



**ACQUISITION & REDEVELOPMENT INTEREST OF THE FORMER
INTERNATIONAL PAPER MILL SITE
REQUEST FOR INTEREST PROPOSAL**

ATTN:

Bryan Smith, Town
Administrator
12 East Main Street
Erving, Massachusetts
01344

**The Community
Builders, Inc.**



185 DARTMOUTH STREET
BOSTON, MA 02116
P. 617.695.9595
TCBINC.ORG

Bryan Smith
Town Administrator
12 East Main Street
Erving, MA 01344

November 17, 2021

Dear Mr. Smith:

The Community Builders, Inc. ("TCB") is pleased to submit to the Town of Erving our response to the Request for Interest for The Acquisition & Redevelopment of the Former International Paper Mill Site. Our proposal is intended to reflect our interest in the site and our unique set of qualifications that make us a developer of choice to plan and implement the rehabilitation and reuse of the existing mill building complex and proposed new construction. Additionally, we hope to demonstrate to you the ways in which TCB as an organization, and our proposal for pursuing redevelopment, make us uniquely qualified for the selection of developer for the Former International Paper Mill.

The Community Builders, Inc. is one of the largest nonprofit owners, managers, and developers of mixed-income and mixed-use real estate projects in the country. Our mission is to build and sustain communities where all people can thrive. TCB has been engaged in both housing preservation and residential multifamily new construction and mixed-use development since its inception 50 years ago. We are equipped with the systems and financial and staff capacity for acquiring and developing affordable and mixed-income housing and other community development real estate projects of all types.

TCB is particularly excited by the prospect of redeveloping the Former International Paper Mill given our track record developing transformational projects across Western Massachusetts. We believe that the site has the potential to provide residential rental units necessary to support Erving and the surrounding area's populations who are currently facing a housing crisis and lack of affordable options in a competitive housing landscape. The site's proximity to the Village of Millers Falls and all its amenities as well as the various employment, education, human service opportunities in Greenfield makes it an attractive place to potential residents.

In this proposal, we outline our experience as developers and owners of mixed-income developments, and provide a programmatic approach for the adaptive reuse and development of the site. Together with our architectural firm, Bargmann Hendrie + Architype, Inc, our team's design approach is guided on connectivity, sustainability, and transformation of the once abandoned mill complex. Additionally, we provide a conceptual financial model that would help us accomplish these goals while opening opportunities for moderate to low-income households.

We thank you in advance for your consideration and hope to work with The Town of Erving on this exciting opportunity to transform the Former International Paper Mill into a thriving mixed income community.

Sincerely,

Rachana Crowley
Director of Real Estate Development

Contact Information

The Community Builders, Inc.

Lead Developer and Primary Contact

Western New England Office

Rachana Crowley, Director of Real Estate Development

Address: 35 Village Hill Road, Northampton, MA 01060

Email: Rachana.Crowley@TCBINC.ORG

Phone (413) 923-9022

Development Team

Established in 1964, The Community Builders is a 501(c)(3) organization that develops and manages homes for families and seniors of all incomes. We also invest in local businesses and public amenities that strengthen neighborhoods. Together with our partners, our 500 employees bring diverse experience and comprehensive expertise to the 30 cities across 15 states and DC in which we work. TCB is equipped to bring an in-house, full service, multi-disciplinary team to the planning and development phases of this project, consisting of seasoned professionals who are skilled and experienced in development, property management, resident services, design review and construction management, finance and syndication, as well as real estate law.

TCB employs a staff of over 500 in its development, property management, and other support departments. TCB provides all staff with the material and administrative support they require to ensure compliance with our mission statement and to maximize their professional success. Each development is assigned a project team that is comprised of members from the development, legal, construction, finance, and asset management departments. Additional accounting, compliance, and special initiative staff assist on an as needed basis. Out of the entire staff, over 300 of TCB's team members work in the property management department. Property Management staff further coordinates with in-house asset management, compliance, legal, and accounting departments to streamline reporting, ensure compliance with regulatory requirements, monitor the physical condition of properties, and focus on critical capital needs investments.

