for our permits within 120 days of execution of a Purchase and Sale Agreement.

Our area of greatest concern, as observed in our walkthrough of the building and site on March 12, 2020, is to what degree the Baldwinville School contains asbestos. Additionally, we noticed some site related issues on lot 407 that need to be further evaluated through a Phase I/II Environmental Site Assessment and a geotechnical analysis. If selected, we will undertake an extensive environmental investigation to determine the cost and quantity of these types of materials. Should this cost be material we would look to the Town to work with us to help to mitigate or defer the abatement/remediation costs. If it is determined that there is no economically viable remediation solution, we would reserve the right to exit the transaction and seek the return of all deposits and/or reimbursement of due diligence costs incurred.

Municipal Services

The project will require water and sewer services and would look to connect to the town's existing infrastructure. It is estimated that the usage per bedroom would be approximately 70GPD of water usage and 60GPD of sewer flows, on an annual basis the calculation would be approximately 34,000 cubic feet for water and 29,000 cubic feet for sewer. The required connection fees have been estimated and included in the development budget referenced in at the back of this section of the RFP response. The project will also require gas and electric service connections and the required utility back charges have been carried in the project's budget. A full analysis of the project's municipal service needs including usage flows, storm

water runoff and drainage calculations will be performed through the project's larger permitting process.

Project Financing

The sources and uses of funds are attached to this section of the proposal as well as 5-year cashflows for both buildings. The project will leverage historic tax credit and, low-income housing tax credit equity, and affordable housing resources and private sector debt. In addition, the project is requesting that the Town contribute Community Preservation Act resources in the amount of \$1,173,297 to complete the budget.

As a result of this project, the Town of Templeton will see new tax revenue (detailed in the latter part of this section), a land/building acquisition payment of \$500,000 and permit/connection fees of approximately \$159,000.

A letter of interest is also attached to this section from MassHousing, who would be providing permanent financing and other project resources.



Massachusetts Housing Finance Agency
One Beacon Street, Boston, MA 02108

TEL: 617.854.1000
FAX: 617.854.1091 | www.masshousing.com

Videophone: 857.366.4157 or Relay: 711

March 24, 2020

Matt Zahler
MPZ Development LLC
499 Adams Street, #527
Milton, MA 02186

Dear Mr. Zahler:

I am writing to confirm MassHousing's strong interest in working with your team to finance the redevelopment of the Baldwinville Elementary School, a 50-unit development located in Templeton, Massachusetts. You have informed us that you are responding to the Town of Templeton's RFP for the Baldwinville School redevelopment opportunity. We understand that the project will be developed using Federal 9% and State Low-Income Housing Tax Credits, which you will be requesting from DHCD, along with a request for Federal and State Historic Tax Credits, Project-Based Section 8, AHTF, HSF, and HOME.

To the extent this deal is deemed a high priority project by DHCD, we would welcome the opportunity to provide taxable permanent debt financing for this project. MassHousing's current lending terms and assumptions are below:

- Taxable permanent financing: 10-Year Treasury plus 300 basis points, which would translate to a rate of approximately 3.73% this week.
- Mortgage Insurance Premium: 0.25% of the permanent loan amount.
- Application and Financing Fees: 2.3% of the loan amount(s).

We look forward to working with you to structure a financing package that best meets the needs of the development, subject, of course, to the availability of funds, and MassHousing underwriting and approval by MassHousing's Board. We wish you success in obtaining the designation from the Town of Templeton and the funding you are seeking to support this important project, and hope that we will have an opportunity to work with you on the financing for this development.

Sincerely,

On Behalf Of Cynthia Lacasse

Cynthia Lacasse
Director of Rental Business Development

Baldwinville School Apartments
Sources Uses
March 31, 2020

		Baldwinville Rehab	Baldwinville New Construction	Total
Unit Rental Count		16	34	50
Building Gross Square Footage		20,862	32,950	53,812
Surface Parking Spaces		22	48	70
Sources		Baldwinville Rehab	Baldwinville New Construction	Total
Taxable Construction Loan		\$ 4,700,000	\$ 6,200,000	\$ 10,900,000
Taxable Repayment		\$ (4,700,000)	\$ (6,200,000)	\$ (10,900,000)
Taxable Permanent Mortgage		\$ 1,083,591	\$ 564,316	\$ 1,647,907
Town of Templeton - CPA		\$ 330,682	\$ 842,615	\$ 1,173,297
Federal LIHTC	9%	\$ 1,474,174	\$ 6,434,666	\$ 7,908,840
AHT		\$ 640,000	\$ 1,360,000	\$ 2,000,000
HSF		\$ 480,000	\$ 1,020,000	\$ 1,500,000
State HOME		\$ 320,000	\$ 680,000	\$ 1,000,000
State Tax Credit Equity	\$700K	\$ 1,520,038	\$ 999,962	\$ 2,520,000
HTC Equity		\$ 1,338,644	\$ -	\$ 1,338,644
SHTC Equity		\$ 1,003,983	\$ -	\$ 1,003,983
Total Sources		\$ 8,191,112	\$ 11,901,559	\$ 20,092,671
Uses				
Land/Building Acquisition	100%	\$ 250,000	\$ 250,000	\$ 500,000
Total Acquisition Costs		\$ 250,000	\$ 250,000	\$ 500,000
Rehab Construction - Includes Environmental	\$250	\$ 5,215,500		\$ 5,215,500
New Housing Construction	\$245	\$ -	\$ 8,072,750	\$ 8,072,750
Bonds	1.0%	\$ 52,155	\$ 80,728	\$ 132,883
Contingency	10%/5%	\$ 526,766	\$ 407,674	\$ 934,439
Total Hard Costs		\$ 5,794,421	\$ 8,561,151	\$ 14,355,572
Architecture	7%	\$ 365,085	\$ 565,093	\$ 930,178
Geo Tech		\$ 25,000	\$ 30,000	\$ 55,000
Environmental		\$ 30,000	\$ 20,000	\$ 50,000
Clerk of the Works		\$ 40,000	\$ 40,000	\$ 80,000
Appraisal / Market Study		\$ 14,000	\$ 14,000	\$ 28,000
Building Permit	1.2%	\$ 62,586	\$ 96,873	\$ 159,459
Water & Sewer Connection		\$ 18,876	\$ 27,381	\$ 46,257
Electric & Gas Backcharges		\$ 30,000	\$ 50,000	\$ 80,000
Survey		\$ 15,000	\$ 15,000	\$ 30,000
Consultants		\$ 15,000	\$ 15,000	\$ 30,000
Historic Consultant		\$ 25,000	\$ -	\$ 25,000
Legal / Title & Recording		\$ 125,000	\$ 180,000	\$ 305,000
Accounting and Cost Certification		\$ 15,000	\$ 50,000	\$ 65,000
Tax Credit/Application Fees	8.5%/3.5%	\$ 5,000	\$ 88,250	\$ 93,250
Financing Fees	2.30%	\$ 108,100	\$ 142,600	\$ 250,700
Insurance & Real Estate Taxes		\$ 50,000	\$ 50,000	\$ 100,000
Marketing		\$ 20,000	\$ 30,000	\$ 50,000
Construction Loan Interest @50% ALOS	4%	\$ 188,000	\$ 248,000	\$ 436,000
Soft Cost Contingency	5.0%	\$ 57,582	\$ 83,110	\$ 140,692
Total Soft Costs		\$ 1,209,230	\$ 1,745,306	\$ 2,954,536
Concessions / Lease Up Reserve		\$ 50,000	\$ 70,000	\$ 120,000
Operating Reserve / Debt Service	9,500	\$ 57,000	\$ 57,000	\$ 114,000
Total Reserves		\$ 107,000	\$ 127,000	\$ 234,000
Developer Fee		\$ 830,462	\$ 1,218,102	\$ 2,048,564
Total Fees		\$ 830,462	\$ 1,218,102	\$ 2,048,564
Total Development Costs		\$ 8,191,112	\$ 11,901,559	\$ 20,092,671
Over/Under		\$ -	\$ 0	\$ 0
TDC Per Unit (less reserves)		\$ 505,257	\$ 350,046	\$ 401,853
Per Square Foot		\$ 393	\$ 361	\$ 373

Baldwinville School Apartments
Rehab - 16 Units
March 20, 2020

INCOME									
	Gross Rent	Utility Allowance	Contract Rent	# Units	Year 1	Year 2	Year 3	Year 4	Year 5
1BR - LIHTC - 60%	\$1,138	\$120	\$828	1	\$ 9,940	\$ 10,238	\$ 10,545	\$ 10,862	\$ 11,188
1BR - LIHTC - 30%	\$569	\$120	\$354	0	\$ -	\$ -	\$ -	\$ -	\$ -
1BR - PBV - 110% FMR	\$1,206	\$120	\$1,242	1	\$ 14,904	\$ 15,351	\$ 15,812	\$ 16,286	\$ 16,775
1BR - Market	\$0	\$0	\$1,664	1	\$ 19,965	\$ 20,863	\$ 21,802	\$ 22,783	\$ 23,809
2BR - LIHTC - 60%	\$1,138	\$170	\$968	7	\$ 81,320	\$ 83,760	\$ 86,273	\$ 88,861	\$ 91,527
2BR - LIHTC - 30%	\$569	\$170	\$399	0	\$ -	\$ -	\$ -	\$ -	\$ -
2BR - PBV - 110% FMR	\$1,206	\$170	\$1,419	1	\$ 17,028	\$ 17,539	\$ 18,065	\$ 18,607	\$ 19,165
2BR - Market	\$0	\$0	\$1,997	1	\$ 23,960	\$ 25,038	\$ 26,165	\$ 27,342	\$ 28,573
3BR - LIHTC - 60%	\$1,315	\$200	\$1,115	3	\$ 40,124	\$ 41,328	\$ 42,568	\$ 43,845	\$ 45,160
3BR - LIHTC - 30%	\$657	\$200	\$457	0	\$ -	\$ -	\$ -	\$ -	\$ -
3BR - PBV - 110% FMR	\$1,518	\$200	\$1,318	0	\$ -	\$ -	\$ -	\$ -	\$ -
3BR - Market	\$0	\$0	\$2,306	1	\$ 27,675	\$ 28,505	\$ 29,360	\$ 30,241	\$ 31,148
					\$ -	\$ -	\$ -	\$ -	\$ -
Total Units				16					
(Less Vacancy Market @ 5%)					\$ (3,580)	\$ (3,720)	\$ (3,866)	\$ (4,018)	\$ (4,176)
(Less Vacancy LIHTC/PBV @ 5%)					\$ (8,166)	\$ (8,411)	\$ (8,663)	\$ (8,923)	\$ (9,191)
Gross Effective Rental Income					\$ 223,171	\$ 230,492	\$ 238,061	\$ 245,886	\$ 253,977
EXPENSES									
Management Fee 5% of EGI				697	\$ 11,159	\$ 11,525	\$ 11,903	\$ 12,294	\$ 12,699
Administrative				2,680	\$ 42,880	\$ 43,738	\$ 44,612	\$ 45,505	\$ 46,415
Maintenance				1,864	\$ 29,824	\$ 30,420	\$ 31,029	\$ 31,649	\$ 32,282
Security				108	\$ 1,728	\$ 1,763	\$ 1,798	\$ 1,834	\$ 1,870
Utilities				1,458	\$ 23,328	\$ 23,795	\$ 24,270	\$ 24,756	\$ 25,251
Replacement Reserve				350	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062
Taxes & Insurance				2,343	\$ 37,488	\$ 38,238	\$ 39,003	\$ 39,783	\$ 40,578
				\$ 9,500					
Annual Operating Expenses					\$ 152,007	\$ 155,190	\$ 158,441	\$ 161,763	\$ 165,157
Net Operating Income					\$ 71,164	\$ 75,302	\$ 79,619	\$ 84,123	\$ 88,820
1st Mortgage Debt Service					\$ (54,747)	\$ (54,747)	\$ (54,747)	\$ (54,747)	\$ (54,747)
Cash Flow					\$ 16,418	\$ 20,556	\$ 24,873	\$ 29,376	\$ 34,073
I/E Ratio					1.30	1.38	1.45	1.54	1.62

ASSUMPTIONS			
Vacancy rate LIHTC/PBV			5.0%
Vacancy rate Market			5.0%
Replacement Reserve			5.0%
Income trending			3.0%
CAP Rate @ exit			4.5%
Expenses trending			2.0%

Baldwinville School Apartments
New Construction - 34 Units
March 20, 2020

INCOME									
	Gross Rent	Utility Allowance	Contract Rent	# Units	Year 1	Year 2	Year 3	Year 4	Year 5
1BR - LIHTC - 60% AMI	\$948	\$120	\$828	11	\$ 109,341	\$ 112,621	\$ 115,999	\$ 119,479	\$ 123,064
1BR - LIHTC - 30% AMI	\$474	\$120	\$354	0	\$ -	\$ -	\$ -	\$ -	\$ -
1BR - PBV - 110% FMR	\$915	\$120	\$795	2	\$ 19,085	\$ 19,657	\$ 20,247	\$ 20,854	\$ 21,480
2BR - LIHTC - 60% AMI	\$1,138	\$170	\$968	17	\$ 197,492	\$ 203,417	\$ 209,520	\$ 215,805	\$ 222,279
2BR - LIHTC - 30% AMI	\$569	\$170	\$399	0	\$ -	\$ -	\$ -	\$ -	\$ -
2BR - PBV - 100% of FMR	\$1,206	\$170	\$1,036	3	\$ 37,282	\$ 38,400	\$ 39,552	\$ 40,739	\$ 41,961
3BR - LIHTC - 60% AMI	\$1,315	\$200	\$1,115	0	\$ -	\$ -	\$ -	\$ -	\$ -
3BR - LIHTC - 30% AMI	\$657	\$200	\$457	0	\$ -	\$ -	\$ -	\$ -	\$ -
3BR - PBV - 110% FMR	\$1,518	\$200	\$1,318	1	\$ 15,816	\$ 16,290	\$ 16,779	\$ 17,283	\$ 17,801
					\$ -	\$ -	\$ -	\$ -	\$ -
Total Units				34					
(Less Vacancy LIHTC/PBV @ 5%)					\$ (18,951)	\$ (19,519)	\$ (20,105)	\$ (20,708)	\$ (21,329)
Gross Effective Rental Income					\$ 360,065	\$ 370,867	\$ 381,993	\$ 393,452	\$ 405,256
EXPENSES									
Management Fee 5% of EGI				530	\$ 18,003	\$ 18,543	\$ 19,100	\$ 19,673	\$ 20,263
Administrative				2,699	\$ 91,766	\$ 93,601	\$ 95,473	\$ 97,383	\$ 99,330
Maintenance				2,012	\$ 68,408	\$ 69,776	\$ 71,172	\$ 72,595	\$ 74,047
Security				108	\$ 3,672	\$ 3,745	\$ 3,820	\$ 3,897	\$ 3,975
Utilities				1,458	\$ 49,572	\$ 50,563	\$ 51,575	\$ 52,606	\$ 53,658
Replacement Reserve				350	\$ 11,900	\$ 12,138	\$ 12,381	\$ 12,628	\$ 12,881
Taxes & Insurance				2,343	\$ 79,662	\$ 81,255	\$ 82,880	\$ 84,538	\$ 86,229
				\$ 9,500					
Annual Operating Expenses					\$ 322,983	\$ 329,623	\$ 336,401	\$ 343,320	\$ 350,383
Net Operating Income					\$ 37,081	\$ 41,244	\$ 45,592	\$ 50,132	\$ 54,873
1st Mortgage Debt Service					\$ (28,511)	\$ (28,511)	\$ (28,511)	\$ (28,511)	\$ (28,511)
Cash Flow					\$ 8,570	\$ 12,732	\$ 17,080	\$ 21,621	\$ 26,362
I/E Ratio					1.30	1.45	1.60	1.76	1.92

ASSUMPTIONS			
Vacancy rate LIHTC/PBV			5.0%
Vacancy rate Market			5.0%
Replacement Reserve			5.0%
Income trending			3.0%
CAP Rate @ exit			4.5%
Expenses trending			2.0%

Municipal Revenue

The redevelopment of the Baldwinville site will create economic development activity in a multitude of ways for the Town of Templeton. The project has the potential to take what is now a vacant and blighted site and introduce it to the Town's tax roles for the first time in history. Additionally, the Town will realize other revenue streams from the project that will be further detailed in this section of the MPZ Development LLC proposal.

The development proposal contemplates a total project cost of approximately \$20.092 million of which 71% will be privately leveraged. The balance of the resources will be provided through state and local programs designed to foster economic development in towns such as Templeton. There is a request for Town resources to make the project financeable in the amount of \$1.173 million, this investment will leverage 17X as much in project resources and will be repaid via new tax revenue, an acquisition payments and various project fees to the Town of Templeton. The requested town resources could be contributed over the course of a few years and we believe there is an opportunity for the Town's funding to be partially or fully repaid over time. If the development's cash flow after expenses and first mortgage debt service exceed a to-be-determined threshold, a portion of cash flow exceeding that threshold could be used to repay the Town's financial commitments. MPZ Development LLC is adept at raising the private and public resources needed to build this development proposal.

In looking at comparable properties and market tax rates we have estimated that our proposal will generate approximately \$1,226 in annual property tax revenue per unit. In addition, we estimate excise taxes will be approximately \$191 per unit per year and additional municipal revenue (such as water and sewer fees) are approximately \$500 per unit per year. The following schedule demonstrates that, when combined, the two buildings will generate approximately \$100,000 per year to the Town:

School Bldg Tax Schedule					New Construction Tax Schedule				
Year	RE Tax	Excise Tax	Other Revenue	Total	Year	RE Tax	Excise Tax	Other revenue	Total
Year 1	\$ 19,613	\$ 3,060	\$ 8,420	\$ 31,093	Year 1	\$ 41,677	\$ 6,503	\$ 17,893	\$ 66,073
Year 2	\$ 20,201	\$ 3,152	\$ 8,547	\$ 31,900	Year 2	\$ 42,927	\$ 6,698	\$ 18,162	\$ 67,787
Year 3	\$ 20,807	\$ 3,246	\$ 8,675	\$ 32,728	Year 3	\$ 44,215	\$ 6,899	\$ 18,434	\$ 69,548
Year 4	\$ 21,431	\$ 3,344	\$ 8,805	\$ 33,580	Year 4	\$ 45,542	\$ 7,105	\$ 18,711	\$ 71,358
Year 5	\$ 22,074	\$ 3,444	\$ 8,937	\$ 34,455	Year 5	\$ 46,908	\$ 7,319	\$ 18,991	\$ 73,218
Year 6	\$ 22,737	\$ 3,547	\$ 9,071	\$ 35,355	Year 6	\$ 48,315	\$ 7,538	\$ 19,276	\$ 75,129
Year 7	\$ 23,419	\$ 3,654	\$ 9,207	\$ 36,280	Year 7	\$ 49,765	\$ 7,764	\$ 19,565	\$ 77,094
Year 8	\$ 24,121	\$ 3,763	\$ 9,345	\$ 37,230	Year 8	\$ 51,257	\$ 7,997	\$ 19,859	\$ 79,114
Year 9	\$ 24,845	\$ 3,876	\$ 9,485	\$ 38,207	Year 9	\$ 52,795	\$ 8,237	\$ 20,157	\$ 81,189
Year 10	\$ 25,590	\$ 3,993	\$ 9,628	\$ 39,211	Year 10	\$ 54,379	\$ 8,484	\$ 20,459	\$ 83,322

Note inflation factors of 3% have been placed on RE and Excise tax and 1.5% on other revenue.

Minority and Women Owned Business Enterprises

If selected, MPZ will make an effort to include WMBE business certified through the Commonwealth's SOMWBA program part of the development team. The current development team includes ICON Architecture which is a SOMWBA certified businesses.

Conclusion

The Baldwinville Redevelopment Project will restore an important historic building and bring high-quality housing to the Town of Templeton that is affordable to a diverse array of household types earning a wide range of incomes. Located in a walkable section of Templeton near neighborhood business and amenities, the site is both attractive and sustainable for housing development. The redevelopment will bring additional tax revenue to the town and improve what is currently a vacant and blighted site with \$20 million in new investment. The Baldwinville Elementary School site represents an opportunity to create a community-serving development coupled with historic preservation and affordable housing that will help relieve some of the pressure on the tight rental housing market within the Town of Templeton.

8. DEVELOPMENT TIMELINE AND PROCESS

MPZ Development has, extensive experience, permitting large complicated residential housing developments. The firm has gone through local and state processes where it has secured local comprehensive permits, 40R and 40B approvals. In addition, the firm has worked well with municipalities in securing federal permits and approvals from the U.S. Department of Housing and Urban Development, the MA Department of Environmental Protection and The National Park Service.

In planning for the development of the Baldwinville site, MPZ's previous permitting experience will be very beneficial. In an effort to meet the Town's requirement below is a draft development schedule for consideration:

Task		Historic	Financing	Design & Construction	Community & Permitting
RFP Submission	03/31/2020				
RFP Developer Selection	06/29/2020				
Execution of Purchase and Sale Agreement	07/29/2020		07/29/2020		07/29/2020
Neighborhood Introductions and Charette - Meeting #1	08/15/2020			08/15/2020	08/15/2020
Site Eligibility Letter Filed with MassHousing	08/28/2020			08/28/2020	08/28/2020
Title, Survey, Phase I/Haz Mat Environmental Completed	09/12/2020		09/12/2020	09/12/2020	
Schematic Architectural & Civil Drawings Completed	09/12/2020	09/12/2020		09/12/2020	
Neighborhood Charrette - Meeting #2	09/14/2020				09/14/2020
MHC and NPS Part 1 & Part 2 Filed	09/12/2020	09/12/2020	09/12/2020	09/12/2020	
MHC PNF Filed	09/19/2020	09/19/2020	09/19/2020		
Apply for Templeton CPA Funding	09/19/2020		09/19/2020		
Neighborhood Charrette - Meeting #3	10/04/2020				10/04/2020
NOI Filed - Conservation Commission	10/12/2020				10/12/2020
ConCom Hearing and Approval - Meeting 3rd Monday of the month	10/19/2020				10/19/2020
MHC - Finding of "No Adverse Effect"	10/19/2020	10/19/2020	10/19/2020		10/19/2020
Site Eligibility Letter Received and Comprehensive Permit Application Filed	10/27/2020		10/27/2020	10/27/2020	10/27/2020
DHCD Pre-application	11/29/2020		11/29/2020		
MHC and NPS Part 1 & Part 2 Approved	12/11/2020	12/11/2020	12/11/2020	12/11/2020	
LIHTC and Affordable Housing Resources Funding Application to DHCD	02/20/2021		02/20/2021		
Comprehensive Permit Approved / Issued	01/25/2021		01/25/2021		01/25/2021
DHCD Funding Awarded	06/20/2021		06/20/2021		
Construction Drawings Completed	09/18/2021		09/18/2021	09/18/2021	
Financial and Land Closing - Building Permit Released	11/17/2021		11/17/2021		11/17/2021
Construction Start	12/17/2021			12/17/2021	12/17/2021
Construction Complete	06/17/2023			06/17/2023	
Leasing Complete	09/15/2023		09/15/2023		09/15/2023

9. DESIGN DRAWINGS AND NARRATIVE

Baldwinville Site – Design Narrative

The Baldwinville School Apartments is envisioned as a new family living community celebrating Templeton's past in the preservation of local cultural assets the historic Baldwinville Elementary School - while addressing Templeton's future potential for growth in the villages. The site offers the potential for housing options in the existing school as well as new construction; proposed to address a need to provide affordability across varying demographics.

OVERVIEW

Having served the community for nearly 100 years, the site is poised to continue its mission of service renewed as a safe and respectable home for many local families. Proposed as a family community, the Baldwinville School Apartments offers families a residence rooted in cultural heritage, with a convenient lifestyle and affordable living.

All things evolve as time passes. As part of our redevelopment proposal, the historic Baldwinville Elementary School building and site will be beautifully transformed into approximately 50 units of affordable and mixed-income family housing providing sustainable solutions that build communities. The historic school will house sixteen (16) family units of 1,2 & 3 bedrooms bringing new life to old classrooms. Another thirty-four (34) family units will be created in the new 3-story building nestled into the rear of the site with open views to the river below.

SITE

The site design will incorporate the restoration of the original school's historic front landscape facing School Street; this vast expanse to the west of the site will be a welcoming common green area accessible to the local Baldwinville neighborhood. Convenient parking and drop off loop are proposed to the north of the school with direct access to the historic school and convenient approach to the new construction via a landscaped court. A new entry to the existing building will provide universal access to the core of the new residential community where management office and amenity areas are provided. A new three stop elevator will be cut into the structure in the north stair well making most units in the school visitable.

Currently listed as a contributing resource in the Templeton Historical District and the National Register of Historic Places, the historic building occupies an aggregate 3-lot site [0.9 acres] set amongst several single-family houses, and nearby businesses and other small local businesses.

Parking for all residents will be provided across the site at a 1.76:1 ratio with a total of 86 parking spaces. The existing parking off School St that has serviced the school is proposed to continue to service the site for use by residents. The north lot off School street will service the existing building while a new lot will be provided to the rear within the long landlocked lot. An

easement for the Town will be maintained for access to municipal equipment at the property's edge.

BUILDING DESIGN

The proposed development is in-keeping with the vernacular of the existing school with simple understated massing and design. The straightforward footprint of the proposed building is sensitive to the style and mass of the historic school and acts as a backdrop set against the river bluff and the residential small-town architecture and scale. The new building is a wood frame structure with fiber cement board siding materials proposed. Simple window configurations, similar to the school, will be sized to maximize daylight while creating a tight thermally efficient building envelope. New mechanical, electrical, plumbing, and fire protection service entrances, and central laundry facilities are planned. Amenities include --On-Site community room with community kitchen; -- convenient shared laundry facilities; --On-site management; --Convenient Tot lot for young children.

The development will preserve the original 1923 Baldwinville School and proposes to remove the rear one-story addition. The prominent school will be re-used and "sensitively renovated," per the National Park Service Guidelines for Historic Renovation. The interior of the existing structures to remain will essentially be "gut" rehabilitated for the conversion. The rehabilitation will consist of (i) the selective demolition & removal of existing floor, wall and ceiling systems and finishes, (ii) the total removal of existing electrical, plumbing & mechanical systems, (iii) the addition and/or reinforcement of structural elements to meet current codes, (iv) the replacement of the majority of existing windows, exterior doors and roofing systems, to the extent this is compatible with historic review and guidelines, (v) the installation of new mechanical, plumbing, electrical and fire protection systems, (vi) the reconfiguration of the existing spaces, and (vii) the restoration of interior wood trim and paneling in existing historic areas. The exterior scope of work consists of (i) the complete restoration of the existing brick facade, (ii) the installation of new fenestration treatments consistent with historic preservation standards.

CONSTRUCTION/OPERATIONAL MANAGEMENT

The Development team recognizes that the site is located adjacent to a residential neighborhood and therefore the adaptive re-use, and new construction must be sensitive to this environment. We have completed numerous projects with the very same circumstance. Close attention will be paid to construction timing; site security; lighting; and noise. Once completed, the property will be professionally managed by a top-rated management company. There will be an on-site property manager and maintenance manager. Security cameras will monitor the property and all entrances.

As the community determines how it will affect the rural character of Templeton's villages and cherished heritage settings, opportunities such as the redevelopment of the Baldwinville School, offers the ability to make old-new; preserve character and protect a sense of place while promoting a vibrant new community.



THE BALDWINVILLE SCHOOL APARTMENTS

16 SCHOOL STREET
TEMPLETON, MA

VIEW FROM SCHOOL STREET

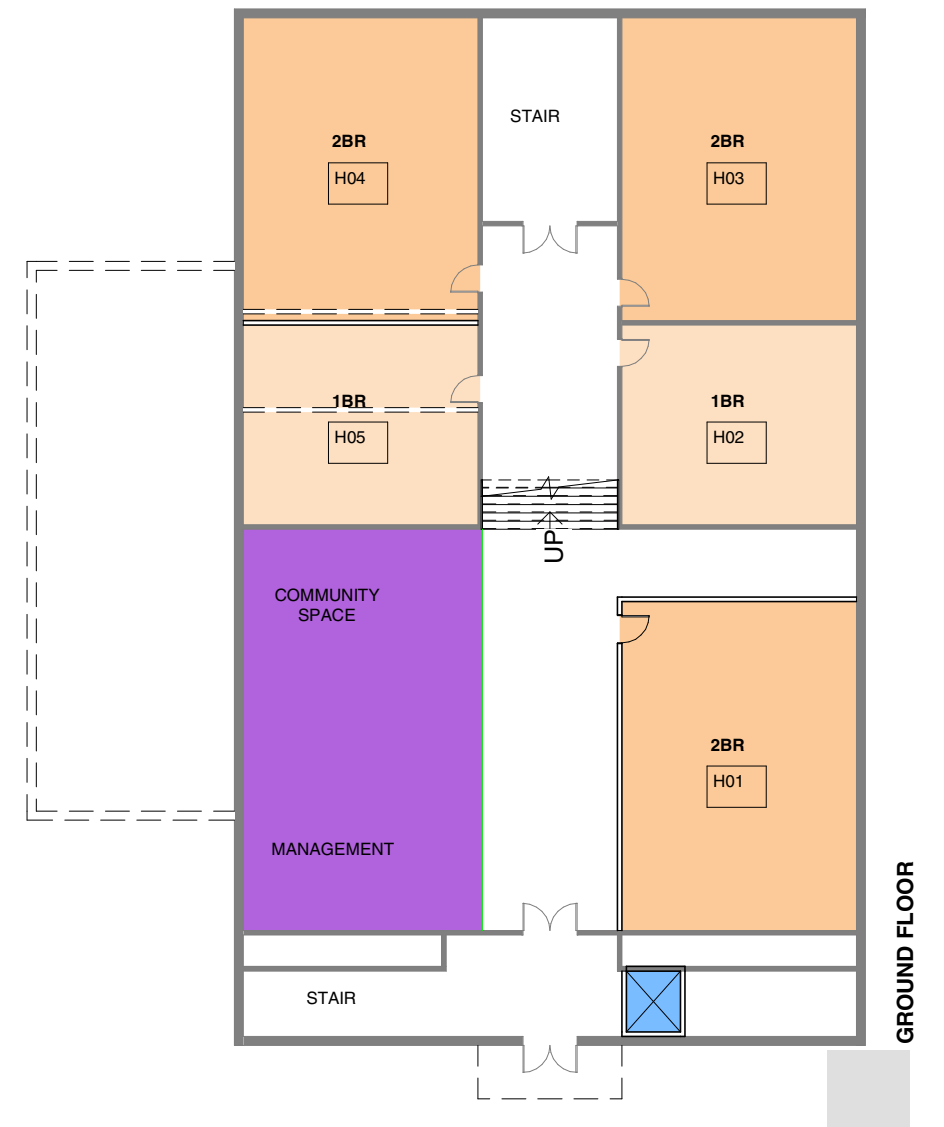
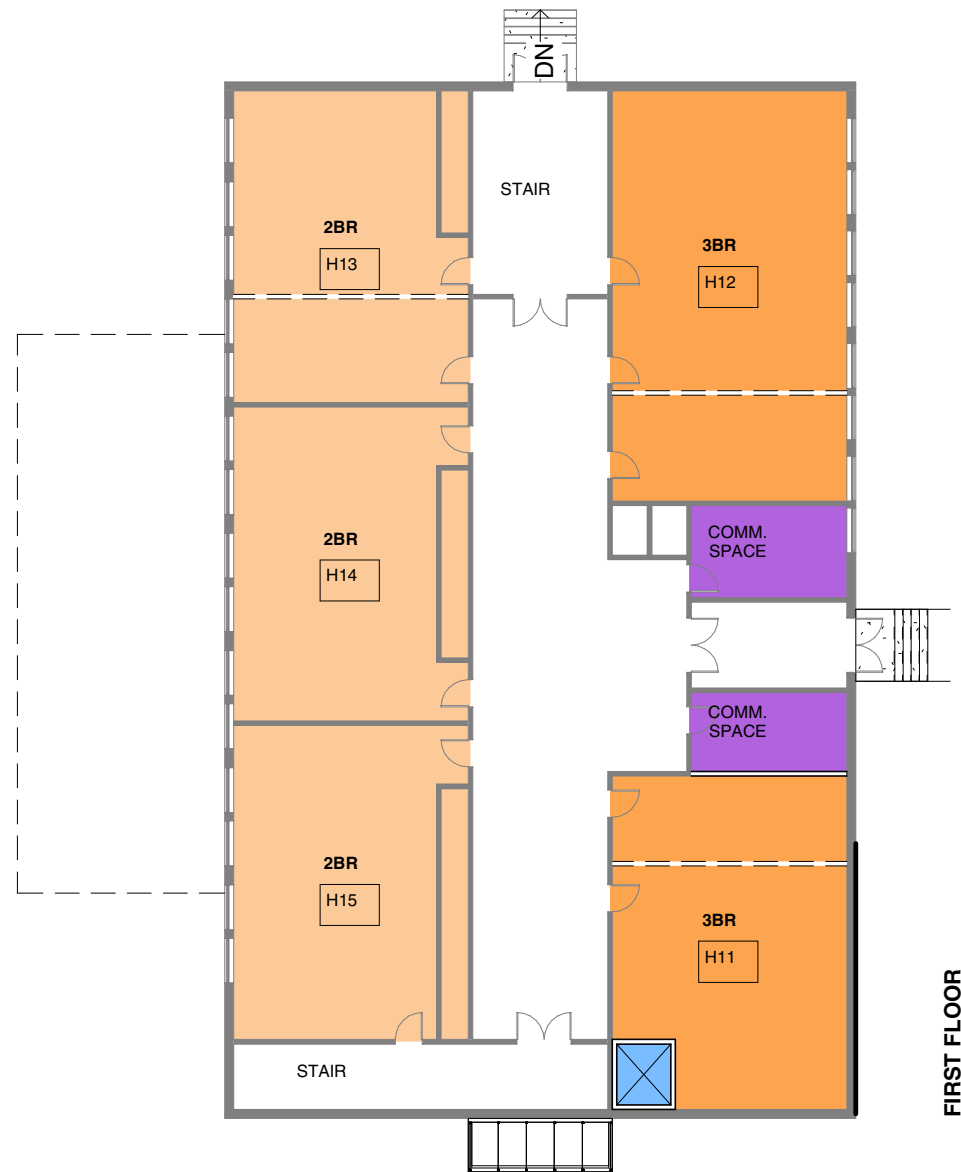
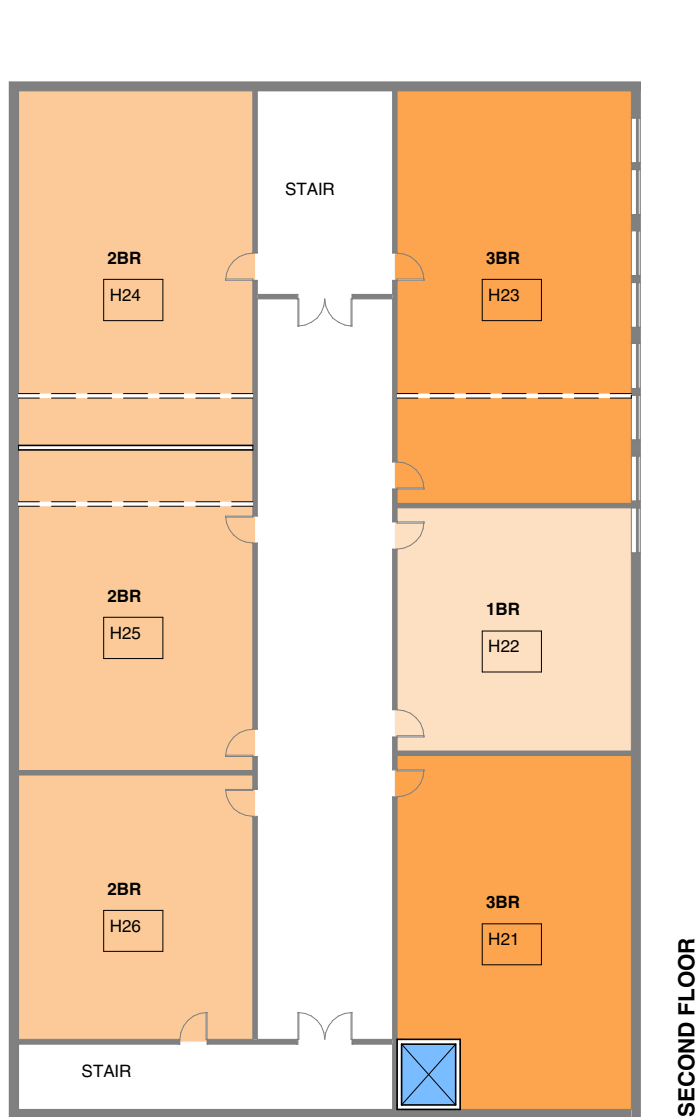


THE BALDWINVILLE SCHOOL APARTMENTS

16 SCHOOL STREET
TEMPLETON, MA

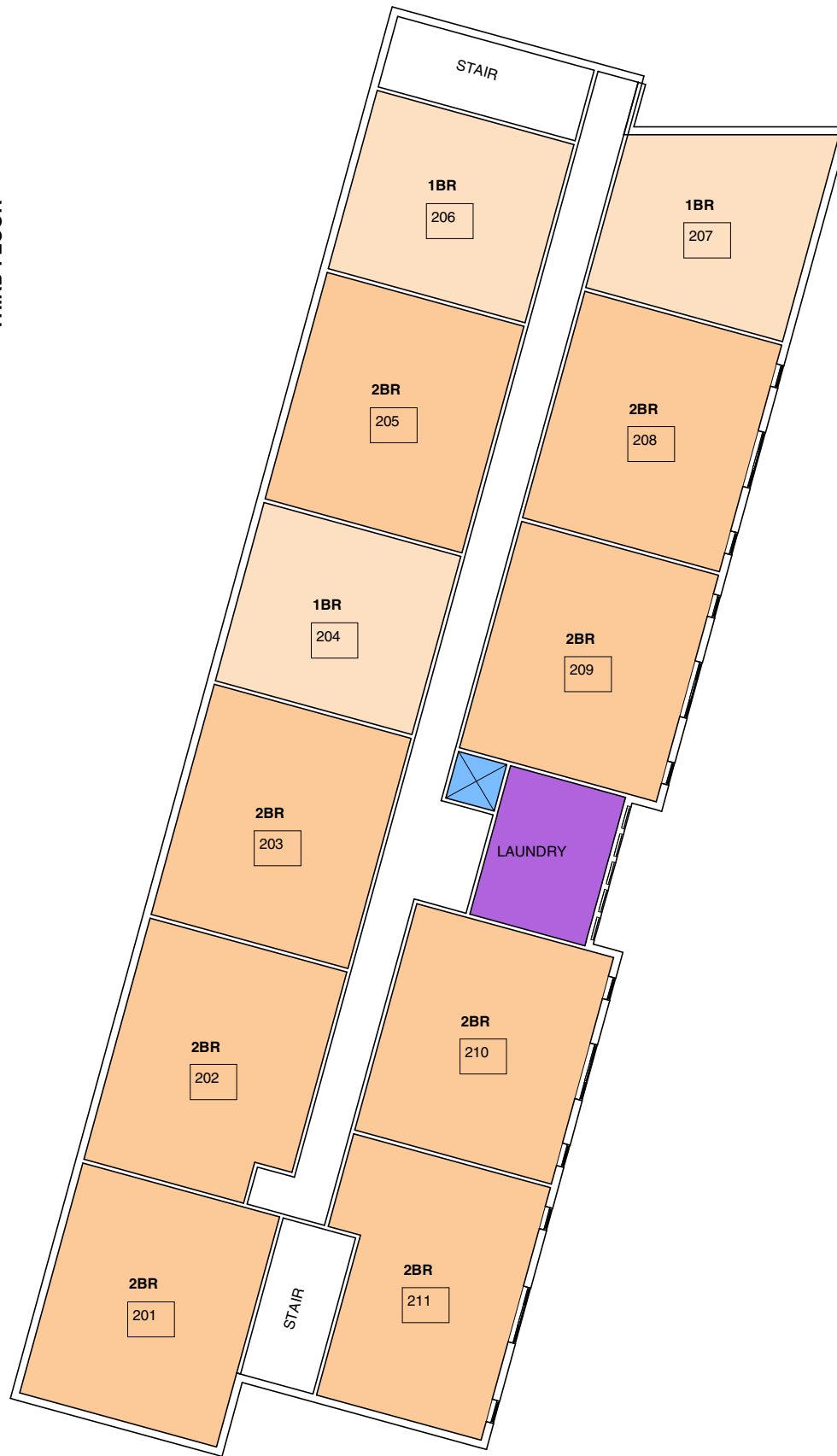
SITE PLAN

A-101
SCALE = 1:50





THIRD FLOOR



SECOND FLOOR



FIRST FLOOR



THE BALDWINVILLE SCHOOL APARTMENTS

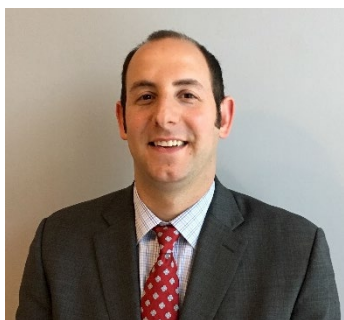
16 SCHOOL STREET
TEMPLETON, MA

NEW BUILDING FLOOR PLANS

A-103
3/64" = 1'

B. Appendix

1. Team Qualifications/Collateral



MATHIEU P. ZAHLER

MANAGING MEMBER

499 Adams Street, #527

Milton, MA 02186

T 617.645.3534

E mzahler@mpzdevelopment.com

www.mpzdevelopment.com

Based in Milton, MA, MPZ Development is a developer of affordable, mixed-income, market rate and historic apartment communities.

SKILLS & ABILITIES

Affordable Housing

Mixed-Income Housing

Historic Rehabilitation

Public Private Partnerships

Urban Redevelopment

Low-Income Housing Tax Credits

Historic Rehabilitation Tax Credits



EXPERIENCE

MPZ DEVELOPMENT LLC, MILTON, MA

MANAGING MEMBER, 2017 – PRESENT

TRINITY FINANCIAL INC., BOSTON, MA

SENIOR PROJECT MANGER, 2010 – 2018

A BETTER CITY INC., BOSTON, MA

DIRECTOR OF POLICY AND DEVELOPMENT, 2009 – 2010

BOSTON GARDEN DEVELOPMENT COPR., BOSTON, MA

DIRECTOR OF POLICY AND DEVELOPMENT, 2008 – 2009

EDUCATION

CARNAGIE MELLON UNIVERSITY, HEINZ COLLEGE, PITTSBURGH

MASTER OF SCIENCE IN PUBLIC POLICY AND REAL ESTATE, 2008

CONNECTICUT COLLEGE, NEW LONDON

BACHELOR OF ARTS IN ARCHITECTURAL HISTORY, 2001

RELEVANT EXPERIENCE (PARTIAL LIST)

In Development

McElwain School Apartments, 57 Units, Bridgewater, MA

10 Stonley Road, 45 Units, Jamaica Plain, MA

Completed

Treadmark Building*, 83 Units and ground floor retail, Dorchester, MA

Enterprise Center*, 224 Units and 55K of Office/Retail, Brockton, MA

Randolph Houses*, 318 Units, Harlem, NY

Bristol Commons and Lenox Green*, 160 Units, Taunton, MA

Regency Tower*, 129 Units, New Bedford, MA

Washington Beech*, 206 Units, Roslindale, MA

*completed while an employee of Trinity Financial Inc.

PROFESSIONAL ASSOCIATIONS

Citizens Housing and Planning Association, Production & Preservation Committee

The Urban Land Institute, Policy Committee

MPZ Development Project Experience

McElwain School Apartments, Bridgewater, MA

Type: Mixed-Income Rental, Historic Preservation/New Construction

Total Development Cost: Approximately \$21 Million

Total Units: 57

Projected Completion: 2023



Proposed



Existing

MPZ Development LLC and Capstone Communities Development LLC plan to create a mixed-income housing development through the renovation of the historic but long-vacant McElwain School, to provide 16 units, and the construction of 38 new units on the balance of the property. The project also includes renovation of the three-family house and barn on the adjacent property, which have been separately acquired, for an additional three units and maintenance workspace.

To be collectively known as McElwain School Apartments, the development will provide a mix of one-, two- and three-bedroom apartments affordable to individuals and families whose incomes range from 30 percent to 60 percent of area median income as well as six market rate units.