TCB is led by an experienced and diverse Board of Directors, President & CEO, and a team of experienced Vice Presidents that ensure the success and sustainability of the organization as we strive to build strong communities where people of all incomes can achieve their full potential. Bart Mitchell is president and CEO and leads the company's development, property management and community life operations. He was appointed to the post in 2012 and previously served as chief operating officer. He first joined TCB in 1989 as a director of finance and served as project manager for complex urban developments at TCB for six years. In 1996, he left TCB to serve as chief operating officer of Beacon/Corcoran Jenison Partners, developing HOPE VI communities and later founded Mitchell Properties LLC, a developer and owner of high quality residential and mixed-use real estate ventures. Mitchell returned to TCB in July 2010 as the company's chief operating officer.

TCB's board of directors is comprised of 15 members that bring a wide array of finance, nonprofit, real estate, community life, and leadership experience. See attached a full list of board members with supporting biographies.

Project Team

Local, regional teams oversee the day-to-day aspects of project management and operations with the support of organizational departments. The Western New England Office would work directly on the planning and implementation of the Former International Paper Mill project. The Western New England Office, based in Northampton, MA, has extensive local experience in adaptive reuse, new construction, historic rehabilitation, modular housing, passive house design, and mixed income and mixed-use development. Our local regional team is knowledgeable about the local challenges that face a variety of communities in Western Massachusetts including smaller towns. Our team has developed strong relationships with local architects, contractors, and consultants that work in Western Massachusetts.

Roles and Responsibilities

We anticipate that the following team members listed below will be involved with the day to day aspects of the Former International Paper Mill project.

Staff Member	Title	Role in the Project
Rachana Crowley, Western New England Office	Director of Real Estate Development, Western New England	Development Director who oversees and guides the Paper Mill project team. Rachana has complete authority to legally, financially, and contractually bind TCB and any entity that may be formed to execute a proposed project.
Julia Scannell, Western New England Office	Development Project Manager	Leads team's development of affordable and mixed income projects in Central and Western Massachusetts, including securing pre-development funding, oversight of the design process, securing permanent financing, closing, and assisting in the construction oversight and lease-up process.
Chris Legiadre, Western New England Office	Design and Construction Manager	Provides Owner's Rep services during the design development, contracting, and construction phase of the project. Works closely with development staff from pre-development through construction completion.
Dawn Vadnais, Boston Office	Vice President of Operations	Provides property management and operational guidance to project. Review operating assumptions and participate in the design development phase. Oversee the lease up process and ongoing management of the property.
Anne Vinick, Boston Office	Community Life Director for the Northeast	Oversees the development of TCB's Community Life program at the new site. Provide support for initial community assessments, community

		engagement, and program development for resident services and partnership development.
Andy Waxman, Boston Office	Regional Vice President of Development, New England	Provides leadership and guidance to all of the New England teams in Massachusetts and Connecticut.

Staff Bios

Please find attached the following bios for TCB Staff.

- Project Team Bios
- Leadership Team Bios
- Board of Directors Bios



DIRECTOR OF DEVELOPMENT, NEW ENGLAND REGION

Rachana Crowley

Rachana Crowley serves as the Director of Real Estate Development for Western New England where she oversees TCB's real estate development activities in Central & Western Massachusetts and Connecticut.

Rachana has more than 15 years of experience in mixed-income and mixed-use real estate development and project leadership. In that time she has worked with a variety of public and private financing sources including RAD, Section 18, LIHTC, historic credits, HOPE VI, Section 202, homeownership, and workforce housing.

Ms. Crowley holds a Master of Regional Planning degree from the University of North Carolina at Chapel Hill and a B.A. from Connecticut College. Based out of Western Massachusetts, Rachana serves on the board of directors for CHAPA and is a loan fund committee member for Equity Trust, Inc. She previously served as board president of Valley Community Development Corporation in Northampton, Massachusetts.