Designs for the adaptation of the schoolhouse for residential use will follow the Secretary of the Interior's Standards for Rehabilitation. Federal and state historic tax credits are expected to make possible the preservation of the building's architectural integrity, including installation of historically accurate windows and cleaning and repointing of the exterior masonry. The dramatic staircases and other interior common area elements typical of such school buildings will also be refurbished.

A three-story elevator building at the back of the three-acre site will be designed to complement its historic neighbor and to fit with the surrounding single-family homes and nearby apartment communities. The adjacent three-family house will be renovated, and a maintenance building will be created in the barn, maintaining the architectural character of the existing 1880 structures. The developers were the successful bidders for the c. 1910 school property in an extensive Chapter 30B disposition process for surplus property with the Town of Bridgewater. Project financing will be through tax credits, state and federal housing funds, and private sources.

Currently in the pre-development stage, the project has completed the permitting process and is actively seeking financing. Projected completion is projected for 2023.

MPZ Development Project Experience

10 Stonley Road, Jamaica Plain MA

Type: Mixed-Income Rental

Total Development Cost: Approximately \$17 Million

Total Units: 45

Projected Completion: 2022



The 10 Stonley Road Site includes the parcels of land located at 35 Brookley Road, 95 Stedman Road, and 51 Stedman Road, which collectively comprise approximately 16,290 square feet (0.37 acre) of land. The site is improved with a single-story light industrial cinder block building built in approximately 1950 and currently is owned and operated by a petroleum company.

The site is located within approximately one-half mile of both the MBTA Green Street and MBTA Forest Hills stations. The Project Site is located a quarter mile from Franklin Park and three-quarters of a mile from Arnold Arboretum, and also has access to several nearby neighborhood parks.

The project will construct a new four (4)-story residential building totaling approximately 39,858 gross square feet which includes forty-five (45) residential units and nineteen (19) ground-floor parking spaces accessed and egressed at Stanley Road. The parking program includes two accessible spaces, one of which is van accessible. The proposed unit mix includes five (5) ground-floor one-bedroom Artist Live/Work Units (all of which will be offered as inclusionary Development Policy ("IDP") Units), nine (9) studio units, twenty-three (23) one-bedroom units, seven (7) two-bedroom units, and one (1) three-bedroom unit. Resident amenity spaces, such as a ground floor gym, internal bike storage for thirty-eight (38) bikes, partially covered bike storage for eighteen (18) bikes, postal/package storage room, and fourth floor common area with an accessible bathroom including balcony and deck. In addition, ground floor landscape improvements, new sidewalk, and streetscape improvements (new curb and sidewalks) on all three street facing sides are also included as part of the redevelopment.

MPZ Development Project Experience

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

Treadmark, Dorchester, MA

Type: Mixed Income, Mixed-Use

Total Development Cost: \$45 Million

Units: 83 plus retail (5,000 sf)

Project Completion: December 2018



Building image provided by Trinity Financial Inc.

Treadmark is an 83-unit, six-story building located at the end of the southern end of the MBTA's Red Line, at Ashmont Station. The site was formerly the home to Ashmont Tire shop for the past 40 years and was an underutilized site. The unit mix includes 51 Low Income Housing Tax Credit (LIHTC) rental units, affordable up to 60% of the Area Median Income (AMI) and 32 for sale condominiums. Four of the condominiums meet the requirements of the City of Boston's Inclusionary Development Policy (80-100% of AMI), 16 units are affordable to individuals making up to 110% of AMI (workforce units) and the balance are market rate. The project was permitted through the City of Boston's Article 80 review process.

The building also includes 5,000 square feet of ground floor neighborhood retail and 32 spaces for parking (30 garage spaces and 2 surface spaces). The project has an executed lease with American Provision out of South Boston to take 50% of the retail space. The project will enhance the streetscape with the addition of street trees and street furniture down the block as well as the creation of 8 on-street parking spaces in front of the building. Following its sister property, The Carruth, Treadmark is the second new construction building to be built in and around the Ashmont/Peabody Square area over the past 10 years and will be ready for occupancy in November 2018. The project was originally slated to be completed in July 2017 but suffered a catastrophic fire and needed to be completely reconstructed. Once completed, the building will add to the vibrancy and growth that is already well underway in and around the Ashmont/Peabody Square neighborhood. The building is designed by The Architectural Team with interiors by celebrity designer, Taniya Nayak.

MPZ Development Project Experience

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

Enterprise Center, Brockton, MA

Type: Mixed-Use, Transit-Oriented

Total Development Cost: \$100 Million

Phase 1 Completed: 2015



Building image provided by Trinity Financial Inc.

The Enterprise Center project is a vibrant, mixed-use development recreating 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 a historic building and several newly constructed buildings which include retail (restaurant and neighborhood retail), commercial (traditional office and collaborative workspace) and housing uses. The block is bounded by Centre Street, Main Street, Montello Street and Petronelli Way and had suffered from considerable blight and physical deterioration.

Trinity's development has been the catalyst to bring significant reinvestment back to downtown Brockton and has begun to reinvigorate what was once a bustling downtown location. The project has been 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 consists of two phases of housing in newly constructed buildings, the historic rehabilitation of an existing commercial building and the construction of a new municipal parking garage. The project was funded using Low Income Housing Tax Credits, New Market 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 a newly constructed building along Centre Street. The building includes 42 artist live work units which will be affordable to artists earning up to 60% of the Area Median Income (AMI) and 71 mixed-income units. In addition to the housing there is ground floor neighborhood retail, artist gallery space, building amenities (club room, yoga room, coffee bar and fitness room), onsite management offices, green space, garage and surface parking.

The existing Enterprise Building was historically rehabilitated to create 55,000 square feet of new commercial and office space. The building is occupied by the Department of Transitional Assistance and has provisions for a restaurant and collaborative workspace.

MPZ Development Project Experience

The second phase of development consists of 111 units of housing, again a mix of affordable and market rate units, as well as a 414-space parking garage and additional green space. District Improvement Financing (DIF) will be utilized to help finance the public improvements, the creation of the district was championed by the developer.

Upon completion this project will consist of 224 units of housing, 10,000 square feet of retail and artist exhibition space, 52,000 square feet of commercial space and 588 parking spaces.

MPZ Development Project Experience

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

Bristol Commons and Lenox Green, Taunton, MA

Type: Rental

Total Development Cost: \$73 Million

Units: 160

Completed: 2014



Building image provided by Trinity Financial Inc.

In May 2011, the Taunton Housing Authority (THA) and Trinity were successfully awarded a \$22 Million HOPE VI Revitalization grant from the U.S. Department of Housing & Urban Development (HUD). In addition to the HOPE VI Grant, private equity resources and other public funds were used to rehabilitate the distressed 150-unit Fairfax Gardens public housing development.

Fairfax Gardens was built in 1951 as an isolated, 150-unit barracks-style development in the middle of a low density, single-family neighborhood. The units were clustered on a third of the 43-acre site, leaving the remaining acreage open as meadows and wetlands. The development's infrastructure, utilities, and many building components were original to the site and are outdated and needed complete replacement. The buildings were neither energy-efficient nor accessible; the units were cramped and much smaller than current space standards dictate; and mold, pests, and deteriorated finishes were problematic throughout. The distressed conditions at Fairfax Gardens not only negatively impacted residents' health and quality of life, it brought down the property values of nearby homes. The award of the HOPE VI grant allowed for the complete demolition and reconstruction of the existing Fairfax Gardens.

The original Fairfax Gardens site now renamed Bristol Commons, de-densified the existing site replacing the 150 units across two distinct sites for a newly redeveloped total of 160 units. The two sites offer the project the ability to create family housing options at Bristol Commons and apartment style living at Lenox Green for seniors and those who wanted to be closer to amenities and transportation options. The project was permitted using the City's standard special permit approval

MPZ Development Project Experience

process and requested the necessary variances form the planning board and the zoning board of appeals.

The Bristol Commons site contains 80 townhomes and eight duplex units, as well as new site infrastructure, a new community center, community gardens, green space, a basketball court and other community amenities. The 88 units in the Bristol Commons phase will include one-, two-, three-, and four-bedroom units and 78 of the units will be affordable to households earning between 0-60% of the Taunton area median income. The majority of the families are considered to be extremely low income and will require operating subsidies from the THA. These operating subsidies will allow all residents to pay only 30% of their income as rent. The remaining ten units will be market rate units and will have no income restriction assigned to them.

Lenox Green is in downtown Taunton in a transit-oriented development (TOD) overlay district, the development is adjacent to public transit and other services. Lenox Green has new site infrastructure, 18 townhomes, a three story 54-unit mid-rise building with community space/management offices, raised community planting beds, walking paths connecting to local services, a playground and other community amenities. The 72 units in the Lenox Green include one-, two- and three-bedroom units and all 72 of the units will be affordable to households earning between 0-60% of the Taunton area median income. The same operating subsidies offered to residents of the Bristol Commons site will also be available to the residents of the Lenox Green site.

MPZ Development Project Experience

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

A. Philip Randolph Houses, Harlem, NY

Type: Mixed Income

Total Development Cost: \$146 Million

Units: 283

Completed: Phase I - 2016, Phase II - Expected 2018



Building image provided by Trinity Financial Inc.

While this project was not located in the Commonwealth, there are many aspects of the development which are relevant to the project example requirements of the RFQ and is notable as the first public-private partnership entered into by the New York City Housing Authority.

The Randolph Houses project contains 36 five-story Old Law tenement buildings, 14 of which are on the north side of the street (collectively, the “North Side”) and 22 on the south side of the street (collectively, the “South Side”), and together comprise the Public Housing development known as “Randolph Houses.” This project involves the historic rehabilitation of the existing structures into two sets of interconnected and fully handicapped accessible buildings. The building facades have been restored and the interior of the building has been completely demolished and rehabilitated. This 2-phased project was financed through the Department of Housing and Urban Development (HUD) mixed finance and Low Income Housing Tax Credit (LIHTC) programs.

The redevelopment of the South Side included a \$95 million gut-rehabilitation of 307 vacant units in the 22 old law tenement buildings on the south side of the street. The new project contains 168 units in what are now two interconnected buildings with central circulation and elevator access. The newly reconfigured units are a mix of Studio, 1, 2, 3 and 4-bedroom apartments designed to accommodate family living. The rehabilitated buildings contain community space, a teaching kitchen, computer lab, fitness room and storage for residents. There are also site improvements which include two children’s play areas for different age groups and active and passive outdoor spaces for residents to enjoy.

The \$51 million North Side (Phase 2) includes the gut-rehabilitation of 14 historic Old Law tenement buildings on the north side of the street. The renovation will result in 115 rehabilitated units in what will become one building with central circulation and elevator access. This project contains a mix of studio, 1, 2, 3 and 4-bedroom units and has a similar amenity package to the South Side project, with some amenities shared between the two phases.

MPZ Development Project Experience

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

Regency Tower, New Bedford, MA

Type: Mixed-Income Rental, Mixed-Use

Total Development Cost: \$32 million

Completed: 2011



Completed in 1988 as a luxury apartment complex, the 16-story Regency Tower offers dramatic harbor views and is located steps from the city's historic downtown district. Unfortunately, the building had suffered from serious facade deterioration and water damage, due to lack of capital investment, by the time MassHousing foreclosed on the property in 2005.

In 2009 MassHousing selected Trinity Financial to acquire and redevelop the property, which was carried out at a total cost of \$32 million. The building facade was replaced on floors 5 to 16, new windows and patio doors were installed throughout, and common areas were renovated as well. Apartment interiors were refurbished and fitted with new kitchens, bathrooms, and HVAC systems, and underutilized commercial space was converted to residential use, increasing the total number of units from 123 to 129, with a mix of 33 affordable units, 10 "workforce" units, and 86 market-rate units.

Fully leased at rents above pro forma levels, the Regency Tower is arguably the most desirable high-rise apartment property in the area.

MPZ Development Project Experience

Project experience performed by Mathieu Zahler through Trinity Financial Inc.:

Washington Beech, Roslindale, MA

Type: Mixed-Income Rental, Public Housing

Total Development Cost: \$100 Million

Completed: Phase 1: 2010 / Phase 2: 2011



The original 266-unit Washington Beech housing project was built by the Boston Housing Authority in the early 1950s. Developer Trinity Financial demolished and replaced the aging complex with an attractive community of 206 rental units, with lower density and a site design that is more in keeping with the surrounding neighborhood in the Roslindale section of Boston.

A variety of unit types replaced the existing institutional walk-ups, including garden apartments, duplexes over flats, and townhouses. Homes have individual entrances and decks, with private backyards for families with children, while new roads were laid out so that all unit entries front on a street and residents can park nearby. All of the development's one-bedroom apartments, for seniors and singles, are located in a mid-rise elevator building located at a prominent street corner for easy access to local shops and services; the building also houses a community meeting room, computer center, kitchen and food pantry, and offices for management and tenant services. A central green space provides play facilities and park benches for residents of all ages.

Construction of Washington Beech occurred in two stages to accommodate the relocation and re-housing of existing residents. Total project cost was approximately \$100 million, with \$20 million provided through federal HOPE VI funds and \$10 million through federal American Recovery and Reinvestment Act funding. Other funders included the Commonwealth of Massachusetts through the HOME, HSF and AHT programs, the City of Boston's Neighborhood Housing Trust Program and Department of Neighborhood Development, and private equity generated from the syndication of Low Income Housing Tax Credits through RBC Capital Markets.



WOMEN-OWNED BUSINESS ENTERPRISE (WBE)

ICON is a 50-person, Boston-based, women-owned architectural practice. Our work focuses on sustainable transformative projects that create new paradigms for transformative living, and range from transit-oriented development to innovative adaptive reuse, and from low-rise to high-rise construction. Our team has contributed to the design and construction of over 20,000 housing units throughout New England, with 2,000 currently under design or in construction this year.

Widely recognized for their vision, creativity, and responsiveness to clients, ICON's principals and senior staff offer the skills necessary to conceive and implement complex projects that require coordination of clients, citizens, and agencies. We bring to our clients an ability to listen carefully, to assimilate and synthesize large bodies of information, and to help build consensus among often-conflicting interests.

SUSTAINABLE DESIGN

At the core of our philosophy and mission is a commitment to sustainable design. We call our approach to sustainability sensible green. Central to our commitment to sustainability is renewal - the reuse, repositioning or renovation of existing structures.

Our process is distinguished by the level of integrated planning we bring to the process. It starts with discussing budget and funding, maintenance, construction issues, sustainable design, building systems and performance, and life-cycle costs. Our design is informed by the host of complex issues involved in realizing a successful project. We work to find the most cost effective, "sensible" green approach to the project.

RECOGNITION

ICON's multi-family projects have been case studies for nationally distributed books on urban housing, published by the Urban Land Institute, Harvard University Press, and Global Green. Our work has won numerous awards, multiple Builders Choice Design Awards, a Governor's Smart Growth Leadership Award, and multiple Preservation Achievement Awards from the Boston Preservation Alliance and the Massachusetts Historical Commission. Maverick Landing was awarded the Turner Prize as the nation's most innovative and sustainable affordable housing complex.

LEGAL NAME OF CORPORATION

ICON Architecture, Inc.

ADDRESS

101 Summer Street
Boston, MA 02110



Janis B Mamayek AIA, LEED AP, Vice President, has been focused professionally on housing for over 30 years. As ICON's Director of Architecture, she manages staff across a multitude of project scales and types. Recently her work has focused on leading our RENEW practice targeted on bringing new realities to existing buildings through

Re-positioning, Re-thinking, and Re-pair for relevancy and resiliency; optimizing value in existing building assets through environmentally-conscious design and culturally conscious preservation with a commitment to high performance. Janis has considerable experience applying this old/new comprehensive approach to adaptive re-use of schools, preserving housing through modernizations and well as repairs of existing facilities.

Janis is currently leading the design and permitting teams for several adaptive reuse of historic school residential developments throughout the Commonwealth including:

- St James & Immaculate Conception Schools in Salem;
 - Henry T Wing School in Sandwich;
 - BF Brown School in Fitchburg;
 - Coyle School in Taunton;
 - Oxford School in Fairhaven;
- and the Bigelow and Riverbend Schools in Athol.



Bethany Drab AIA, Project Architect, Since joining ICON, Bethany has been passionate about bringing new life to existing buildings across Boston and the Commonwealth including occupied rehab and adaptive reuse through historic tax credits. She was immediately engaged in the culture of ICON's RENEW practice working to

preserve historic, cultural and affordable assets in existing buildings. She has contributed to numerous projects across ICON's practice teams: LIVE-LEARN-RENEW including **The Coady School Residences** in Bourne, **Van Brodie Mill** in Lawrence and **Blakely Hall** at Tufts University.

Outside of the office, Bethany is actively involved in the Boston Preservation Alliance's Young Advisors with a mission to protect, preserve, and promote Boston's unique character. Bethany earned her Bachelor of Architecture from Penn State University.



Kevin O'Neil AIA, Associate Principal, Practice + Adaptive Reuse Leader, brings extensive mill conversion experience to the team. At ICON, he has completed a variety of adaptive reuse projects for both residential and commercial uses, including serving as Project Manager for the rehabilitation of **Appleton Mills** in Lowell, MA into a new market loft-

style and live/work housing community with 130 units. He currently has two buildings under development in the Historic Arlington Mills District in Lawrence. One is under construction, the adaptive reuse of the **Van Brodie Mill** into 102 rental units overlooking Steven's Pond. The other is the adjacent **Marriner Mill** which is in design to be converted into 84 units of family housing. Kevin was the Project Manager for several mill conversions in Providence, including **The Plant**, a mixed used commercial and artist live/work complex, and the neighboring **60 Valley Street Mill**.



Education

Bachelor of Architecture,
University of Minnesota, 1985

Bachelor of Environmental Design,
University of Minnesota, 1985

Design Studio Abroad,
Rome, Italy, 1984

Registration

Massachusetts (7399)

International Work

Istanbul, Turkey 1988-89

Affiliations

CHAPA

Preservation and
Production Committee

AIA MA Government Affairs
Committee, Member

Boston Society of Architects

BSA Renovate for Recovery
Registered Design Professional

U.S. Green Building Council

Speaking Engagements

ABX 2012: Survival Strategies for
Existing Buildings

ABX 2012: Living on Track

ABX 2019: Rethinking Reality -
Preservation Path to
Affordable Housing

Relevant Experience

Principal-in-Charge, **Rindge Commons**, Cambridge, MA: Optimizing full potential of this iconic site, ICON's design of infill structures transform the character of this property and include mixed uses while adding 100 units of affordable housing.

Principal-in-Charge of CA, **Avenir**, Boston, MA: A 241-unit, mixed-use residential development on a former MBTA parcel in Boston's Bulfinch Triangle above the MBTA's North Station. Avenir elegantly combines upscale apartments with vibrant retail and transportation links in Boston's Bulfinch Triangle sports and entertainment district. The 10-story building's varied massing and texture respond to the historic Bulfinch Triangle context of individual buildings aggregated over time. Tall, multi-level lofts wrap the internal parking structure to conceal it from street view, while upper level apartments enjoy the expansive terraces between building volumes.

Project Manager, **One Canal**, Boston, MA: Transit-oriented development in Boston's Bulfinch Triangle, including retail and parking below 310 rental apartments built over the MBTA Orange and Green Lines and the Central Artery Tunnel.

Project Manager, **Washington Beech (Phase II)**, Roslindale, MA: Transformation of a severely distressed development into a HOPE VI community of over 200 housing units in a range of types, incorporating leading edge energy and air quality strategies; all units take advantage of passive solar energy; LEED-H gold certified

Principal-in-Charge, **Chelmsford Woods Residences**, Chelmsford, MA: New construction of 116 units of affordable, low-rise townhouses with garden and clubhouse.

Principal-in-Charge, **North Point Lofts**, Cambridge, MA: Adaptive Reuse of 1926 concrete meat packing plant into 103 units of transit-oriented microloft housing as part of the Northpoint District. and is conveniently located near the Lechmere MBTA station. These studio apartments range in size from 330 to 700 square feet, each with floor-to-ceiling windows and contemporary interiors designed to meet LEED-NC Silver criteria.

Principal-in-Charge, **Simon C. Fireman Community Renovation and Expansion**, Randolph, MA: ICON is currently working on a phased modernization for this 3 story, 160 unit Senior Living Facility owned by Hebrew Senior Life. Expansion of site for another 50-units.

Principal-in-Charge, **Cambridge Housing Authority: Washington Elms Modernization**, Cambridge, MA: Extensive Existing Conditions and Schematic design programming through construction for modernization of an occupied 15 residential + 2 support building site; \$24M construction budget for broad and varied scope addressing most critical need across the housing development for the next 20 years; funded through HUD's Rental Assistance Demonstration program.

Principal-in-Charge, **Smith House**, Boston, MA: Renovation and modernization of 132 one-bedroom affordable occupied apartments in a 12-story, 1970's era concrete high-rise for seniors. Reprogramming of all amenity areas for seniors was completed.

Principal-in-Charge, **Maverick Landing**, East Boston, MA: Award-winning \$150M project on a nineacre waterfront site near the Maverick MBTA station. A multi-phase, multi-ownership, multi-family residential development built as a prototype for affordable green development totaling 426 sustainable units. LEED-certified.

Principal-in-Charge, **MSBA's Green and Accelerated Repair Program**: 26 different projects across 11 districts, 19 schools. Sustainable energy saving measures that include mechanical system upgrades, window and door replacement, roof and insulation repairs. All projects incorporate principles and standards of sustainable design ranging from \$400k to \$2M in construction cost.

Principal-in-Charge, **The Coady School Residences**, Bourne, MA: Fifty-eight residential units for active seniors are situated amongst a variety of communal spaces rich in historic character retained in the renovations: original open stairs, full proscenium at the entry lobby, and science greenhouse restored as a sun room - all washed in natural daylight through the large restored windows.



Education

Bachelor of Architecture, Boston
Architectural Center, 1998
Received High Honors for Thesis

Associate of Science in
Architectural Technology, Hartford
State Technical College, 1982

Registration

Massachusetts (20683)

Relevant Experience

Project Manager, **Appleton Mills**, Lowell (MA): Award winning adaptive reuse of a historic mill building on the Hamilton Canal into a 130-unit, mixed-income, artists' live/work development.

Project Manager, **Van Brodie Mill**, Lawrence, MA: Renovation of an existing historic mill building into 100+/- family-oriented lofts and a ground-level amenity center for residents. The renovation totals 145,488 GSF.

Project Manager, **Marriner Mill**, Lawrence, MA: Marriner Mill is located in the Arlington Mills Historic District in Lawrence. ICON will carry out a substantial rehabilitation of the structure to national Park Service standards. 84 apartments of low to moderate income housing will be created with a focus on 2 and 3 bedroom units. The renovation will be a companion to the neighboring Van Brodie Mill currently under construction in this historic district.

Project Manager, **Boston East**, East Boston (MA): The revitalization of a vacant piece of land into 200 apartments. The project provides public access to the waterfront and bridges two important centers of East Boston.

Project Team Manager, **The Plant & Cuban Revolution**, Providence (RI): An adaptive reuse project that includes the conversion of a 19th century Fabric Dying and Bleaching calendaring facility into artist live/work housing and a mixed use office park.

Project Manager, **Enterprise Office Building**, Brockton (MA): Adaptive reuse of a 55,000 SF former newspaper plant for commercial office space.

Project Manager, **Centre 50 & Enzo Flats**, Brockton (MA): Enzo Flats and Centre 50 are the first residential phase of a new multi-acre, mixed-used downtown redevelopment in the Gateway City of Brockton. This new, mixed use district includes the restored Enterprise Block, 200,000 SF of new office space, and restaurant and retail area. The residential component includes 250 apartments located within a one-block walk of the Brockton Commuter Rail Station.

Project Team Manager, **Fulton School Residences**, Weymouth (MA): Adaptive reuse of 1928 historic school with new construction, 63 units of affordable senior housing.

Project Manager, **110 Canal**, Lowell (MA): Renovation of the historic Freudenberg Nonwovens mill building renovation into modernized commercial space, a key piece in the city's \$800M Hamilton Canal District revitalization project.

Architectural Designer, **Olmsted Green**, Boston (MA): Design development / construction documentation for the design of 520 units of new mixed-income housing on the former Boston State Hospital Site. Focused on bathroom, kitchen, and unit interior compliance with MAAB and FHA.

Project Manager, **MSBA's Green and Accelerated Repair Program**: 26 different projects across 11 districts, 19 schools. Sustainable energy saving measures that include mechanical system upgrades, window and door replacement, roof and insulation repairs. All projects incorporate principles and standards of sustainable design ranging from \$400k to \$2M in construction cost.

Project Team Manager, **Emerson College Atrium**, Boston (MA): Design of an infill project for the existing light well in Emerson College's Walker Building.

Project Team Manager, **Vine Street Community Center**, Boston (MA): Rehabilitation and adaptive reuse of a 26,000 SF historic masonry structure resulted in a modern community center.



Education

Bachelor of Architecture, Penn
State University, 2014

Design Studio Abroad, The
Pantheon Institute, Rome, Italy,
2012

Registration
Massachusetts

Affiliations
American Institute of Architects
(AIA)

Boston Society of Architects
(BSA)

Greenbuild 2017

Boston Preservation Alliance

HomeStart Fundraising Captain
(iCycle, Boston Marathon)

Speaking Engagements
ABX 2019: Rethinking Reality -
Preservation Path to Affordable
Housing

Relevant Experience

Project Designer, **Van Brodie Mill**, Lawrence, MA: Renovation of an existing historic mill building into 100+/- family-oriented lofts and a ground-level amenity center for residents. The renovation totals 145,488 GSF.

Project Designer, **Marriner Mill**, Lawrence, MA: Marriner Mill is located in the Arlington Mills Historic District in Lawrence. ICON will carry out a substantial rehabilitation of the structure to national Park Service standards. 84 apartments of low to moderate income housing will be created with a focus on 2 and 3 bedroom units. The renovation will be a companion to the neighboring Van Brodie Mill currently under construction in this historic district.

Assistant Project Manager, **The Coyle School**, Taunton, MA: Adaptive reuse of 1933 historic Gothic Revival-style School and redeveloped site will be transformed into 50 units of affordable family housing. The historic school will house 32 families within the classroom wings and historic gymnasium; with another 18 families residing in a lower addition stepping down behind the auditorium.

Assistant Project Manager (through CA Phase), **The Coady School Residences**, Bourne, MA: The Coady School main building will be sensitively renovated per National Park Service Guidelines for Historic Renovation, and expanded to provide a total of 58 units of new housing and support services for active senior residents. The new construction portion will be a 3 story, wood framed plus basement with masonry fiber cement siding which will add an additional 38,000SF.

Project Manager, **Immaculate Conception and St James Schools** in Salem [MA] - Adaptive Re-Use of two historic schools- for affordable housing focused on two distinct populations- one for artists and one for active seniors. The use of Historic tax credits will steer the design of these historic structures providing a total of 61 units of new housing in downtown Salem.

Assistant Project Manager, **Smith House**, Boston, MA: Renovation and modernization of 132 one-bedroom affordable apartments in a 12-story, 1970's era concrete high-rise for seniors. New Entry addition, Reprogrammed Amenity spaces and tiered unit renovations developed to meet growing needs of elderly population and current accessibility code while the building is occupied.

Project Designer, **MSBA's Green and Accelerated Repair Program**: 37 different projects across 13 districts, 19 schools. Sustainable energy saving measures that include mechanical system upgrades, window and door replacement, roof and insulation repairs, and other improvements aimed at providing a better learning environment. All projects incorporate principles and standards of sustainable design. Roof, window and boiler replacements of all types ranging from \$400k to \$2M in construction cost.

Construction Administration, **The Residences at Canal Bluffs**, Bourne (MA): High efficiency Energy Star Rated wood-frame, four-story buildings housing 117 mixed-income units and community spaces.

Project Designer, **Chelmsford Woods Residences**, Chelmsford MA: New construction of 116 units of affordable, low-rise townhouses with garden-style apartments and clubhouse.

Project Designer, **Beach House Apartments**, Revere, MA: New construction of 230 units, with both outdoor and indoor amenity spaces for residents including a courtyard and pool. A below-grade parking garage provides a podium for the five-story building. The site totals 279,000 GSF.

Project Designer, **Babson Library Renovation**, Springfield College, Springfield, MA: Transformation of a 1971 library into a contemporary Learning Commons. The renovation totals 57,000 GSF.

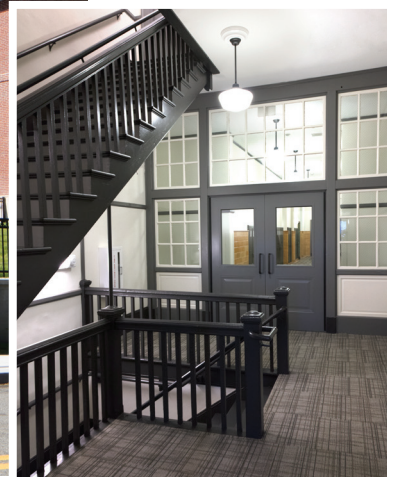
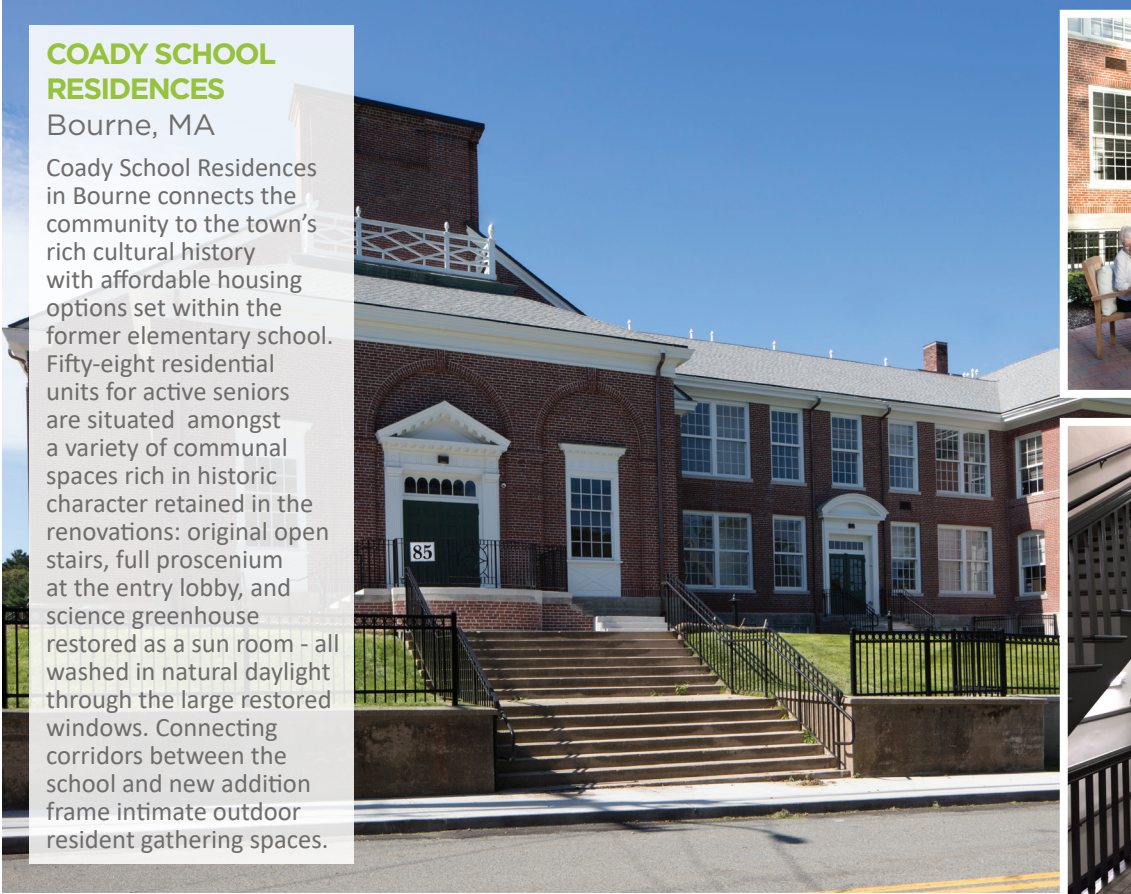
Project Designer, **Peabody-Leavitt**, Salem, MA: New Construction on two distinct parcels of Salem's Point neighborhood integrating mixed use programs of affordable housing, artists' studios, resilient design strategies and passive house detailing in proposed 40R district.

HISTORIC PRESERVATION / ADAPTIVE REUSE

COADY SCHOOL RESIDENCES

Bourne, MA

Coady School Residences in Bourne connects the community to the town's rich cultural history with affordable housing options set within the former elementary school. Fifty-eight residential units for active seniors are situated amongst a variety of communal spaces rich in historic character retained in the renovations: original open stairs, full proscenium at the entry lobby, and science greenhouse restored as a sun room - all washed in natural daylight through the large restored windows. Connecting corridors between the school and new addition frame intimate outdoor resident gathering spaces.



SIMPKINS SCHOOL RESIDENCES

SOUTH YARMOUTH, MA

Nestled in the historic district of South Yarmouth, the 1930's built John Simpkins School has been redesigned to offer 65 senior housing units. The adaptive reuse, which totals up to 78,000 SF, includes a historically-sensitive addition per the Cape Cod Commission's Regional Policy Plan. Amenities include a community room and an expansive green space which enlivens the landscape.

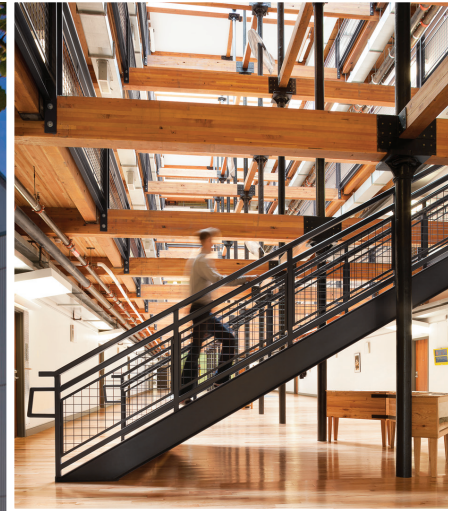


HISTORIC PRESERVATION / ADAPTIVE REUSE

APPLETON MILLS

LOWELL, MA

The 130 artist live/work lofts at Appleton Mills establish the 15-acre, mixed-use Hamilton Canal District as one of Massachusetts preeminent creative communities. This adaptive reuse restores the extant masonry mill remains, reuses the cast iron columns, and reengages bridges linking across canals. Site walkways trace the historic mill worker paths. At the heart of the complex lies a light-filled, four-story atrium serving as a communal gallery. Units offer a range of open loft layouts, including those that array along the “loading dock” terrace, allowing residents to roll up “garage doors” to open their studios to view.



BEFORE



HOTEL DARTMOUTH

ROXBURY, MA

Melding the restoration of this neglected 1871 National Register hotel with the new addition of artist live/work housing, Dartmouth Hotel has regained its elegance at the heart of Roxbury's Dudley Square. After sitting vacant for 30 years, restoration required painstaking renewal of the rare marble façade and meticulous rebuilding of ornate wood-trimmed dormers and slate roofing. Combined with its contemporary addition, this mixed-use project has acted as a catalyst for new development in the Dudley Square area, including substantial new retail and restaurant space in its ground floor.

BEFORE



HISTORIC PRESERVATION / ADAPTIVE REUSE

NORTH POINT LOFTS CAMBRIDGE, MA

This former industrial building creates 103 new “micro” lofts, an emerging new housing prototype for urban dwellers, conveniently located near the new Lechmere station on the Green Line extension. These studio apartments range in size from 330 to nearly 700 square feet, each with floor-to-ceiling windows and contemporary loft interiors and are designed to meet LEED-NC silver criteria.



60 KING PROVIDENCE, RI

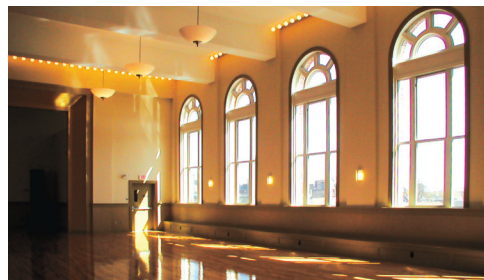
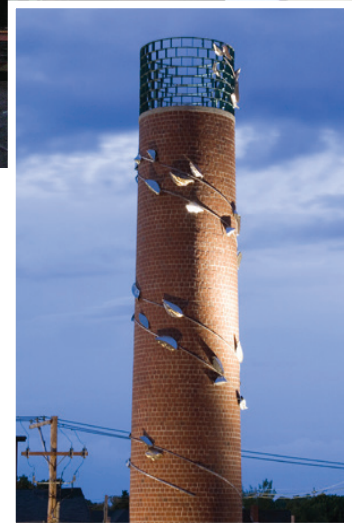
Historically known as the Rochambeau Worsted Mill, and more currently as The Imperial Knife Factory, this project was designed as a mixed income housing development and the First Phase of a larger community redevelopment plan for this area of the Olneyville neighborhood. The development is partially funded with Historic Tax Credits and Low Income Housing Tax Credits. The main building was built in 1923 and is three stories with a flat roof. The exterior is broken up into regular spaced bays with large window openings. There were additions, now removed, that were added over the years. The first in 1937 and the last being in 1980.



HISTORIC PRESERVATION / ADAPTIVE REUSE

THE PLANT + CUBAN REVOLUTION PROVIDENCE, RI

The Plant and Calender Mills mix a new blend of commercial and restaurant space with residential and live/work lofts into two 19th century industrial buildings. Live/work units range from affordable 500 SF studios with a wall of windows, to multi-story lofts with “wow,” and full floor-thru communal “nests.” Adaptive reuse is redefined through a blend of artistic integrity with aplomb. Via selective demolition, the underutilized and overbuilt site was opened up to create parking areas and an award-winning dance courtyard. Although in some areas the internal structure was deteriorated beyond repair, exterior walls were selectively preserved, maintaining the traditional street wall at the back of the sidewalk. New construction is clearly identified in contemporary materials and details.



HIBERNIAN HALL ROXBURY, MA

Restored to its former glory, the Roxbury Center for the Arts combines retail and arts-allied offices with a meeting and performance arts venue. Constructed in 1913 as the home of The Ancient Order of Hibernians, the building was on track to be demolished until recognized as a Boston Landmark. Extensive renovation transformed the 32,000 SF building, now the permanent home of the Arts Culture Trade Roxbury Consortium (ACT Roxbury), and returned it to its rightful place in the rebirth of Dudley Square.



ICON ARCHITECTURE:

AFFORDABLE HOUSING PROJECTS

Designing affordable housing is the soul of our practice. We are committed to the highest quality of design, sustainability, livability and long-range economy. Our designs demonstrate sensitivity to their context and display our ability to work thoughtfully with residents, neighbors, and administrators to achieve quality planning and design with superior lasting value.

THE COADY SCHOOL RESIDENCES, BOURNE MA:

Adaptive reuse of 1905 and 1935 historic Georgian Revival School, and new addition, for 63 units of active senior housing and supportive resident community areas. This project is permitted as a 40B 100% affordable development.

SIMPKINS SCHOOL RESIDENCES, SOUTH YARMOUTH MA:

Nestled in the historic district of South Yarmouth, the 1930 John Simpkins School has been redesigned to offer 65 senior housing units. The adaptive reuse includes a historically-sensitive addition, and extensive review by the Cape Cod Commission's Regional Policy Plan. Features include a community room and expansive green space.

FULTON SCHOOL RESIDENCES, WEYMOUTH MA:

The 1928 Nationally Registered Alice E. Fulton School has been reborn as an affordable, active senior community. The adaptive reuse and historically-sensitive addition to the Colonial Revival structure provides 63 apartments, many preserving original detail. This development is one of many ICON renovations putting historic tax credits to work to create senior housing within surplus schools in Massachusetts.

SCHOOL STREET RESIDENCES, ATHOL MA:

Originally constructed in 1915, and later expanded in 1937, the historic Athol Middle School is a 66,600 SF Art Deco style structure that has been completely renovated to provide 50 units for active adults. Utilizing Historic Tax Credit financing, the School Street Residences provides a much needed affordable, locally-available retirement community that preserves an important historic structure.

WALDEN FIRE HOUSE RESIDENCES, REVERE MA:

Built in 1907 in a restrained Classical Revival style, this former fire station provides home to seven units of senior housing. Former fire truck bays now serve as a first floor community space for the broader neighborhood. Original staircases were retained, and still wrap around the fire house pole that was once used for quick passage. Wood wainscoting and trim have been retained and replicated, while historic images have been reproduced as artwork in the hallways. Funded by both historic and low-income housing tax credits, this new use rejuvenates a historic TOD neighborhood, within a walk of both the MBTA Blue Line and the Revere Beach waterfront.

BROWN SCHOOL RESIDENCES, PEABODY MA:

Originally constructed in 1911 with additions in 1920 and 1950, this distinctive structure incorporates elements of the Colonial Revival and Craftsman styles with Renaissance Revival entrance arches. The transformed site consists of a total of 61 active adult units. The reuse of the 30,000 SF historic school structure includes 20 units with community facilities and management space provided on the ground level. Immediately to the east of the school building sits a 41-unit, four-story, 50,000 SF new construction addition.



The Coady School Residences



Simpkins School Residences



Fulton School Residences



School Street Residences



Walden Fire House Residences



Brown School Residences

KEITH CONSTRUCTION TODAY



Firm Organization

Keith Construction is a general contractor and construction manager specializing in multifamily residential construction for clients throughout the Northeast and Mid-Atlantic United States. Based in Canton, Massachusetts Keith Construction incorporated in 1993. Keith Construction is registered to do business in Massachusetts, New Hampshire, Connecticut, Rhode Island, New York, Pennsylvania, Delaware, Virginia, and Florida.

Our History

Mr. Keith has been actively involved in the residential housing business for more than 40 years. He started in the 1960's as a single-family homebuilder and moved on to conventionally financed apartments and condominiums in the 1970's. In 1979 with his partner, William Duggan, he formed Central Street Construction Company, which specialized in developing and building government financed apartment complexes. The company reached a peak volume of \$42 million in 1989, and reorganized in 1992.

In 1993, Mr. Keith teamed up with Mr. Forde, one of the key members of Central Street Construction, and founded Keith Construction, Inc. maintaining the same values, standards of excellence, and goals. Working together and with other apartment owners, the company developed a niche in renovating occupied apartment complexes that needed modernization after nearly twenty years of use.



Keith Construction enjoys an affiliation with Keith Properties, Inc. Keith Construction's close association with the property management company affords our team of specialists the opportunity to look at construction and development from both the owner's and general contractor's vantage point. The learned knowledge from this relationship assists in the planning, design, and construction stages of projects. This is most noticeable in Keith Construction's depth of knowledge in market and housing trends. Clients are often pleasantly surprised at our ability to foresee opportunities often overlooked that help create value.



Business Strategy – Understanding Your Goals and Needs

Keith Construction understands that construction is a service business, and focuses our expertise in housing reconstruction and new development, through a collaborative building effort. These projects fall inside four market segments we define as historic preservation, sustainable building, rental housing, and new development. It is within this collaborative and niche focused framework that we create value for our clients. Our strategic steps include first setting out to understand the clients' goals, and then implementing our building knowledge to help develop the construction program with the owner and design teams.



While not all our projects require the same advanced level of construction expertise, each is treated the same. This commitment and caring have established Keith the industry-wide reputation for quality and professionalism.

Under Mr. Keith's and Mr. Forde's vision and leadership, the company continues to meet new challenges and take advantage of new opportunities.



Keith Construction has completed over 35,000 housing units in the last twenty-five years

KEITH CONSTRUCTION TODAY



Keith Statistics

Its officers are listed below:

John W. Keith
Timothy E. Forde
Kelley Carroll

President and Partner
Vice President and Partner
Treasurer and CFO

Keith currently employs over 50 full-time employees, including carpenters and laborers



Construction Volume The Last Ten Years

- More than 11,000,000 square feet of residential construction
- Over 20,000 housing units reconstructed and built
- 80% of our work has been on active and occupied sites
- Over 100,000 square feet of community space
- Most of our work is negotiated bid, a testament to our quality and integrity

Minority and Women's Business Execution

Keith Construction takes great pride in our successful minority and women's business outreach policy. Keith maintains an updated database of MBE/WBE subcontractors and actively seeks competitive bids from these firms. We have great success in achieving outreach project goals as noted in the below statistics.