THE COMMUNITY BUILDERS



DEVELOPMENT PROJECT MANAGER

Julia Scannell

Julia Scannell joined The Community Builders, Inc. in 2017. Her responsibilities include advancing the Western and Central Massachusetts pipeline of development projects from concept through completion.

Prior to joining TCB, Julia worked in the finance department of a regional Housing and Redevelopment agency in Franklin County. Supporting that agency's work on community-based programming, housing development, grant management, and supportive service programs. A lifetime Franklin County resident, Julia is passionate about housing work and affordable development that supports these unique communities.

Ms. Scannell holds a Bachelor of Science degree in Accounting from the Isenberg School of Management at the University of Massachusetts.



DESIGN AND CONSTRUCTION MANAGER

Chris Legiadre

Chris Legiadre joined The Community Builders, Inc. as a Design and Construction Manager in 2019. His responsibilities include managing construction projects, selecting Architects and General Contractors for TCB's projects within the Western Massachusetts region as well as Connecticut.

Prior to joining TCB, Chris was a Senior Associate at Hartford based Amenta|Emma Architects, where he managed numerous large-scale multifamily, public and mixed-use projects throughout New England.

Mr. Legiadre holds a Master of Science degree in Engineering Management with a Project Management focus and a Bachelor of Architecture degree, both from New Jersey Institute of Technology. Chris is a licensed Architect in the states of Connecticut, Massachusetts and New Jersey as well as a LEED accredited professional and NCARB certificate holder.



VICE PRESIDENT OF PROPERTY OPERATIONS

Dawn-Marie Vadnais

Dawn-Marie Vadnais serves as vice president of property operations for The Community Builders, Inc. in the Northeast and Midwest, a position she has held since 2018. Dawn leads all property operations for a portfolio of over 30 residential properties for families and seniors across 4 states.

Previously, Dawn was the portfolio operations director for TCB, involved with the majority of TCB's holdings over her career here. She has over 25 years of experience in residential property management including roles of community manager, senior manager and district manager for both TCB and The Beacon Companies.

Dawn holds a Bachelor of Science in Accounting from Bentley University. In addition, she has earned Certified Occupancy Specialist®, Site Based Budgeting Specialist and Certified Manager of Housing® designations from National Center for Housing Management, a Tax Credit Specialist® from Spectrum as well as a NAPH-e designation from NEAHMA.



COMMUNITY LIFE DIRECTOR, NORTHEAST

Anne Vinick

Anne Vinick, MSW, LICSW, serves as Community Life director for the Northeast at The Community Builders, supporting site staff in several states and working with TCB's real estate development, property management and fund development teams.

Beginning in 2011, Anne worked for TCB at Plumley Village in Worcester, Ma., leading the planning and execution of programs that assist approximately 1200 residents. Prior to this, Anne worked for ten years at a privately-owned housing community in Boston where she served as director of program development.

Anne holds a Masters in Social Work with a Certificate in Urban Leadership from Simmons College in Boston, Ma. In addition, she wrote a chapter on public housing in a text book for first year social work students, entitled, "Social Justice in Clinical Practice: A Liberation Health Framework for Social Work."



REGIONAL VICE PRESIDENT OF DEVELOPMENT, NEW ENGLAND

Andy Waxman

Andy Waxman serves as the regional vice president of development, where he directs real estate development activities in New England for The Community Builders, Inc. He joined TCB in 2018. Waxman has been in the community development field for over 25 years.

Prior to working at TCB, Waxman was the director of real estate at the Dorchester Bay Economic Development Corporation (DBEDC) for seven years. At DBEDC, Waxman oversaw a team which developed hundreds of units of affordable and mixed income housing, as well as community oriented commercial space. During this time, Waxman led DBEDC's successful Choice Neighborhood funded Quincy Heights and Pearl Food Production Center developments. The Pearl project resulted in the creation of over 150 jobs, more than half of which have been filled by local residents. These projects were also recognized for their outstanding performance on employing local and minority residents, as well as contracting to minority and women owned businesses.