- In the last three years we have awarded over **20** MWBE contracts
- MWBE Contracts awarded in the last three years exceeds **\$18,000,000**
- In the last \$250,000,000 in volume our Minority Staffing exceeds 20%



Safety

Our dedication to the highest levels of safety is demonstrated in our **0.85** Safety Modification Rating. Our aggressive and proactive program means a better working environment, safer sites, and peace of mind for our clients. Our safety program is monitored by safety industry specialist Contractors Risk Management, Inc.



Insurance Reference

Eastern States Insurance
50 Prospect Street
Waltham, MA 02453

Christopher Clark
Account Executive
781-642-9000

Bonding Reference

Alliant Insurance Services, Inc.
131 Oliver Street, 4th Floor
Boston, MA 02110

Michael Cusack
Managing Director
617-217-2324

We are bondable to a \$50,000,000 single project limit and \$150,000,000 aggregate



Bank Reference

Citizens Bank
20 North Park Ave
Plymouth, MA 02360

Christopher Hallee
Sr. Vice President
508-732-5443

KEITH CONSTRUCTION TODAY



Continuity of Construction – Benefits of a Negotiated Bid General Contractor

As a general contractor engaged early in the process we understand that the information we provide during the design phase becomes the foundation for a successful project. Keith Construction takes great pride in ensuring that the budgets we help create are accurate and buildable.

We achieve continuity of construction through the product of understanding your needs, and the use of project control tools and ideas generated throughout the construction process. We focus on schedule, budget, procurement, field and project management to ensure projects finish on time and on budget.

Keith Construction provides numerous pre-construction services that include conceptual estimating, value design, green and energy efficient consultation, site plan review, scheduling, and final budget estimating.



Value Design

A primary focus is on Value Design, a collaborative effort between owner, architect, and contractor focuses on maximizing value of design within budget constraints. The process is a pure cost-benefit analysis based on a series of qualitative and quantitative options rather than an “options pricing exercise” typical of value engineering. In options pricing you will always get less than you want at more than you want to spend.



Scheduling

During construction, you can expect thorough review and updates to the master building schedule. This helps keep the entire team on the same page with regard to work progress and material availability.

Sustainability – Built to Last

At Keith, we endeavor to understand the interrelationships different building components and systems have on the whole building. This is more than building green or using the most environmentally friendly products but helping to create the most value from construction through design collaboration, product availability and cost, and understanding owner needs. We can provide LEED documentation and support.



Project Management

Experienced full-time superintendents and assistants manage all field activities, as work progress requires. This staffing ensures that daily operations, safety, and communication are maintained for a smooth construction process. Ultimately, the project manager is responsible for ensuring the timely delivery of the completed project on budget. The project manager understands that managing the client’s money responsibly is key to the success of the project.

Keith has the expertise and experience to help guide product selection through a whole building approach that includes value design and budgeting. This results in a more efficient, cost-effective building, with lower operating costs and significantly less impact on our surrounding environment. This understanding combined with responsibility for the workflow and schedule round out our project continuity process.



THE KEITH TEAM

Executive Team

From the top down, we recognize what it takes to build out a project successfully. With over 100 years of construction leadership experience, this executive team helps drive a building program integrated with the client's goals and strategy.

John W. Keith President and Partner

John W. Keith has over 45 years' experience in the development and general contracting fields of construction. He has vast knowledge in dealing with state funding organizations and programs, Tax Credits, HUD, and other related organizations. This knowledge and his experience in not only being a successful developer but in dealing with some of the most successful developers in the region makes Mr. Keith a valuable and competent professional in any development or construction team. John W. Keith is also the founder of Keith Properties Inc., a property management company with over 1500 units under management.

Timothy E. Forde Vice President and Partner

Tim Forde is Vice President of all construction operations and Partner. Tim has over 35 years' experience in the construction industry. Tim was one of the key team members in Mr. Keith's Central Street Construction prior to partnering to create Keith Construction. Tim is the executive leader in charge of both project management and field operations for Keith Construction. He has the uncanny ability to quickly understand and help deal with any situation, whether simple or complex.

Vanessa Aguiar Controller

Vanessa started full-time with Keith Construction in 2013 as a Contract Administrator after working part-time at KCI during her final year of college. She graduated with a BS in Accounting and a minor in Legal Studies from Bryant University. Between her internship in construction accounting at a local accounting firm and her accounting experience as the Office Manager for a landscaping/demo company, Vanessa brings extensive experience in administration and project accounting to her current role.

THE KEITH TEAM

Preconstruction and Estimating Team

In conjunction with the executive team our preconstruction and estimating division paves the way for a successful project. From site visits and conceptual estimates through final pricing and purchasing; our P&E team work directly with the clients, architects, and project managers to help define the scope and price the project at hand.

Carolyn M Sicard

Carolyn brings to Keith Construction over 24 years of experience in estimating alongside 8 years of construction purchasing. She has worked on Public and Private work; including: New Construction, additions, renovations, gut rehabs and owner-occupied rehabs. Carolyn's role incorporates many facets including: creating long lasting subcontractor relationships, maintaining subcontractor coverage, properly scoping out subcontractor's proposals while managing a project's MBE/WBE participation and budget. Carolyn's parents instilled in her at a young age that having passion, resilience, commitment, motivation and communication will help her grow to become successful in her career and in life. Carolyn has been happily married for 16 years to a supportive husband and two beautiful daughters. Keith Construction is excited to welcome Carolyn to our team.

Samuel M Wat- Junior Estimator

Samuel is a loyal, singularly focused, and driven team player with quantitative skills in building construction. He is learning estimating and how to price out projects from the ground up, including historical, new construction, and owner occupied rehabilitation. He loves speaking with the subcontractors and is aware the subcontractors are a crucial part to the business. Sam has a bachelor's degree in Construction Management at Wentworth Institute of Technology.

THE KEITH TEAM

Assistant Project Management Team

The Assistant Project Managers work side by side with our Project Managers to ensure the project day to day operations are running smoothly. The tasks include project set up, project execution, project closeout, financial management and relationship management.

Will Calder

After graduating with a BA from St. Lawrence University, Will entered the energy efficiency field, working alongside the Massachusetts energy utilities. It was through conducting over 1,800 field surveys, that Will found his passion for building. Will recently joined the Keith Team and is spending time in both the field and office honing his skills as a Super and APM. He currently holds an unrestricted construction supervisors license in the state of Massachusetts.

David Patel

David has a BS in civil engineering and got his MBA from University of Illinois at Urbana-Champaign in 2016. He joined Keith Construction in 2019 and brings in 3 years of experience in project management and client interaction. Between his time in managing the projects and interacting with the different stakeholders, David has developed the ability to better understand the client's vision and the finished infrastructure that would surpass the client's expectations. This client-oriented mindset has allowed him to streamline the process of managing various aspects of the projects.

THE KEITH TEAM

Project Management Team

The project manager is engaged from the beginning with estimating and value design to ensure the project is successful every step of the way. Once assigned to a project, that project manager becomes your main point of contact from conceptual estimating to delivery of maintenance manuals. This helps ensure continuity of construction.

Ruben Amaral

Ruben holds a BS in Project Management from Wentworth Institute of Technology and went on to receive his MS in Construction Management from Northeastern University in 2015. Ruben has been with Keith Construction since 2015 and brings 10 years of experience in the construction industry, from both a building material supplier, subcontractor and general contractor's perspective. This experience has enabled him to better understand the entire project life cycle and become an integral part of the Project Management team.

Robert Bradley, AIA

Bob is a graduate from Wentworth Institute of Technology and has been with Keith Construction since 1997, after having worked for 10 years as a registered architect. As an architect, he brings a unique perspective and insight to the role of project manager.

Daniel Carleton

Dan has over 20 years experience and has worked on new construction, renovation, and re-use projects. Beyond construction knowledge, Dan's experience includes acting as owner's representative and working within the property management community. He also has extensive experience in interacting with numerous governmental agencies including HUD, MHFA, and MHIC. He has been with Keith Construction since 2006.

Christopher Chiurri, AIA

Chris graduated from Wentworth Institute of Technology with a Bachelor's degree in architecture. With 10 years of experience as an Architect and previous experience as a Construction Project Manager and Site Supervisor, Chris has the diverse experience and skills needed for successful project management.

David Denaro

Dave has been with Keith Construction since 1998, and in that time has worked on a variety of different projects. Dave has over 25 years of knowledge in the construction industry having built numerous new communities and completed countless occupied housing unit rehabilitations. This practical experience and knowledge makes him an invaluable addition to any construction team.

Timothy Forde, Jr.

Earning a Business Management from Quinnipiac University and taking additional course work at Wentworth Institute of Technology in their Construction Management program, Tim spent years gaining academic knowledge to pair with his years of on-site construction field experience prior to joining our project management team. To date, Tim has overseen more than 60 million dollars of construction and takes pride in his work. He has been with Keith since 2011 and joined the Project Management team in 2014.

Wendell F. Orton II

Having been with Keith Construction since the Company's founding in 1993, Wendell has played many critical roles for the construction team over the years. Wendell started as a superintendent and is currently a project manager. He handles many of the out of New England projects Keith manages and constructs. He has a degree in Construction Management from Wentworth Institute of Technology.

THE KEITH TEAM

Superintendents

Like the project managers, Keith Construction superintendents are assigned for the duration of the project. Our superintendents are appointed based on their construction expertise to our projects. Each superintendent is supplemented with assistants who help complement the ongoing work, whether that is required expertise in site construction, general construction, or project closeout.

Superintendents are charged with the day-to-day operations of the site, construction activities, and are on-site 100% of the time. They become the main point of contact to your facilities team and clerk during the construction period. Keith superintendents have an average construction experience of over twenty years, with nearly half having tenure at Keith Construction of ten years. This career longevity and experience with the same company ensures that knowledge gained in doing our work is institutionalized while opportunities to advance the project are capitalized upon.

Hubert Caron

Hubert joined Keith in 2006 and is a licensed construction supervisor in Massachusetts. With the capabilities to manage large quantities of workers on a daily basis, paired with his knowledge of the industry and communication skills, Hubert is a valued part of our team.

Robert Dufour

Robbie has been with Keith since 2002. He has 22 years of construction experience, with specialties in site work, wood framing, and technical finishes. Robbie holds a construction supervisors license, and as an added safety competence, he is also certified in CPR.

Timothy Dumont

Tim has been with Keith since 2001 and is licensed in Massachusetts. He has over forty years construction experience in all phases. He has been a licensed construction supervisor for 30+ year.

George Fourtzialas

George has twenty-three years commercial superintendent experience, with sixteen years in the construction trades specializing in finish and structural carpentry, new home building, occupied rehabs, commercial tenant fit ups and nursing home rehabs. George is licensed in Massachusetts and has been with Keith since 2001 as a Superintendent.

Charles Kourafas

Chuck has been with Keith Construction since the Central Street Construction days beginning in 1984. He is a licensed superintendent whose specialty is site work.

David Lazaro

Dave has been with Keith since 1998 and holds a Massachusetts Unrestricted Construction Supervisor license. David graduated sixth in his class at New Bedford Vocational and started his construction career as a carpenter in 1992.

Don Mayer

Don has been with Keith Construction since 2010. Don brings extensive construction knowledge and experience to Keith Construction, and holds an Unrestricted Construction Supervisor license in the state of Massachusetts.

Bill Plante

Bill has over 20 years of experience in the construction industry and has held an Unrestricted Construction Supervisor's License for 9 of those years. He has experience in multiple areas including drafting, site work, and framing and occupied rehab in both commercial and residential spaces. Bill has been with Keith since June 2014.

KEITH CONSTRUCTION PROJECTS COMPLETED UNDER 5 YEARS

Project Name	City/Town	State	Ownership	Owner (C/O)	Owner Address	Architect	Architect Address	Project Type	Contract Amount	Completion Date	% Complete
Hilltop Apartments Phase One	Washington	DC	Eastern Avenue Recevelopment Limited Partnership	Winn Development Company Limited Partnership	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 1,704,038.83	12/15/2017	100%
Atlantic Terrace - Solar	Washington	DC	Winn Solar DC	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 86,857.00	9/17/2017	100%
Atlantic Terrace - Roof	Washington	DC	Atlantic Terrace Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 249,000.00	9/29/2017	100%
Umass.Turi 2nd Floor	Lowell	MA	Boott II Commercial Tenant LLC	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Office Rehav	\$ 1,599,497.00	8/18/2017	100%
Winn 2nd Floor Office	Lowell	MA	Boott II Commercial Tenant LLC	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Office Rehav	\$ 669,473.00	8/18/2017	100%
Highland Glen Offices	Westwood	MA	BC Highland Glen LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Tenant Fit Out	\$ 98,456.00	8/15/2017	100%
Quincy Tower	Boston	MA	BC Quincy Tower, LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Rehabilitation	\$ 10,830,549.00	2/15/2018	100%
Mystic Valley Towers	Medford	MA	Mystic Place LP	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 8,342,344.00	7/5/2017	100%
Binnall House	Gardner	MA	Binnall House RHF Partners, LP & Gardner RHF Housing, LLC	Schochet	911 N. Studebaker Road, Long Beach, CA 90815	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 3,110,287.00	11/30/2017	100%
Berkshire Peak	Pittsfield	MA	BC Berkshire Peak LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	Dietz & Company Architects	17 Hampden Street, Springfield, MA 01103	Occupied Renovation	\$ 7,468,136.00	9/8/2017	100%
Palmer Green Estates	Palmer	MA	BC Palmer Green LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	Davis Square Architects	240 A Elm Street, Somerville, MA 02144	New Construction	\$ 8,039,882.00	5/24/2017	100%
NSAII Schoolhouse Apartments	Waterbury	CT	School Housing Redevelopment Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Rehabilitation	\$ 15,886,588.00	1/1/2018	100%
EPN Housing	Providence	RI	EPN Housing Partners, LP	Vitus Group	1700 7th Avenue, Suite 200, Seattle, WA 98101	DMS Design, LLC	100 Cummings Center, Suite 215C, Beverly, MA 01915	Occupied Rehabilitation	\$ 7,551,333.00	5/3/2017	100%
Springbrook Village	Kingston	NY	Kingston Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 4,153,245.00	10/25/2016	100%
Waterview Apartments	South Boston	MA	Waterview Associates	Federal Management Co. Inc	536 Granite Street, Suite 300, Braintree, MA 02184	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 869,000.00	9/2/2016	100%
EB McNitt Apartments	New Brighton	PA	Winn Development	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 8,319,630.00	12/31/2016	100%
Four Freedoms	Philadelphia	PA	FFPM Housing Partners, LP	Vitus Group	1700 Seventh Avenue, Suite 2000, Seattle, WA 98101	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 9,226,289.00	12/21/2016	100%
Billings Forge Apartments	Hartford	CT	Billings Forge Preservation Associates LP	Preservation of Affordable Housing	40 Court Street, Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 10,014,065.00	6/2/2017	100%
Frost Homestead Apartments	Waterbury	CT	Caleb Waterbury Limited Partnership	The Caleb Foundation, Inc. as a sponsor of the Project & sole member of the general Partner	491 Humphrey Street, Swampscott, MA 01907	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 4,523,205.00	7/1/2016	100%
Island Creek Village North Phase II	Duxbury	MA	ICVN Age Restricted LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	New Construction	\$ 26,408,045.00	10/12/2017	100%
Mill Valley Estates	Amherst	MA	Mill Valley Estates Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 11,894,311.00	1/1/2017	100%
Atlantic Gardens	Washington	DC	Atlantic Gardens Redevelopment LP	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 9,923,777.00	7/14/2017	100%
Atlantic Terrace	Washington	DC	Atlantic Terrace LP	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 15,838,068.00	8/18/2017	100%
Port Landing	Cambridge	MA	Port Landing Tenant LLC	Capstone Communities LLC	165 Armory Street, Cambridge, MA 02139	Prellwitz Chilinski Associates, Inc.	221 Hampshire Street, Cambridge, MA 02139	New Construction	\$ 6,211,190.00	10/31/2016	100%
Dalton Apartments	Pittsfield	MA	Pittsfield April Lane LLC	Rees-Larkin Development LLC		The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 6,010,000.00	12/1/2015	100%
Island Creek WWTF	Duxbury	MA	ICVN Age Restricted LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	New Construction	\$ 3,481,066.00	10/1/2016	100%
Island Creek Village North Phase I	Duxbury	MA	ICVN Age Unrestricted LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	New Construction	\$ 17,793,772.00	9/22/2016	100%

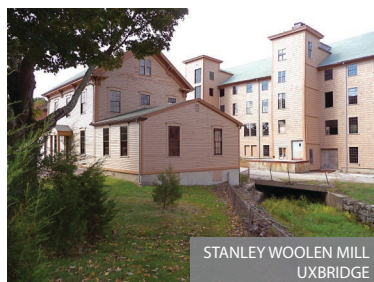
KEITH CONSTRUCTION PROJECTS COMPLETED UNDER 5 YEARS

Project Name	City/Town	State	Ownership	Owner (C/O)	Owner Address	Architect	Architect Address	Project Type	Contract Amount	Completion Date	% Complete
River Mill Apartments	Grosvendordale	CT	North Grosvendordale Restoration LLC	Winn Development	6 Faneuil Hall Market Place, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 2,977,217.00	5/1/2016	100%
Douglas House Hamilton Wade	Brockton	MA	Brockton RHF Partners Limited Partnership	Schochet	911 N. Studebaker Road, Long Beach, CA 90815	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 6,496,363.00	12/1/2015	100%
Laurelwood Place Elderly Housing	Bridgeport	CT	Laurelwood Housing Associates LP	Wishrock Housing Partners & Investment Group	Three Canal Plaza, Portland, ME 04101	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 3,699,799.00	12/9/2015	100%
Whitinesville Cotton Mills	Whitinesville	MA	Schochet Whitinesville Associates	Schochet	17 Douglas Road, Whitinesville, MA 01588	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 402,337.00	5/1/2015	100%
Dorado Apartments	Yonkers	NY	Dorado Preservation Associates	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 12,969,878.00	6/1/2016	100%
St. Stephen's	Lynn	MA	St. Stephen's Preservation Limited Partnership	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	Bechtel Frank Erickson	1840 Massachusetts Avenue, Lexington, MA 02420	Occupied Renovation	\$ 10,116,538.00	11/9/2015	100%
Mandela Homes	Boston	MA	Mandela Preservation LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	Bechtel Frank Erickson	1840 Massachusetts Avenue, Lexington, MA 02420	Occupied Renovation	\$ 18,330,188.00	2/5/2016	100%
Park Tower	Philadelphia	PA	Park Preservation Limited Partnership	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	Wallace, Roberts & Todd, LLC	1700 Market Street, Suite 2800, Philadelphia, PA 19103	Occupied Renovation	\$ 5,943,236.00	12/1/2015	100%
Pequot Highlands	Salem	MA	Pequot II Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Boiler Room Renovation	\$ 33,810.00	11/1/2014	100%
Malden Mills II	Lawrence	MA	MM Lawrence II Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 14,606,800.00	8/1/2015	100%
North Village	Webster	MA	North Village Apartments Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 5,259,500.00	7/1/2015	100%
School House Apartments	New Britain	CT	School Housing Partners, LP	Vitus Group	299 Broadway, Suite 1820, New York, NY 10007	Core Group Architects, LLP	123 South Street Oyster Bay, NY 11771	Occupied Renovation	\$ 8,664,144.00	12/9/2015	100%
Watertown Crossing Village	Waterbury	CT	Watertown Crossing Village Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 6,366,535.00	5/1/2015	100%
Boott Cotton Mill West Phase 3	Lowell	MA	Bott Mill Developer LLC	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Rehab Office Space	\$ 1,213,025.00	7/1/2014	100%
Central Annex Apartments	Pittsfield	MA	Central Annex Preservation Associates Limited Partnership	POAH, Inc.	40 Court Street, Suite 700, Boston, MA 02108	Guzman Prufer, Inc.	Five Powderhouse Lane, Sherborn, MA 01770	Occupied Renovation	\$ 5,570,505.00	6/1/2015	100%
Livingston School Apts	Albany	NY	LV Apartments Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 19,087,140.00	7/1/2015	100%
Torrington West Apartments	Torrington	CT	Torrington West Preservation Assoc LP	POAH, Inc.	40 Court Street, Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 2,822,486.00	8/1/2014	100%
Colonial Estates	Springfield	MA	BC Colonial Estates LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 28,740,197.00	9/1/2015	100%
Olympia Oaks	Amherst	MA	Olympia Amherst LP	HAP	322 Main Street, Springfield, MA 01105	Kuhn Riddle Assoc	28 Amity Street, Amherst, MA 01002	New Construction	\$ 8,755,971.00	9/1/2014	100%
Edmands House	Framingham	MA	BC Edmands House LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 10,656,830.00	8/1/2014	100%
Coolidge at Sudbury	Sudbury	MA	CCC Post Road Limited Partnership	Covenant Commonwealth Corporation	34 Washington Street, Brighton, MA 02135	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	New Construction	\$ 9,565,245.00	10/1/2014	100%
Essex Village	Kingston	RI	Essex Village RHF Partners, Limited Partnership	RHF	12 Fischer Drive, North Kingston, RI 02852	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 2,159,896.00	11/1/2013	100%
Kings Grant	Kingston	RI	Essex Village RHF Partners, Limited Partnership	RHF	12 Fischer Drive, North Kingston, RI 02852	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 2,532,621.00	11/1/2013	100%
Washington Park	Roxbury	MA	Washington Park Limited Partnership	Nuestra Comunidad Development Corp	56 Warren Street #200, Roxbury, MA 02119	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 11,772,780.00	7/1/2014	100%
Station Lofts	Brockton	MA	CC Station Lofts LLC	Capstone Communities LLC	165 Amory Street, Cambridge, MA 02139	Prellwitz, Chilinski Associates, Inc.	211 Hampshire Street, Cambridge, MA 02139	Mill Renovation	\$ 5,012,282.00	12/1/2013	100%
Venango House	Philadelphia	PA	2102 Venango Limited Partnership	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 5,733,788.00	9/1/2013	100%
Boott Mill	Lowell	MA	Boott Mill Developer LLC	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Mill Renovation	\$ 21,974,621.00	11/1/2013	100%

KEITH CONSTRUCTION PROJECTS COMPLETED UNDER 5 YEARS

Project Name	City/Town	State	Ownership	Owner (C/O)	Owner Address	Architect	Architect Address	Project Type	Contract Amount	Completion Date	% Complete
Conway Court	Roslindale	MA	Beacon Communities LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 1,191,070.00	1/1/2013	100%
Bayview Towers	Stamford	CT	Bayview Preservation Partners LP	POAH, Inc.	122 East 42nd Street, Ste 3605, New York, NY 10168	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 12,356,125.00	4/1/2014	100%
Jaclen Towers	Beverly	MA	Beacon Communities LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 5,834,541.00	1/1/2013	100%
Summerhill Glen	Maynard	MA	Beacon Communities LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 5,146,054.00	1/1/2013	100%
Wilkins Glen	Medfield	MA	Beacon Communities LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Occupied Renovation	\$ 4,028,777.00	1/1/2013	100%
Ames Shovel Works	North Easton	MA	BC Shovel Works LLC/Shovel Works Two LLC	Beacon Communities LLC	Two Center Plaza - Suite 700, Boston, MA 02108	Prellwitz/Chilinski Associates Inc.	221 Hampshire Street, Cambridge, MA 02139	Mill Renovation	\$ 27,929,675.00	3/1/2014	100%
Wiggins Village	Providence	RI	Providence BSE	Winn Development	207 Cranston St., East Providence, RI 02904	Finegold, Alexander and Assoc.	77 N Washington St #7 Boston, MA 02114	Occupied Renovation	\$ 8,014,271.00	1/1/2013	100%
Cliftex Lofts	New Bedford	MA	Cliftex Lofts LLC	Winn Development	Six Faneuil Hall Marketplace, Boston, MA 02109	The Architectural Team, Inc	50 Commandants Way at Admiral's Hill, Chelsea, MA 02150	Mill Renovation	\$ 19,356,830.00	4/1/2013	100%

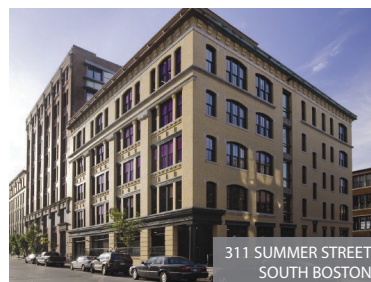
\$ 515,623,178.83



STANLEY WOOLEN MILL
UXBRIDGE



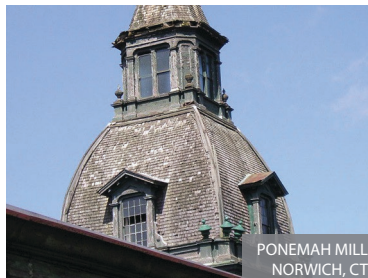
WALTHAM WATCH CO
WALTHAM



311 SUMMER STREET
SOUTH BOSTON



WALDEN ST. FIRE STATION
REVERE



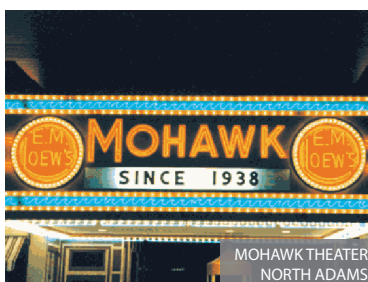
PONEMAH MILL
NORWICH, CT



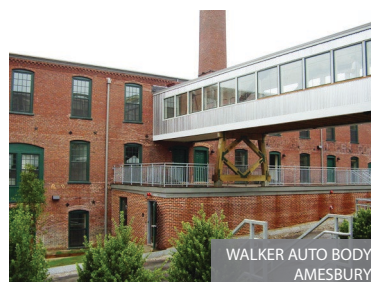
COURT SQUARE BUILDING
SPRINGFIELD



BAKER SQUARE II
BOSTON



MOHAWK THEATER
NORTH ADAMS



WALKER AUTO BODY
AMESBURY



STATE NORMAL TRAINING SCHOOL
WESTFIELD



MONUMENT SQUARE APARTMENTS
TROY, NY



L.H. HAMEL LEATHER MILLS
HAVERHILL

Epsilon's team of Historic Preservation Specialists provides clients with the insight and guidance needed to secure project approvals from State Historic Preservation Offices and the National Park Service. We work closely with project proponents and team members including architects, engineers and designers to ensure compliance with the Secretary of the Interior Standards for Rehabilitation. We maintain excellent working relationships with the staff of the National Park Service and New England State Historic Preservation Offices. Epsilon's historic preservation staff has a unique understanding of program requirements, proponent needs, and agency expectations due to their prior employment with both state agencies and consulting firms.

For further information about Epsilon's historic tax credit consulting services please call:

Douglas Kelleher, Principal - 978.461.6259
Brian Lever, Associate - 978.461.6261
Geoff Melhuish, Senior Consultant - 978.461.6224
Brielly Allen, Preservation Planner - 978.461.6209
Erin Doherty, Preservation Planner - 978.461.6279

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www.epsilonassociates.com

Douglas J. Kelleher

Principal / Historic Preservation Specialist

EDUCATION

Certificate, "Development Permitting in Boston," Massachusetts Continuing Legal Education

Certificate, "Green Strategies for Historic Buildings," National Preservation Institute (NPI)

Certificate "Sec. of the Interior's Standards for the Rehabilitation of Historic Properties," NPI

Certificate "Issues in Federal Cultural Resource Compliance," NPI, Alexandria, VA

B.S., Historic Preservation Planning, Roger Williams College

London Preservation Studies Program, Roger Williams College

PROFESSIONAL MEMBERSHIPS

Board of Directors, Preservation

Massachusetts

Salem Historical Commission, past member

National Trust for Historic Preservation

Essex National Heritage Commission

Boston Preservation Alliance

Historic New England

Historic Salem, Inc.

Boston Athenaeum

Historic Boston, Inc.

Society of Architectural Historians

Mr. Kelleher has more than 27 years of professional experience in historic preservation planning, cultural resource management, historic tax credits and architectural design review. At Epsilon, Mr. Kelleher is a Principal of the firm and Manages Epsilon's team of highly respected Historic Preservation professionals. He assists clients with strategic consulting for compliance with local, state, and federal historic preservation regulations. Mr. Kelleher provides assistance to clients in meeting regulatory requirements through consultation with state and federal agencies and the preparation of environmental impact assessments and documentation, and Chapter 254, Section 106, and Section 4(f) evaluations.

Mr. Kelleher has an expertise in state and federal historic rehabilitation tax credits. He provides guidance to developers and architects on the appropriate adaptive reuse and redevelopment of historic buildings in order to comply with the Secretary of the Interior's Standards for the Treatment of Historic Properties. His background meets the Secretary of the Interior's Qualifications as a Historic Preservation Consultant.

Prior to joining Epsilon in 2005, Mr. Kelleher was a Senior Preservation Planner with a large engineering consulting firm where he was responsible for establishing a cultural resources compliance practice. Mr. Kelleher's background also includes nearly six years as a Preservation Planner with the Massachusetts Historical Commission.

PROFESSIONAL EXPERIENCE***Select list of State and Federal Historic Tax Credit Projects***

- ◆ *Central Grammar Apartments, Gloucester, MA.* Project Manager for the preparation of State and Federal Historic Tax Credit Applications for the substantial rehabilitation of an 1889 / 1922 former grammar school building for 80 units of the affordable elderly housing. The project included masonry repairs, mechanical system upgrades and the installation of historically appropriate replacement windows.
- ◆ *Chapin School, Chicopee, MA.* Project Manager for the preparation of State and Federal Historic Tax Credit Applications and a National Register of Historic Places nomination for the late 19th / early 20th century Chapin School as part of its conversion to housing for formerly homeless veterans.
- ◆ *Bowdoin Manor, Beacon Hill, Boston, MA.* Project Manager for the preparation of State and Federal Historic Tax Credit Applications for the rehabilitation of two early 20th century masonry buildings located on Boston's Beacon Hill for use as 120 single room occupancy residences. Responsibilities also included preparing an MHC Project Notification Form and securing design review approvals from the Beacon Hill Architectural Commission.
- ◆ *Jewett Piano Case Factory, Leominster, MA.* Project Manager responsible for overseeing the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for the conversion of a vacant, late 19th century, wood frame, piano case factory building to 41 units of affordable elderly housing.
- ◆ *J.P. Friend & Company Box Factory, Beverly, MA.* Project Manager for the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for an 1896 brick, former box factory converted to single room occupancy residential units for formerly homeless veterans.
- ◆ *Parkhill Mill, Fitchburg, MA.* Prepared necessary research and historic documentation to obtain a determination of National Register eligibility from the Massachusetts Historical Commission and the National Park Service in order for the late 19th century textile mill undergoing conversion to affordable elderly housing to qualify for state and federal historic rehabilitation tax credits.
- ◆ *New Home Sewing Machine Company, Orange, MA.* Project Manager for the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for the conversion of late 19th century industrial buildings to 60 units of new affordable elderly housing.
- ◆ *Livingston School, Albany, NY.* Project Manager responsible for overseeing the preparation of State and Federal Historic Rehabilitation Tax Credit Applications for the conversion of a former 1932 school to 103 units of affordable housing.

Brian Lever

Associate

EDUCATION

M.L.A., Anthropology/Archaeology,
Harvard University

M.A., American History, University of
Connecticut

B.A., History, University of
Massachusetts, Amherst

B.A., Archaeology, University of
Massachusetts, Amherst

PROFESSIONAL MEMBERSHIPS

Association for Preservation
Technology

Society of Architectural Historians

Boston Preservation Alliance

Mr. Lever has over 19 years of experience in architectural history and preservation planning. Mr. Lever provides assistance to clients in meeting regulatory requirements through consultation with state and federal agencies and the preparation of historic preservation compliance documentation. Mr. Lever has experience in implementing Section 106 of the National Historic Preservation Act, and related local, state, and federal environmental laws, regulations, and guidelines affecting historic resources. Additionally, Mr. Lever has expertise in state and federal historic rehabilitation tax credits.

Prior to joining Epsilon, he worked as the Senior Preservation Planner for the City of Newton where he managed the City's preservation efforts and served as a resource to elected officials, appointed officials, and the public regarding historic preservation issues and projects. He provided technical assistance in reviewing projects, prepared preservation restrictions, analytical research reports and guidelines; and made recommendations regarding future policy and ordinance changes. He also documented historic properties for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth and the National Register of Historic Places.

Mr. Lever's prior experience also includes working as a historic preservation consultant for private and non-profit preservation firms as an architectural historian. He conducted Section 106 reviews for telecommunications projects throughout New England. Additionally, he completed historic resources surveys, assessed National Register eligibility of historic structures and sites, and authored compliance reports under the National Environmental Policy Act (NEPA). He also consulted with federal agencies, State Historic Preservation Offices, local historical commissions, and the general public on preservation procedures. Mr. Lever has also executed special history studies.

In addition, Mr. Lever background includes working as an archaeologist and park ranger for the National Park Service. He gave public presentations and led educational programs for school children and tours of historic sites. He engaged in archaeological reconnaissance surveys and data recovery projects of prehistoric and historic archaeological sites under state and federal regulations including Section 106, Section 4F of the Dept. of Transportation Act, and NEPA.

PROFESSIONAL EXPERIENCE***Select State and Federal Historic Rehabilitation Tax Credit Projects***

- ◆ *Abby's House, Worcester, MA.* This project involved the rehabilitation of an existing single room occupancy housing complex to provide necessary upgrades. Mr. Lever prepared state and federal rehabilitation certification applications, demolition review application for the City of Worcester and the National Register of Historic Places eligibility opinion for the building.
- ◆ *Central Annex, Pittsfield, MA.* This project involved the rehabilitation of existing affordable housing units within a historic 1896 school. Mr. Lever assisted in drafting the state and federal historic tax credit applications for the project..
- ◆ *Schoolhouse Apartments: Webster, Bishop and Wilby, Bridgeport, CT.* This project involved the rehabilitation of existing affordable housing units within three different historic schools providing necessary upgrades. Mr. Lever prepared the state and federal rehabilitation certification applications for the three projects.
- ◆ *Tribune Apartments, Framingham, MA.* This project involved the rehabilitation of existing affordable housing units within a 1904 commercial building in downtown Framingham. Mr. Lever prepared the state rehabilitation certification application.
- ◆ *Library Commons, Holyoke, MA.* This project involved the rehabilitation of two late 19th century apartment buildings and an early 20th century dormitory creating new affordable housing units as well as the rehabilitation of an existing early 20th century apartment building. Mr. Lever drafted the state and federal rehabilitation certification applications as well as two National Register nominations and four MHC Project Notification Forms.
- ◆ *Wellington Apartments, Worcester, MA.* This project involved the completion of state and federal rehabilitation certification applications for 10 separate buildings used for affordable housing as well as an MHC Area Form seeking a National Register eligibility determination. Mr. Lever prepared the state and federal rehabilitation certification applications for the 10 buildings.
- ◆ *Central Building, Worcester, MA.* This project involved the rehabilitation and conversion of an early 20th century commercial office building in downtown Worcester into a mix-use building including affordable housing. Mr. Lever prepared the state and federal rehabilitation certification applications for the project.

Geoffrey Melhuish

Senior Consultant

EDUCATION

Certificate, "Preservation Leadership Training,"
National Trust for Historic Preservation

Certificate, "Traditional Historic Mortar
Restoration," Campbell Center for Historic
Preservation Studies

Certificate, "Microscopy for Paint Pigment
Identification for the Art and Architectural
Conservator," Campbell Center for Historic
Preservation Studies

B.S., Historic Preservation Planning, Roger
Williams University

Wroxton College Preservation Studies Program,
Roger Williams University

PROFESSIONAL MEMBERSHIPS

Association for Preservation Technology

National Trust for Historic Preservation

Preservation Mass

Bayside Community Development Corporation,
past board member

Greater Portland Landmarks, past President

Preservation Worcester

Mr. Melhuish has more than 22 years of professional experience in architectural conservation, historic preservation planning, cultural resource management and project management. He assists private and public clients with strategic consulting for compliance with local, state, and federal historic preservation regulations. Mr. Melhuish assists clients in meeting regulatory requirements through consultation with state and federal agencies and the preparation of environmental impact assessments and documentation, and Chapter 254, Section 106, and Section 4(f) evaluations.

Mr. Melhuish has extensive experience in implementing Section 106 of the National Historic Preservation Act, Chapter 254 of Massachusetts General Laws, and related local, state, and federal environmental laws, regulations, and guidelines affecting historic resources, including Massachusetts Environmental Policy Act (MEPA) and Maine Land Use Regulation Commission (LURC). He has established working relationships with municipal, state and federal agencies, the development community, architectural and planning firms, and private organizations involved in cultural resource management.

Mr. Melhuish has an expertise in adaptive reuse and the rehabilitation of National Register listed properties and other culturally significant buildings in a broad range of market sectors, including residential, commercial, civic, religious, and education. He provides guidance to developers and architects on the appropriate adaptive reuse and redevelopment of historic buildings in order to comply with the Secretary of the Interior's Standards for the Treatment of Historic Properties. His professional experience meets the Secretary of the Interior's Qualifications as a Historic Preservation Consultant.

Prior to joining Epsilon, Mr. Melhuish worked at an architecture and historic preservation firm in Portland, Maine where he led numerous historic restoration and historic rehabilitation projects as well as many historic resource surveys and preservation planning projects. His previous experience also includes numerous years as an Historic Preservation Specialist with a cultural resource management firm working on projects for the Dept. of Defense throughout the Eastern United States, Puerto Rico and Iceland.

PROFESSIONAL EXPERIENCE***Select list of State and Federal Historic Rehabilitation Tax Credit Projects***

◆ *Anglim Building, 93 Centre Street, Brockton MA.* This project involves the rehabilitation of a 1906 Renaissance Revival commercial block in downtown Brockton into 53 residential units. Mr. Melhuish assisted in the preparation of the Part 1 and Part 2 state and federal historic rehabilitation tax credit applications for the project.

◆ *47 Pleasant Street, Brockton MA.* This project includes the rehabilitation of a 1923 industrial building in downtown Brockton constructed for the New England Telephone and Telegraph Company. Mr. Melhuish completed the MHC Building Form (Form B), the Part 1 and Part 2 state and federal historic rehabilitation tax credit applications and National Register nomination for the building.

◆ *Bancroft and Dixwell Apartment Blocks, Boston MA.* This project includes the rehabilitation of two clusters of late 19th and early 20th century multi-unit apartment blocks for commercial and residential use. Mr. Melhuish assisted in the completion of MHC Area Forms (Form A) and Building Forms (Form B) as well as the Part 1 state historic rehabilitation application to obtain a determination of National Register eligibility from the MHC in order to qualify for State Historic Rehabilitation Tax Credits.

◆ *St. James Commons, Springfield, MA.* This project involved the rehabilitation of two early 20th century apartment blocks creating new affordable housing units. Mr. Melhuish prepared National Register of Historic Places nominations for the properties.

◆ *Dudley Terrace, Boston (Dorchester), MA.* This project involves the rehabilitation of four late 19th and early 20th century multi-unit apartment buildings with 100% of the units affordable. Mr. Melhuish completed the MHC Area Forms (Form A) and Building Forms (Form B) as well as Part 1 State and Federal Historic Tax Credit applications to obtain determinations of National Register eligibility from the MHC and NPS.

◆ *George S. Clough House, Worcester, MA.* This project involved the rehabilitation of a late 19th century apartment building as 18 single room occupancy units. Mr. Melhuish prepared final certifications and secured project approvals from the MHC and the NPS.

Brielly Allen

Project Preservation Planner

EDUCATION

B.S. Historic Preservation, Roger Williams University

PROFESSIONAL REGISTRATION

Certificate, "Section 106 Essentials,"
Advisory Council on Historic Preservation
2016

PROFESSIONAL MEMBERSHIPS

National Trust for Historic Preservation

Preservation Massachusetts

Historic New England

Ms. Allen has more than 10 years of professional experience in cultural resource management and historic preservation planning. She has served as a planner for projects involving environmental review and historic preservation. Ms. Allen has experience in state and federal historic rehabilitation tax credit applications. She has worked with environmental law, regulations, and guidelines affecting resources at the local, state, and federal levels.

Ms. Allen has prepared state and federal historic tax credit applications for projects throughout the Northeast. She also has extensive experience in documenting historic properties for inclusion in the Massachusetts Historical Commission's *Inventory of Historic and Archaeological Assets of the Commonwealth* and has prepared National Register of Historic Places nominations for both individual properties and historic districts.

PROFESSIONAL EXPERIENCE***Select State and Federal Historic Rehabilitation Tax Credit Projects***

- ◆ *South End Apartment Buildings, Boston MA.* This project included the rehabilitation of 28 apartment buildings throughout the South End. Prior to joining Epsilon, Ms. Allen prepared the state and federal historic rehabilitation tax credit applications for each of the buildings.
- ◆ *Wilshire Apartments, Roxbury MA.* This project included the rehabilitation of the 1929 apartment block for continued affordable housing units. Ms. Allen assisted in the completion of the state and federal historic rehabilitation applications for the project.
- ◆ *Wellington Apartments, Worcester MA.* This project included the rehabilitation of 10 apartment buildings for continued affordable housing. Ms. Allen assisted in the preparation of the state and federal historic rehabilitation applications for the projects.
- ◆ *Central Annex, Pittsfield, MA.* This project included the rehabilitation of existing affordable housing units within a historic 1896 school. Ms. Allen completed photograph documentation and Part 3 state and federal historic rehabilitation applications.
- ◆ *Old Middletown High School, Middletown, CT.* This project included the rehabilitation of existing affordable housing units within a historic 1894 school. Ms. Allen completed photograph documentation and Connecticut Historic Rehabilitation Tax Credit Part 4 Application.
- ◆ *Union Court, Pittsfield, MA.* This project included the rehabilitation of existing affordable housing units in a 1905 commercial building. Ms. Allen completed photograph documentation and Part 3 state and federal historic rehabilitation applications.
- ◆ *Julia Bancroft School, Auburn, MA.* This project included the rehabilitation of a 1927 school for affordable senior housing. Ms. Allen completed photograph documentation, the MHC Building Form (Form B) and the Part 1 state and federal historic rehabilitation applications.
- ◆ *Mary D. Stone School, Auburn, MA.* This project included the rehabilitation of a 1928 school for affordable senior housing. Ms. Allen completed photograph documentation, the MHC Building Form (Form B) and the Part 1 state and federal historic rehabilitation applications.

Erin Doherty

Preservation Planner

EDUCATION

M.A., Historic Preservation, Boston University

B.A., Russian and French, Wellesley College

PROFESSIONAL MEMBERSHIPS

Boston Preservation Alliance

Boston Preservation Alliance Young Advisors

Preservation Massachusetts

Roslindale Village Main Street

Vernacular Architecture Forum

Ms. Doherty has more than 7 years of professional experience in cultural resource management and historic preservation planning. Having spent much of her career in the public sector, she has an intimate familiarity with environmental laws, regulations, and guidelines affecting historic resources at the local, state, and federal levels. Ms. Doherty has extensive experience in state and federal historic rehabilitation tax credit applications.

Prior to joining Epsilon, Erin worked at the Massachusetts Historical Commission (MHC) for 3 ½ years, where her primary responsibility was the review and approval of state and federal historic tax credit applications. In that role, Erin was responsible for assessing the historic significance of properties under National Register criteria and reviewing project compliance with Secretary of the Interior's Standards for Rehabilitation. Erin guided hundreds of projects from across Massachusetts through the MHC and National Park Service review processes. She was responsible for reviewing a wide range of historic resources, from vacant municipal and school buildings, to large industrial properties, to multi-family affordable housing complexes. During her time at MHC, Erin completed specialized training in the federal historic tax credit program with the National Park Service. Erin previously worked at the Massachusetts Historical Commission in the Preservation Planning Division, where she assisted in the administration of the Survey and Planning Grant program and in the digitization of the Commonwealth's inventory of historic and archaeological resources.

During her time at the City of Boston as a Preservation Planner for the Boston Landmarks Commission, Ms. Doherty oversaw the administration of the City's Beacon Hill, Fort Point Channel, and Aberdeen local historic districts. In this role, she reviewed the design and construction phases of projects across three architecturally diverse districts in the City of Boston. Erin regularly provided technical assistance to homeowners, other City departments, and developers, and managed public hearings. Erin also reviewed and provided letters of support for all state historic rehabilitation tax credit applications for buildings within these three historic districts.