Waxman also worked for eight years at the Jamaica Plain Neighborhood Development Corporation (JPNDC), first focusing exclusively on commercial redevelopment efforts, and later as the associate director of real estate. Waxman was the project manager for the award-winning redevelopment of the Brewery Small Business Complex, a 160,000 square foot neighborhood center that is home to over 50 small businesses and employs more than 500 individuals. Additionally, Waxman worked at the City of Boston's Department of Neighborhood Development, and at a small CDC in Washington DC called Washington Innercity Self Help. (WISH). He has served on the boards of JPNDC and Hyde Jackson Square Main Streets.

Waxman holds a master's degree in city planning from the Massachusetts Institute of Technology, where he won the Outstanding Thesis Award for his work on urban commercial district revitalization in Dorchester, Massachusetts. Waxman also earned a certificate in Non-Profit Management and Leadership from Boston College, and a bachelor's degree from Oberlin.



EXECUTIVE VICE PRESIDENT FOR REAL ESTATE DEVELOPMENT

Patricia Belden

Patricia Belden joined The Community Builders in 2020 as the Executive Vice President of Real Estate Development. Prior to joining TCB, Belden worked at the Preservation of Affordable Housing (POAH), a leading multi-regional affordable housing nonprofit. Belden worked her way from project manager to managing director and COO, co-leading all development, including POAH's entry into the Chicago market and its Choice Neighborhoods grant-funded work. She also served as President of the POAH Communities property management company and launched the organization's Community Impact program which focuses on helping seniors age in place, and residents achieve economic stability and mobility.

Belden is active on several boards of national associations including the Housing Partnership Network and National Affordable Housing Trust, a nonprofit tax credit syndicator. She received her B.A. from Cornell University and has a master's degree in Public Policy from the Harvard Kennedy School of Government.



PRESIDENT AND CEO

Bart Mitchell

Bart Mitchell is the president and chief executive officer of The Community Builders (TCB), the country's largest nonprofit developer of mixed-income housing, with regional hub offices in Boston, New York City, Washington D.C, Columbus and Chicago. Mitchell leads the company's development; property management; and community life operations with a reach of over 13,000 apartments in 14 states and the District of Columbia. He was appointed to his current leadership position in 2012 and previously served as TCB's chief operating officer..

Mitchell has a distinguished career in community development that began as a housing and economic development advisor to the mayor of the city of Boston in the 1980s. He first joined TCB in 1989 as the director of finance and served as project manager for complex urban developments at TCB for six years. In 1996, he left TCB to serve as chief operating officer of Beacon / Corcoran Jenison Partners, developing HOPE VI communities. He later founded Mitchell Properties LLC, a developer and owner of high-quality residential and mixed-use real estate ventures. Mitchell returned to TCB in July 2010 as the company's chief operating officer.

With a master's degree in public policy from the Harvard University Kennedy School of Government with a concentration in finance and urban development policy, Mitchell also holds a Bachelor of Arts degree from Williams College with highest honors in political economy. He serves on the board of directors of New Lease for Homeless Families, Stewards of Affordable Housing for the Future, the Affordable Housing Tax Credit Coalition, the Affordable Housing Developers Council, and serves as co-chair for 2020 of the Housing Partnership Network's CEO Forum. He has previously served on the boards of trustees for Williams College in Williamstown, Mass., The Park School in Brookline, Mass., The Winsor School in Boston and the Boston Air Pollution Control Commission.



CHIEF INVESTMENT OFFICER

Tom Buonopane

Tom Buonopane joined The Community Builders, Inc. (TCB) in 2006 as a member of the finance department. He currently holds the position of chief investment officer. In his new role, Buonopane will manage relationships with tax credit syndicators and investors. He and his team work to manage TCB's real estate portfolio and will continue to identify opportunities to reposition or refinance properties.

Previously, as the vice president of development finance at TCB, Buonopane and his staff provided support to development and finance activities in the organization. He worked closely with the development teams to secure financing and to design the capital structure for the various mission-based projects. Buonopane is experienced in providing strategic assistance to developers on financial structuring for transactions using public and private capital sources.