PROFESSIONAL EXPERIENCE

State and Federal Historic Rehabilitation Tax Credits

◆ *Isaac Moody Grocery Store, 289 Central Street, Lowell, MA.* Erin prepared the state and federal Part 1 and Part 2 applications for historic rehabilitation tax credits for the residential conversion of this ca. 1830 commercial building. The building is located within the Lowell National Historical Park.

◆ *St. Joseph Roman Catholic Church Rectory, 131 Lafayette Street, Salem, MA.* Erin prepared the state and federal Part 1 and 2 applications for historic rehabilitation tax credits for the residential conversion of this former Rectory. Formerly a part of the St. Joseph's Church complex, the building had sustained years of vacancy after the suppression of the parish. The rehabilitation of the building will provide 13 units of housing.

◆ *St. Joseph Roman Catholic Church School, 20 Harbor Street, Salem, MA.* Erin prepared the state and federal Part 1 and 2 applications for historic rehabilitation tax credits for the residential conversion of this former Catholic school following years of vacancy. The rehabilitation of the building will provide 21 units of housing.

◆ *Prescott Building, 41 Summer Street, Leominster, MA.* Erin prepared the state and federal Part 1 and 2 applications for historic rehabilitation tax credits for the rehabilitation of the ca.1840 property. The rehabilitation will provide 21 micro-units of rental housing.

Prior to joining Epsilon, Erin worked at the Massachusetts Historical Commission and reviewed hundreds of historic tax credit projects across the Commonwealth. These projects include:

◆ *Camden Development and Lenox Street Apartments, Boston, MA.* Rehabilitation of mid-20th century public housing complexes for continued affordable housing use.

◆ *American Optical Company Complex, Southbridge, MA.* Residential conversion of 19th century brick mill buildings and rehabilitation of early 20th century power plant into market rate and affordable housing units.

◆ *Worcester County Courthouse, Worcester, MA.* Residential conversion of the former 19th century courthouse and mid-20th century addition into market rate and affordable housing units.

**Low-income housing tax credits ("LIHTCs")**

Nixon Peabody is among the nation's foremost legal authorities in transactions involving the federal low-income housing tax credit (LIHTC). The firm's attorneys helped shape the legislation that created the LIHTC program, and the team has contributed to the creation and implementation of every major federal housing program in the last 40 years. The group's knowledge of the transactional, regulatory, and legislative history of the LIHTC program helps to solve common and uncommon problems associated with it. The firm has more attorneys with experience in LIHTC issues than any other law firm in the nation.

Historic rehabilitation tax credits (HTC)

Mixed-use-friendly, "smart growth"-oriented, inherently green, and in sync with the preferences of today's tenants, HTCs are a key driver of downtown real estate investment and community revitalization. Nixon Peabody's attorneys regularly represent investors and developers to structure, negotiate, document, and close transactions involving HTCs. In some instances, we have combined HTCs with low-income housing tax credits (LIHTCs), federal new markets tax credits (NMTCs), and a variety of state tax credits. Nixon Peabody has closed hundreds of HTC tax equity investments nationwide, including over 120 transactions since the IRS issued Revenue Procedure 2014-12.

HUD and mixed finance experts

We provide statutory, regulatory, and, perhaps most importantly, practical advice in preparation of materials needed to obtain HUD approval of demolition, disposition, RAD conversion, and other HUD approvals necessary to the success of a project. We have broad experience in working with HUD's Special Application Center (SAC) and local HUD office staff, as well as with HUD Headquarters staff who are in charge of these programs. Our team has some of the most extensive experience in mixed-finance in the country. Our team's experience representing housing authorities, developers, lenders, and syndicators with the HOPE VI and Choice Neighborhoods programs allows us to bring significant legal resources and business acumen to bear on whatever issues arise in structuring a public housing revitalization project.

General real estate

The Affordable Housing team also has the ability to draw on the firm's strong real estate attorneys to handle a variety of work. In conjunction with development projects, our real estate attorneys routinely handle a variety of general real estate tasks, including:

- Negotiating real estate documents to ensure the best financial position with respect to other transaction participants
- Negotiating and reviewing various agreements, such as regulatory and operating agreements, restrictive covenants, management agreements, joint venture agreements, and partnership agreements
- Reviewing and negotiating the terms of ground leases
- Advising on real estate tax issues
- Advising on regulatory, statutory, and other legal issues and handling other related real estate work as needed

Real estate finance

We represent both borrowers and lenders in loans secured by all types of commercial real estate. Our national practice encompasses all forms of secured debt including bridge, acquisition, construction, and permanent financing secured by fixed and floating rate mortgages, mezzanine debt, and fee and leasehold mortgages.



Nixon Peabody Team Biographies



CONTACT

Paul E. Bouton
Partner

Boston
Exchange Place
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Phone: 617-345-1240

Fax: 866-947-1841
pbouton@nixonpeabody.com

SERVICES

Real Estate

Real Estate & Community
Development

Affordable Housing

Community Development
Finance

EDUCATION

Boston College Law School,
J.D.

University of Connecticut,
M.B.A.

University of
Massachusetts, B.B.A.

ADMISSIONS

Massachusetts

PAUL E. BOUTON

Paul Bouton is a partner in Nixon Peabody's Affordable Housing group. He represents affordable housing developers in the development and preservation of affordable housing, primarily in Massachusetts.

What do you focus on?

I focus my practice on all aspects of affordable housing finance and development. I have represented owners and developers in the production and preservation of tens of thousands of affordable housing apartment units.

As part of my work in affordable housing finance, I have gained significant experience in structuring and documenting partnership arrangements between developers, owners, investors and others involved in affordable housing development.

I have developed legislative experience as well, as I helped write and implement two Massachusetts state laws relating to affordable housing preservation and development, specifically the Massachusetts state low-income housing tax credit program and the Massachusetts affordable housing preservation law (40T).

What do you see on the horizon?

The scarcity of resources to develop and preserve affordable housing will continue to be an issue. In order to compete for these resources, clients must put together an excellent project team and demonstrate that the proposed projects are well conceived and ready to proceed.

Representative Experience

- Several owners/developers in the acquisition, financing and rehabilitation of a number of existing multifamily affordable housing developments.
- The owner in the acquisition and financing of a historic building and conversion into affordable housing. The financing included federal and state low-income housing and historic tax credits.
- An owner in the acquisition and financing of a scattered site affordable housing development in Boston, acquired in a Bankruptcy Court Section 363 sale.
- The owner in the refinancing of a 508-unit luxury apartment complex in Boston.
- An owner in the recapitalization of a 967-unit affordable apartment complex in Hyde Park, Massachusetts.
- A developer in the financing of a 100-unit 40R development in Lakeville, Massachusetts.
- A purchaser in the acquisition and development of property in Danvers and Peabody, Massachusetts, which was the subject of significant environmental contamination.
- A joint venture between Edward Fish and Arthur Winn in connection with the redevelopment of Mission Main, a public housing development in Boston, Massachusetts.



CONTACT

Ruth H. Silman
Partner
Office Managing Partner,
Boston

Boston

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Phone: 617-345-6062
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rsilman@nixonpeabody.com

SERVICES

Environmental
Energy
Real Estate
Real Estate & Community
Development
Climate Change
Environmental Permitting
& Compliance
Siting & Permitting
Energy Project Permitting
Renewable Energy
Brownfields
Redevelopment
Energy Regulation
Food, Beverage &
Agriculture

EDUCATION

Boston University School of
Law, J.D.
Cornell University, B.A.

RUTH H. SILMAN

Ruth Silman concentrates her practice on complex land use, environmental and energy matters. She leads Nixon Peabody's Climate Change team, an interdisciplinary group of lawyers and environmental specialists focused on meeting the challenges and seizing the opportunities emerging from legislative, regulatory and judicial actions related to climate change. Ruth is also the Managing Partner of the Boston Office.

What do you focus on?

I love the depth and breadth of my practice because there is always a new issue or development.

Siting and Permitting

I work with clients to obtain zoning, land use and environmental permits and approvals for their projects. My clients include real estate developers, renewable energy developers, manufacturers, business owners, investors, private landowners and municipalities.

Regulatory Compliance

I help clients navigate through environmental and energy regulations to comply with existing rules, prepare for future provisions and understand evolving issues. One of my specialties is the Clean Air Act; currently, I am working with a number of manufacturing clients facing permitting and enforcement matters.

Climate Change and Sustainability

I represent companies who are impacted by climate change and climate change policy. We collaborate on how to face the new realities posed by climate change, as well as how to implement sustainable practices to prevent further impacts to the environment. I am working with a large



ADMISSIONS

Massachusetts

Rhode Island

U.S. District Court, District
of Massachusetts

beverage client on reducing water impacts and water conservation measures.

What do you see on the horizon?

I see the need to address environmental, energy and sustainability issues in a holistic fashion to help my clients implement processes that work for their growing businesses.

Recognition

Ruth has been selected by her peers for inclusion in *The Best Lawyers in America*© 2019 in the field of Environmental Law. She has been listed in *Best Lawyers in America* since 2011.

Ruth has also been recognized for exceptional standing in the legal community in *Chambers USA: America's Leading Lawyers for Business* 2018 for Environment (Massachusetts). She has also been recognized in *Chambers USA* in previous years.

Ruth was nominated by her peers as a leading practitioner in *The International Who's Who of Environmental Lawyers* 2013.

Affiliations

Ruth is a member of the Boston Bar Association (former co-chair of the Environmental Law Section), the Environmental Business Council of New England (board member and chairman of the Climate Change and Air Quality Committee), the Air and Waste Management Association (former board member of New England Section), the Real Estate Bar Association, and the American Bar Association (Environment and Natural Resources Section). In her community of Harvard, Massachusetts, Ruth serves on the Board of the Virginia Thurston Healing Garden which provides integrative therapies to cancer patients and their families.



CONTACT

John H. Cornell, III
Partner

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jcornell@nixonpeabody.com

SERVICES

Real Estate & Community
Development
Community Development
Finance
Cannabis

EDUCATION

Boston College Law School,
J.D., *magna cum laude*
Boston College, A.B., *magna
cum laude*

ADMISSIONS

Massachusetts

JOHN H. CORNELL, III

John Cornell represents investors, syndicators, developers and lenders in transactions involving federal and state tax credits and other incentives.

What do you focus on?

Currently, my practice focuses on the three main areas below. I'm passionate about tax credit investing and am a frequent speaker at industry conferences.

Fund formation, finance and administration

I focus in fund formation and securities law for clients in the tax credit area. Most recently my team successfully completed a \$150,000,000 institutional tax equity fund for a national sponsor of low-income housing tax credit investments. I represent many fund sponsors in negotiating warehouse and bridge credit facilities, in secondary market transactions and in general corporate matters. I took a leading role in developing the industry's position on the Dodd-Frank financial reforms.

Historic rehabilitation

I have extensive experience in transactions involving the historic rehabilitation tax credit. My team recently represented a bank investor in the rehabilitation of a historic mill building in Buffalo, New York, which is being converted to 87 loft-style apartments. We are also representing a national hotel chain in the historic rehabilitation of a 21-story office building in Philadelphia, Pennsylvania, which is being converted to a 150-room full-service hotel. Many of my HTC deals are combined with new markets tax credits and state tax credits.

Renewable energy

I also focus on representing developers and investors in renewable energy transactions. Our team successfully represented a developer in a series of utility scale solar PV installations sited on capped landfills just



recently. I am also working on an innovative clean energy fund family for solar and fuel cell investments.

What do you see on the horizon?

We have been following tax reform initiatives as well as the new IRS guidance on historic rehabilitation tax credit transactions. We are developing strategies to help clients deal with the new guidance and I will be co-chairing an industry conference to explore these issues.



CONTACT

Julie Hancock Stande
Associate

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SERVICES

Real Estate Transactions &
Development

Health Care

Real Estate

Seniors Housing & Care

Real Estate & Community
Development

Affordable Housing

EDUCATION

Northeastern University
School of Law, J.D.

University of Connecticut,
B.A., *cum laude*

ADMISSIONS

Massachusetts

JULIE HANCOCK STANDE

Julie Hancock Stande represents developers, landowners and investors in all aspects of commercial real estate transactions.

What do you focus on?

Multifamily Housing

I assist owners and developers on several aspects of the acquisition and disposition of multifamily properties, including developments financed with low-income housing tax credits and historic tax credits. I recently assisted a client in refinancing a 570-unit multi-phase affordable housing development in Brockton, Massachusetts. Additionally, in the multifamily sector, I work on dispositions for a top asset manager for institutional investors, selling its investments in affordable housing communities financed with low-income housing tax credits, and negotiate purchase and sale agreements for the sale of the limited partner interests.

Seniors Housing and Care

I have assisted institutional investors with their investments in assisted living and skilled nursing properties and portfolios and have also represented developers and owners in acquiring, selling, and master leasing assisted living and skilled nursing developments. I recently worked on a transaction representing an institutional owner in a large multi-state workout of a master-leased portfolio of skilled nursing facilities.

General Real Estate

I work with clients on various other general real estate matters, including purchase and sale agreements, real estate joint ventures, title and survey review and zoning matters.



What do you see on the horizon?

The Commonwealth of Massachusetts has a continuing need for more affordable housing. The Massachusetts governor has committed to producing more multifamily housing units by 2020. I look forward to working with the developers on these important projects.

TRINITY MANAGEMENT

**TMLLC designated
a Specialist in Housing
Credit Management
Company, 2013.**

**MassHousing, ,
Multi-Million Dollar
MBE and Million Dollar
WBE 2013, 2014, 2015,
2016, 2017.**

**Vanguard Award,
2015, Glenark Mills/Oaks**

**Vanguard Award,
2016, Bristol Commons,
Lenox Green.**

**Community of
Quality designations,
2013-2014, Lucerne
Gardens, Maverick Landing,
New Orchard Hills, Trinity
Terrace, Quinipiac Terrace.**

**Community of
Quality designations,
2015, Washington Beech
Appleton Mills, The
Blakeley, Newport Heights.**

**Community of
Quality designations,
2016, Forest Hills ,
Countryside Village, The
Rowe, Franklin Hill.**

**Exemplary Family
Development award,
2016, Washington Beech.**

**Top 100 Affordable
Property Management
Company, 2015, 2016,
2017, 2018**

**Partner, U.S. Dept.
of Energy, Better
Buildings Challenge,
2014**

Trinity Management, LLC's (TMLLC) mission is to meet the programmatic and financial goals of our owners by providing exceptional, customer-focused property management services. Our goal is to aid in the revitalization of communities, enhancing the lives of our residents and neighbors, strengthening local commerce, and fostering opportunities for positive growth.

TMLLC was launched on February 24, 2012 to provide exceptional property management services for condominiums, resident associations, cooperatives, community development corporations, non-profit and for-profit developers. TMLLC manages properties throughout Massachusetts, Rhode Island, Connecticut and New York and continues to expand its reach with more than 7,600 residential units and more than 500,000 square feet of commercial and retail space.

The residential portfolio consists of a mix of affordable, mixed-income, market rate, cooperative and condominium properties. TMLLC's managed 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.

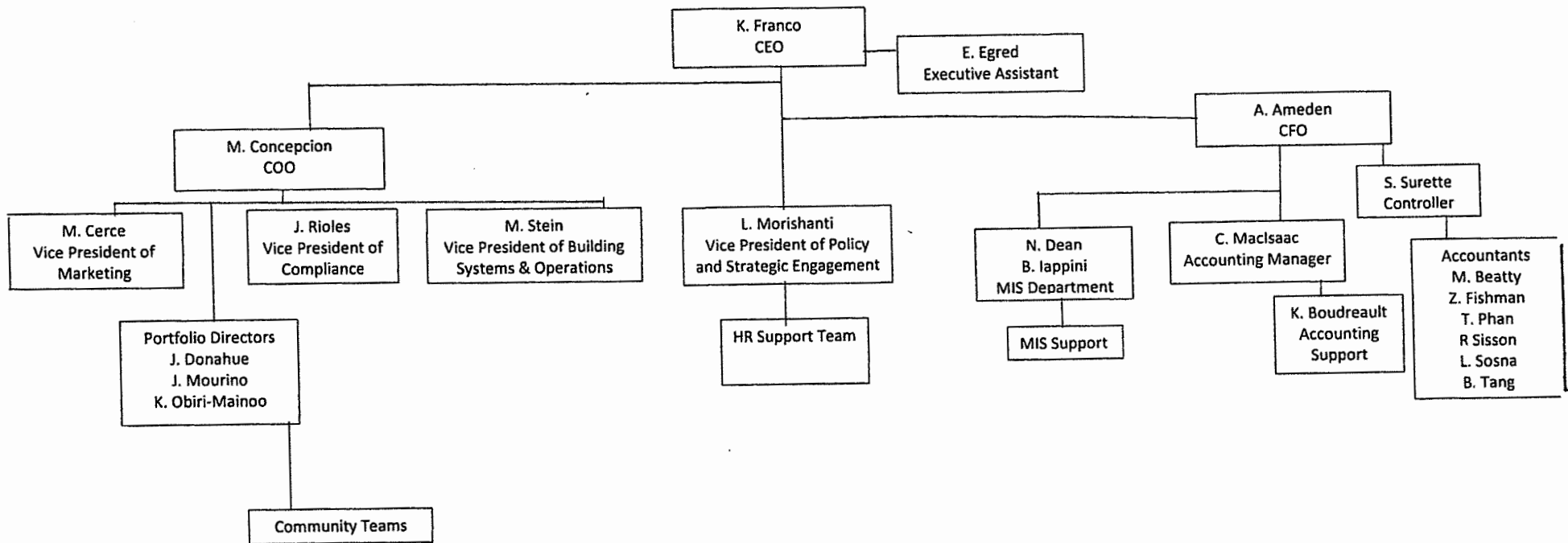
Our maintenance program is proactive and stresses preventative maintenance. The procedures and systems of accounting and compliance for our entire portfolio, regardless of individual property size, are identical: we apply the highest level of scrutiny and integrity to all. TMLLC has demonstrated expertise in managing properties during all stages of the development process, from providing valuable input in the conceptual stage, to marketing properties during the initial lease-up period, through successful management of 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 275 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.

The expertise of our staff is unsurpassed, and the diversity of our personnel matches the diversity of our portfolio. TMLLC is proud of its record as an employer committed to a diverse workforce with over 69% of our Team members being minorities and over 40% working in communities in which they live. As residential real estate managers, we manage new construction, established 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 in fulfilling the needs of owners and residents, contributing to the success of the communities in which we operate.

Offices located in Massachusetts and New York.

TRINITY MANAGEMENT



75 Federal Street/4th Floor, Boston, Massachusetts 02110 (617) 542-3019
 1350 Broadway, Suite 1700, New York, New York 10018 (212) 267-8400

KATE FRANCO

CHIEF EXECUTIVE OFFICER | kfranco@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Chief Executive Officer | November 2011 – Present

- Responsible for all aspects of the Company, which includes more than 7,600+ units of housing in four states and more than \$1 billion in assets.
- Develops and implements vision and guidance of the Company.
- Manages day-to-day operations and resources.
- Oversees all financial matters, including the development of long- and short-term financial objectives.
- Pursue avenues for new business and expansion in market-rate and affordable housing sectors.
- Ensures compliance with all federal, state and local laws.
- Fosters and promotes a culture of exceptional client resources, service delivery and employee engagement for 270+ Team members.

MB MANAGEMENT COMPANY | Braintree, MA

Chief Operating Officer/Partner | 1990 – November 2011

Began as a Senior Property Manager in 1990, promoted to the Director of Marketing and Business Development in 2002,. Promoted in 2006 to the Director of Property Management/Partner, and became Chief Operating Officer and Partner in January 2010 with responsibility for all operations.

- Provided oversight and guidance to Directors, Asset Managers, executive staff and departments.
- Established field offices to grow the Company through new business.
- Created and implemented a business plan to make MBMC a leading third-party property management and housing consulting company.

CLAREMONT MANAGEMENT COMPANY/BEACON MANAGEMENT COMPANY | Boston, MA

Various Positions | 1980 – 1990

PROFESSIONAL AFFILIATIONS

- Massachusetts Apartment Association, Past President
- Institute of Real Estate Management, Boston Chapter #4, Past President
- Granite State Managers Association, Past President
- NE Affordable Housing Management Association, Director Emeritus and Past President
- Greater Boston Real Estate Board, Legislative Chairwomen
- National Affordable Housing Management Association, Member
- National Association of Realtors, Member
- National Association of Housing Cooperatives, Member
- Citizens Housing And Planning Association, Member
- New Lease, Board Member
- Real Estate Broker – Connecticut, Massachusetts, and New York
- Notary, State of Massachusetts
- Certified Property Manager (CPM), Accredited Resident Manager (ARM), Certified Assisted Housing Manager (AHM), Housing Credit Certified Professional (HCCP), National Affordable Housing Professional-Executive (NAHP-e), Specialist in Housing Credit Management (SHCM), Site Compliance Specialist (SCS)



ADAM AMEDEN

CHIEF FINANCIAL OFFICER | aameden@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Chief Financial Officer | February 2013 – Present

- Directs and oversees all aspects of the finance and accounting functions.
- Provides leadership in development of short- and long-term financial objectives.
- Evaluates impact of long-rang plans, introduction of new programs/strategies and regulatory actions; in general, evaluates financial implications of business activities and makes recommendations regarding ways to enhance financial performance and business opportunities.
- Manages processes for financial forecasting, budgets and consolidation and reporting to the Chief Executive Officer and owners.
- Ensures effective internal controls are in place for compliance with GAAP, applicable federal, state and local laws and rules for financial tax reporting.
- Oversees and coordinates accounting software, upgrades and training.

BARKAN MANAGEMENT COMPANY | Boston, MA

Chief Financial Officer | 2004 – February 2013

Began as Controller in 1999 before becoming Vice President of Accounting in 2000 and Chief Financial Officer in 2004.

- Responsible for oversight of finance, accounting and information technology departments.
- Portfolio included 20,000 apartments with 3,000 regulated by LIHTC and/or HUD. The department produced more than 150 financial reports monthly, processed more than 9,000 vendor invoices, and recorded more than 14,000 charges and receipts for 14,000 condominiums.
- Communicated with regulatory agencies in four states regarding financial transactions.
- Oversaw annual audits of over 150 client financial statements.

SAUNDERS REAL ESTATE CORPORATION | Boston, MA

Controller | 1993 – 1999

EDUCATION

- Bentley College | Bachelor of Science, Accounting

PROFESSIONAL ACCREDITATIONS

Licensed CPA; AICPA; MSCPA; Chartered Global Management Accountant



Maribel Concepcion, Chief Operating Officer

**Education: Management Major, Roger Williams University
Associate's degree, Criminal Justice Major, New England Institute of Rhode Island, 2013**

Trinity Management, LLC

February 2020 - Present

Chief Operating Officer

Boston, MA

TRINITY MANAGEMENT, LLC

March 2015— January 2020

Regional Director

Boston, MA

- Responsible for a portfolio of 18 mixed-income and financial properties.
- Conduct management reviews of Property Managers to ensure compliance with company policies and procedures, including federal and state laws affecting property management, personnel and safety.
- Review monthly financial statements and supervise preparation of annual operation budgets.
- Communicate directly with investors, owners, regulatory agents with regard to financial reporting and property inspections. Coordinate and assist with public relations, resident groups and special events.
- Conduct physical site inspections to monitor upkeep and required repairs. Ensure compliance with Minimum Housing Quality and REAC standards. Ensure compliance with required record-keeping of physical inspections, work orders, warranty information, inventory, etc.
- Ensure property preparation and submittal of all required reports. Assist Property Managers with marketing. Leasing and overall daily operations and provide on-going training for all site personnel.
- Foster positive customer and resident experiences.

NATIONAL INVESTMENTS, LTD

Feb. 2014-Feb. 2015

Director of Property Management

Johnston, RI

- Report directly to President/Owner of 10 affordable properties in RI; Ability to work and make decisions under pressure and with the unexpected required.
- Prepared annual budgets and capital expenditures
- Foster and maintain strong working relationships with staff and with vendors/contractors
- Work with Property Managers and Facilities Manager to maximize portfolio value and reduce costs.

Oct. 2011-Jan. 2014

Assistant to Director of Property Management

DONALD W. WYATT DETENTION FACILITY

Jan. 2011-Oct. 2011

Correctional Officer

Central Falls, RI

PROPERTY ADVISORY GROUP

July 2009-Jan. 2011

Property Manager

Providence, RI

PROFESSIONAL DESIGNATIONS and CERTIFICATIONS

Institute of Real Estate Management (IREM), Certified Property Manager (CPM);
Accredited Residential Manager (ARM)

National Affordable Housing Management Association (NAHMA), Certified Professional of Occupancy (CPO);
National Affordable Housing Professional Executive (NAHP-e); Fair Housing Compliance

Spectrum Enterprises, Inc., Specialist in Housing Credit Management (SCHM); Certified Credit Compliance
Professional (C3P)



MARGARET CERCE

VICE PRESIDENT OF MARKETING | mcerce@trinitymanagementcompany.com

TRINITY MANAGEMENT LLC

Boston, MA

Nov. 2018 - Present

Vice President of Marketing

- Researches and understands all market environments.
- Responsible for keeping up on trends in housing pertinent to designs, amenity packages, etc.
- Contributes to the design process of all communities.
- Assists with unit and rent assignments.
- Responsible for the coordination, implementation, and oversight of lease ups.
- Responsible for training of all leasing staff.
- Responsible for branding and curb appeal of all communities.
- Responsible for marketing plans and social media applications.

CLAREMONT COMPANIES

Bridgewater, MA

Jul. 2016 - Nov. 2018

Vice President of Residential Management

- Directly oversee operations and financial performance for the market rate portfolio in New England and Florida.
- Key member of the development team responsible for pro formas, unit counts, etc.
- Conducted extensive market and competitor research.
- Prepared and managed the financial reporting for each asset.

BARKAN MANAGEMENT

Boston, MA

2011 - 2016

Director of Marketing and Leasing

RIVERSTONE RESIDENTIAL GROUP

N. Smithfield, RI

2004 - 2011

Senior Property Manager

EDUCATION

Residential Property Management Major, Virginia Polytechnic Institute

PROFESSIONAL ACCREDITATIONS

Home Builders, Certified Apartment Manager (CAM)
National Center for Housing Management, Certified Occupancy Specialist (COS)
Rhode Island Real Estate License



JILL RIOLES

VICE PRESIDENT OF COMPLIANCE | jrioles@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Vice President of Compliance | April 2018 – Present

- Supervises the Compliance Team.
- Sets, distributes and implements ongoing compliance policies and procedures.
- Internal training, testing and continuing education (individual and group).
- Responsible for implementation of LIHTC and affordable housing compliance procedures at new communities.
- Responsible for annual compliance reports as required by state agencies.
- Provides audit coordination, attendance, oversight and response for LIHTC and other programs.

RHODE ISLAND HOUSING | Providence, RI

Multifamily Compliance Supervisor | September 2017 – April 2018

- Provided daily supervision, training and technical support to the Multifamily and HOME program staff to ensure compliance with IRS and HUD rules and regulations as well as internal policies and procedures.
- Maintained the master LIHTC, HOME and REAC inspection schedules and determining portfolio assignments for compliance staff.
- Prepared correspondence, technical reports, status reports and work schedules and required to implement and complete job assignments within designated deadlines.
- Performed welcome meetings with sponsors/agents and maintaining program compliance monitoring from the rent-up process through the preparation for the initial LIHTC certification review.
- Worked closely with the Rental Housing Training Coordinator to ensure the property owners and management partners are equipped with accurate and timely information regarding compliance with federal and state housing related regulations.

Multifamily Compliance Specialist | October 2015 – September 2017

- Performed LIHTC file audits and physical inspections on a portfolio of 43 apartment communities
- Reviewed certification data in HDS/WTC for completeness in preparation for tenant data collection

POAH COMMUNITIES | Providence, RI

Property Manager | 2014 – 2015

PROPERTY ADVISORY GROUP, INC. | Providence, RI

Tax Credit Compliance Supervisor | 2004 – 2013

EDUCATION

- Rhode Island College | Bachelor of Science, Business Marketing and Economics

PROPERTY MANAGEMENT SOFTWARE

Real Page Onesite, Boston Post, Yardi, WTC/HDS RI State software for compliance testing and HUD data collection

PROFESSIONAL ACCREDITATIONS

TCS/NCHM; COS/NCHM; HCCP/NAHB and C⁵P/Spectrum; ARM/IREM; STAR/Spectrum



MADELINE STEIN

VICE PRESIDENT OF BUILDING OPERATIONS AND SYSTEMS | mstein@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Vice President of Building Operations and Systems | February 2016 – Present

Began as a Senior Property Manager with Cornu Property Management in 1994. When Cornu became Trinity Management, LLC in 2012, Madeline became the Facilities Director at Mission Park, a 775-unit complex. She was then promoted to Vice President of Building Operations and Systems in February 2016.

- Responsible for all maintenance and utility operations of the company, working with the Portfolio Directors to establish efficient operations, coordination and control of all capital projects and utility management.
- Creates and implements a Maintenance Operations Manual.
- Periodically conducts physical inspections of sites, reporting to the Chief Executive Officer, Portfolio Directors and Community Managers.
- Troubleshoots problems at the properties and assists with mechanical system repairs and improvements.
- Reviews capital needs projects, establishes bid specifications and prepares bid analysis forms for projects.
- Reviews and approves contractors for capital projects and major equipment purchases.
- Assists in contractor negotiations and coordinates national vendor contracts.
- Assists in federal, state and local inspection preparation.
- Assists with budgeting, as requested.
- Offers support in hiring maintenance personnel and conducts trainings.
- Monitors and reviews utility consumption for the properties, analyzes bulk utility purchase contracts and creates and implements green technology.
- Represents the company to government agencies and other agencies with regard to maintenance and utility matters.
- Attends board and community meetings, as warranted.

EDUCATION

- Rhode Island Junior College | Business Administration
- Stonehill College | Real Estate Studies
- Boston Architectural College | Form, Function & Design Studies

PROFESSIONAL ACCREDITATIONS, CERTIFICATIONS & EDUCATION

- Certified Property Manager (CPM)
- Certified Occupancy Specialist (COS)
- OSHA 30-hour Occupational Safety and Health Training Courses in Construction Safety & Health
- Housing Credit College: LIHTC
- National Center for Housing Management: Assisted & Public Housing Studies

MEMBERSHIPS

- Boston Chapter of IREM
- Greater Boston Board of Real Estate
- National Association of Realtors
- National Center for Housing Management



LISA MORISHANTI

VICE PRESIDENT OF POLICY & STRATEGIC ENGAGEMENT | lmorishanti@trinitymanagementcompany.com

TRINITY MANAGEMENT, LLC | Boston, MA

Vice President of Policy & Strategic Engagement / 504 Coordinator | March 2017 – Present

Began as the Resident Social Service Coordinator for Bradley Properties in February 2012 before being promoted to the Director of Resident Services for the Company in October 2013 and again to Vice President of Policy and Strategic Engagement in March 2017.

- Consults on cases of domestic violence and/or 504 Reasonable Accommodation requests across the Company's portfolio to provide guidance, support and training.
- Oversees Resident Services and ensures the team is performing consistent to best practices and industry standards.
- Oversees Human Resources and compliance with state and federal laws and statutes as they pertain to labor laws.
- Develops and manages new company-wide and community programs and initiatives.
- Provides leadership and professional development training.

Boston Medical Center | Boston, MA

Psychiatric Clinician | November 2011 – Present

- Performs comprehensive psychosocial evaluations to determine level of care necessary.
- Presents to various medical insurance companies seeking pre-authorization for treatment.
- Develops comprehensive discharge plans in partnership with current services providers.

EDUCATION

- Boston College Graduate School of Social Work | MSW
- Boston University | Bachelor of Art

AWARDS, SKILLS & DESIGNATIONS

- MassHousing TAP Program Appreciation Award, March 2015
- MassHousing Community Recognition Award, March 2013
- NERSC Annual Excellence in Service Award for Respecting Resident Diversity, May 2007
- Leo P. Haley & Reverend John Essien Memorial Award, May 2005
- Sarah Joanne Davis Women Studies' Essay Prize – Humanities Essay, May 2003
- United Way Training in Public Speaking, *The Speaker's Bureau*
- Proficient in SAS and SPSS statistical computation software
- Fluent in Spanish and English
- MSW, LICSW

VOLUNTEER POSITIONS

- Vice President, Board of Directors | Madison Park Development Corporation, December 2013 – Present
- President, Board of Directors | The Network/LA Red, November 2006 – Present
- Coordinator | Dudley Pride Coalition, November 2006 – May 2010
- Steering Committee Member | Roxvote Coalition, September 2006 – Present
- Peer Hotline Supervisor | Boston Area Rape Crisis Center, January 2001 – December 2014
- Direct Service Advocate | Transition House, May 2002 – December 2003
- Community Organization Intern | Cambridge Women's Center, 2003



TRINITY MANAGEMENT

Managed Property Listing					
	Project Name	Location	Affordable/Conventional	Total Number of Units	Unit Mix
	Residential Portfolio				
1	1392 Dorchester House	Dorchester, MA	Affordable	12	All SRO
2	1460 Condominiums	Dorchester, MA	Conventional	6	0-1 br
3	1460 House	Dorchester, MA	Affordable	43	0-1 br
4	19-21 Faulkner Street	Dorchester, MA	Affordable	6	2-3 br
5	Blakeley Apartments	Lawrence, MA	Affordable	46	1-2 br
6	Bloomfield Apartments	Dorchester, MA	Affordable	27	0-3 br
7	Bradley Properties	Boston, MA	Affordable	71	1-3 br
8	The Brownstones	Boston, MA	Affordable	35	1 br
9	Forest Hills Cooperative	Jamaica Plain, MA	Conventional	87	1-3 br
10	Franklin Hill Apartments	Dorchester, MA	Affordable	266	1-5 br
11	Lucerne	Dorchester, MA	Affordable	45	2-3 br
12	The Carruth Condominiums	Dorchester, MA	Market	42	2-Jan
13	The Carruth	Dorchester, MA	Affordable	74	1-3 br
14	35 Northampton Square	Boston, MA	Affordable	245	0-1 br
15	Roxbury Highlands	Roxbury, MA	Affordable	52	0-4 br
16	Mission Park	Roxbury, MA	Affordable	775	1-4 br
17	Rockdale Commons	Northbridge, MA	Affordable	40	0-3 br
18	St. Joseph's Cooperative	Roxbury, MA	Market	137	1-3 br
19	TILL Building	Chelsea, MA	Affordable	23	1-3 br/1 comm'l
20	Trinity Terrace	Dorchester, MA	Affordable	62	1-3 br
21	Washington Beech	Roslindale, MA	Affordable	206	2-4 br
22	Water Street	Medford, MA	Affordable	35	1 br
23	Quinnipiac Terrace	New Haven, CT	Affordable	193	2-4 br
24	Rowe Apartments	New Haven, CT	Affordable/Conventional	104	1-2 br
25	Countryside Estates	Marlborough, MA	Affordable	118	1-3 br
26	New Mass Pike Towers	Boston, MA	Affordable	200	1-3 br
27	Maverick Landing	East Boston, MA	Affordable/Conventional	396	1-4 br
28	Appleton Mills	Lowell, MA	Affordable	130	0-2 br
29	Orchard Gardens	Roxbury, MA	Affordable	331	1-5 br
30	Carlton Wharf	East Boston, MA	Market	30	1-3 br condos
31	The Foley	Mattapan, MA	Affordable	116	0-1 br
32	Mattapan Heights	Mattapan, MA	Affordable	216	1-3 br
33	Newport Heights	Newport, RI	Affordable	299	1-5 br

34	New Orchard Hill Estates	Oxford, MA	Affordable	215	1-4 br
35	The Regency	New Bedford, MA	Affordable/Conventional	129	1-3 br
36	Marian Gardens	Lynn, MA	Affordable	94	2-4 br
37	Mei Wah	Boston, MA	Affordable	41	0-1 br
38	Glenark Mills	Woonsocket, RI	Affordable	89	1-3 br
39	Bristol Commons	Taunton, MA	Affordable	88	1-4 br
40	Lenox Green	Taunton, MA	Affordable	72	1-4 br
41	Centre 50	Brockton, MA	Affordable/Conventional	71	1-3 br
42	Enso Flats	Brockton, MA	Affordable	42	1-3 br
43	Holyoke High	Holyoke, MA	Market	46	1-2 br
44	Weld Park	Rosindale, MA	Affordable	14	0-1 br
45	Washington House	Taunton, MA	Affordable	14	0-1 br
46	Chestnut Park	Holyoke, MA	Affordable	54	0-2 br
47	860 Harrison Ave.	Boston, MA	Affordable/Conventional	102	0-2 br
48	Northridge	Beverly, MA	Conventional	98	1-4 br
49	Fourth @ Broadway Rentals	Chelsea, MA	Market	19	0-3 br
50	90 Wrentham	Dorchester, MA	Market	12	1-2 br
51	200 Hancock Street	Dorchester, MA	Market	37	0-2 br
52	341 Gallivan Boulevard	Dorchester, MA	Market	10	1-2 br
53	Bridgeview Center	Charlestown, MA	Affordable	61	1 - 3 br
54	Spring Meadow	Hanover, MA	Market	39	2 br condos
55	777-779 Huntington	Boston, MA	Market	22	1 br
56	Mosaic Condominiums	Boston, MA	Market	85	1-3 br
57	Mosaic Rentals	Boston, MA	Affordable	60	1-3 br
58	Restoration Housing	Boston, MA	Affordable	81	1-3 br
59	RTH Community Apartments	Boston, MA	Market	20	1-3 br
60	RTH Community Housing	Boston, MA	Market	67	1-3 br
61	Port Landing	Cambridge, MA	Affordable	20	1-2 br
62	Station Lofts	Brockton, MA	Market	25	0-2 br
63	Oxford Place	Boston, MA	Affordable	39	1-3 br
64	Oxford Ping On	Boston, MA	Affordable	67	0-3 br
65	3160 Park Avenue Affordavle	Bronx, NY	Affordable	95	1-3 br
66	3160 Park Avenue Mixed Use	Bronx, NY	Affordable	57	1-3 br
67	Maple Gardens	Wemouth, MA	Conventional	81	1-3 br
68	Upper Washington	Dorchester, MA	Affordable	35	1-3 br
69	Randolph Houses	Bronx, NY	Affordable	168	1-4 br
70	Orient Heights Phase I	East Boston, MA	Affordable	120	1-5 br
71	Lafayette Street	Chelsea, MA	Conventional	32	0-2 br
72	Soundview Landing I	Norwalk, CT	Affordable	80	1-4 br
73	Treadmark Condos	Dorchester, MA	Conventional	32	0-2 br
74	Parkside Gables	Stamford, CT	Affordable	69	1-3 br

75	422 River Street	Mattapan, MA	Affordable	27	1-2 br
76	Smith Avenue	Providence, RI	Conventional	55	1-2 br
77	Belgrade Avenue	Roslindale, MA	Conventional	16	1-2 br
78	Pearl Street	Dorchester, MA	Conventional	24	1-2 br
79	Arlington Point 4%	Lawrence, MA	Affordable	56	0-3 br
80	Arlington Point 9%	Lawrence, MA	Affordable	46	0-3 br
81	Harwell Homes	Cambridge, MA	Affordable/Conventional	56	1-4 br
82	60 King 4%	Providence, RI	Affordable	22	0-3 br
83	60 King 9%	Providence, RI	Affordable	38	0-3 br
84	Treadmark Rentals	Dorchester, MA	Affordable	51	0-2 br
85	Boston East	East Boston, MA	Market	200	0-3 br
	TOTAL			7661	
	Commerical Portfolio			SF	
1	Blakeley	Lawrence, MA		4,267	Commerical
2	Bradley	Boston, MA		2,635	Commerical
3	Carruth	Dorchester, MA		12,309	Commercial
4	Masspike Towers	Boston, MA		18,720	Commercial
5	Mission Park	Boston, MA		38,221	Commercial
6	Roxbury Highlands	Roxbury, MA		2,900	Commercial
7	1392 Dorchester Avenue	Dorchester, MA		1,760	Commercial
8	Centre 50	Brockton, MA		2,000	Commercial
9	Enso Flats	Brockton, MA		1,456	Commercial
10	Rowe	New Haven, CT		2,000	Commercial
11	Fourth @ Broadway	Chelsea, MA		11,404	Commercial
12	RTH Gymnasium	Boston, MA		28,000	Commercial
13	Trinity Terrace	Dorchester, MA		3,600	Commercial
14	TILL	Chelsea, MA		11,310	Commercial
15	Holyoke High	Holyoke, MA		30,000	Commercial
16	Upper Washington	Dorchester, MA		2,838	Commercial
17	Riverway	Mattapan, MA		63,231	Commercial
18	Enterprise Main	Brockton		55,000	Commercial
19	110 Canal Street	Lowell, MA		55,000	Commercial
20	777-779 Huntington	Boston, MA		2,385	Commercial
21	RTH Community	Boston, MA		6,707	Commercial
22	Faunce Corner	Dartmouth, MA		35,363	Commercial
23	Stetson West	Weymouth, MA		18,243	Commercial
24	Treadmark Commercial	Dorchester, MA		5,000	Commercial
25	3160 Park	Bronx, NY		21,400	Commercial
26	100 Weymouth	Rockland, MA		11,950	Commercial
27	Weymouth Condominiums	Rockland, MA		57,192	Commercial

2. Required Forms

Proposal Response Form
Certificate of Non-Collusion
Certificate of Tax Compliance
Disclosure of Beneficial Interest
Acknowledgement of Addendums

PROPOSAL INTENT RESPONSE FORM

RFP Title:

Please review the Request for Proposal (RFP). Furnish the information requested below and return this page to the Baldwinville Elementary School Disposition Advisory Committee:

Your expression of intent is not binding but will greatly assist us in planning for proposal evaluation.

Choose one of the following options:

- ☒ Do intend to submit a proposal
- ☐ Do not intend to submit a proposal

If you are not responding to this RFP, please provide your reason(s):

Please provide the following contact information:

Name (first, middle, last): Mathieu P. Zahler

Title: Managing Member

Organization: MPZ Development LLC

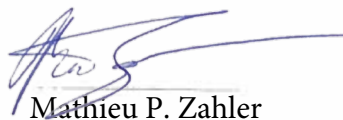
Email address: mzahler@mpzdevelopment.com

CERTIFICATION OF NON COLLUSION & GOOD FAITH

The undersigned certifies under pains and penalties of perjury that this Contract has been obtained 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.

The Contractor by: MPZ Development LLC

Print Name



Mathieu P. Zahler

Title/Authority

Managing Member

(Corporate)

do hereby certify under the pains and penalties of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.
Federal ID # 82-1087164

[Handwritten signature]

Mathieu P. Zahler

Date March 31, 2020

OR

(Individual)

(Signature of person signing bid or bid)

(Date)

Disclosure of Parties with Beneficial Interest
MGL Ch. 7 §40J

I do hereby certify that the following parties have — or area anticipated to have a beneficial interest in our submissions seeking to acquire and redevelop the Baldwinville Elementary School form the Town of Templeton, MA

Party 1 MPZ Development LLC

Party 2 _____

I do make this declaration under the pains of penalties of law and understand that any material omission or misrepresentation may not only lead to the disqualification of my proposal but prosecution under the pains and penalties of law.

Section 40J. No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arms length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners.

A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.

Any official elected to public office in the commonwealth, or any employee of the division of capital asset management and maintenance disclosing beneficial interest in real property pursuant to this section, shall identify his position as part of the disclosure statement. The commissioner shall notify the state ethics commission of such names, and shall make copies of any and all disclosure statements received available to the state ethics commission upon request. The commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.

Acknowledgment for Individual

Mathieu P. Zahler, Managing Member

State of Massachusetts

County

On this 26th day of March, 2020, before me personally appeared

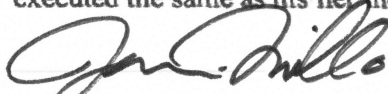
Mathieu P. Zahler

(or

and

), to me known to be the person (or persons)

described in and who executed the foregoing instrument, and acknowledged that he she they executed the same as his her their free act and deed.



Notary Public

Print Name: Janice Marinello

My commission expires:

2/28/2025



Acknowledgement of Addendums

MPZ Development LLC has received the following addendums from the Town of Templeton:

1. Addendum 1 dated March 2, 2020
2. Addendum 2 dated March 11, 2020
3. Addendum 3 dated March 16, 2020
4. Addendum 4 dated March 23, 2020