Prior to joining TCB, Buonopane was a senior manager of a consulting division for a worldwide professional services firm, which provided tax, accounting, consulting, and specialist advisory services to developers and investors. He has over 20 years of experience working on a wide range of tax advantaged real estate projects, including low-income housing, historic rehabilitation, and new markets tax credit projects. Buonopane holds a bachelor's degree in business administration from Northeastern University.



GENERAL COUNSEL & VICE PRESIDENT

Ethan Ceplikas

Ethan Ceplikas is the general counsel and vice president of The Community Builders, Inc. (TCB). Ceplikas oversees a legal department of four attorneys and two paralegals, which represent TCB and its affiliates in development, real estate and financing transactions. Further, the legal department acts as corporate counsel to TCB, advising it on corporate and other legal matters. In this role, Ceplikas works closely with TCB's property management and asset management teams.

Prior to joining TCB, Ceplikas practiced in the real estate group at Nixon Peabody LLP and was a member of the legal department at Preservation of Affordable Housing, a Boston based nonprofit. He received his Juris Doctor from Loyola University Chicago School of Law and his Bachelor of Science in Business Management from Babson College. Before law school, Ceplikas was a member of the financial management program at General Electric and a senior associate at PriceWaterhouseCoopers. Ceplikas has been a presenter on industry hot topics at events organized by the American Bar Association Forum on Affordable Housing and the Boston Bar Association.



VICE PRESIDENT OF HUMAN RESOURCES

David Jones

David Jones serves as vice president of human resources for The Community Builders, Inc.(TCB) in Boston, a position he has held since 2015. Jones shapes and leads TCB's talent management efforts, serves as an advisor on the executive leadership team, develops staffing strategies and processes to attract and retain results-driven employees, creates comprehensive communications regarding human resources issues and oversees key components of TCB's diversity and inclusion plan.

Jones has over 20 years of human resources experience, most recently as vice president, human resources at Building Education Leaders for Life (BELL), a Boston-based national non-profit that exists to transform the academic achievements, self-confidence and life trajectories of children living in under-resourced, urban communities.

Prior to joining BELL, he served for 17 years in increasingly senior human resources positions based in the Midwest and Mid-Atlantic regions in the U.S., as well as in England with Eli Lilly and Company

Jones also worked for Exceptional Parent Magazine, an organization focused on the needs of parents of children with disabilities. Jones earned his Bachelor of Arts degree in economics from Harvard University and holds a Master of Business Administration degree from the University of North Carolina at Chapel Hill.



DIRECTOR OF FUND DEVELOPMENT

Jullie Patterson

Jullie Patterson serves as director of fund development at The Community Builders, Inc. (TCB) in the Boston office where she is responsible for developing and executing fundraising strategies, implementing management systems for donor stewardship and developing and scaling initiatives for individual donors. Patterson has over 10 years of experience in fundraising and nonprofit administration with such agencies as Habitat for Humanity, Maternity Care Coalition and The Newell D Hale Foundation. She has led multi-million-dollar capital campaigns and has managed the initial phase and feasibility study of a \$15 million campaign to support the development of an area community center.

Previously, she served as board member and chair of the nominations committee for the Habitat for Humanity of North East Connecticut board of directors, served on Congressman Joseph Courtney's Veterans Advisory Council for the State of Connecticut, and presented at Lehigh University's Social Innovations Conference. Currently, Patterson is a member of the National Association for Uniformed Services (NAUS), Women Marine Association and a serving member of the US Air Force. As a service member Patterson worked as a training liaison to various foreign dignitaries and the militaries of Bahrain, United Arab Emirates and Qatar. Patterson is a nonprofit fellow and graduate of Lehigh University in Pennsylvania and holds Master of Arts degree in political science. She also holds a Bachelor of Arts degree from the University of Connecticut.



VICE PRESIDENT OF COMMUNITY LIFE

Elizabeth González Suárez

Elizabeth González Suárez serves as vice president of Community Life (CL) for The Community Builders, Inc. (TCB), in Boston, a position she has held since 2016. González Suárez advances the powerful role that TCB and partner institutions can play in providing stability and social connections for seniors and access to opportunity for families in TCB communities.

Previously she served as the director of Community Health Practice at Dana-Farber Cancer Institute (DFCI) and the deputy director of the U54 Partnership Outreach Program. Most of her 20-year tenure with DFCI was dedicated to designing and implementing evidence-based programs that promote public health among high-risk and underserved populations.

Earlier in her career, González Suárez conducted research on community-based approaches to health promotion and cancer prevention. She was an active member of the DFCI's diversity initiative, targeting programs to increase representation of people of color into the health professions.

González Suárez serves on the Dana-Farber Cancer Institute, Community Benefits External Advisory Committee, the advisory board of the Jordan Boys & Girls Club and the Roxbury Mass in Motion Leadership Team.

She received her bachelor and master's degrees in psychology from Universidad Central de Venezuela, Caracas, Venezuela. She is married with two sons and is a strong community arts advocate and supporter.



EXECUTIVE VICE PRESIDENT OF PROPERTY MANAGEMENT

Lisa Wilcox-Erhardt

Lisa Wilcox-Erhardt serves as senior vice president of property management for The Community Builders, Inc. (TCB), a position she has held since 2019. Wilcox-Erhardt will lead the TCB property management portfolio of over 9,000 apartment homes and a staff of 350 people.

She is responsible for maintaining property quality, establishing and meeting operating budgets, maintaining relationships with residents and external stakeholders and developing and growing a management team committed to TCB's mission. As a member of the TCB leadership team, Wilcox-Erhardt will provide strategic advice and direction for the entire organization.

Prior to joining TCB, Wilcox-Erhardt was executive vice president of housing and services for CommonBond Communities in Minnesota, a nonprofit housing organization which she joined in 2006.

Wilcox-Erhardt holds a Bachelor of Arts degree in political science from Virginia Wesleyan College and has earned a Certified Occupancy Specialist® designation from the National Center for Housing Management.



CHIEF FINANCIAL OFFICER

Morgan Wilson

Morgan Wilson joined The Community Builders, Inc. (TCB), in 2000. He currently serves as chief financial officer, overseeing TCB's financial management, accounting and information systems functions. In his previous role as TCB's vice president of development operations, Wilson was responsible for providing support and training to TCB's development staff, as well as for TCB's grant management, lending, Community Development Financial Institution (CDFI), and New Market Tax Credit (NMTC) activities. From 2004 to 2012, Wilson served as director of asset management. Prior to 2002, he served in a variety of capacities, including investor services, asset management, finance project management and in workouts and dispositions.

From 2002 to 2004, Wilson served as senior project manager for a Boston community development corporation. Prior to his work in affordable housing and community development, Wilson was employed as a securities analyst and portfolio manager for a Boston socially responsible investment advisor and in a variety of roles in academic publishing in North Carolina.

Wilson serves as a Member of the NMTC Advisory Board of the Community Development Entity (CDE) subsidiary of Community Affordable Housing Equity Corporation (CAHEC), and as a Member of the Land Protection Committee of Sudbury Valley Trustees, a community land trust in Massachusetts.

He received a bachelor's degree in philosophy summa cum laude from Loyola University New Orleans.

THE COMMUNITY BUILDERS

Board of Directors



CHAIR AND DIRECTOR

Brian L.P. Fallon

Brian Fallon has been a board member of The Community Builders, Inc. since February 2006. He is currently President of TDC Development Group, LLC, where he is responsible for leading TDC's development and construction team and for oversight of all TDC's new development activities. Brian oversees all development and repositioning initiatives for the company's existing portfolio and plays a leading role in overseeing the physical due diligence process for all new company acquisitions.

Brian has more than 30 years of experience successfully overseeing large-scale development projects from concept to completion. He is a seasoned development executive distinguished by his in-depth management of multi-disciplinary teams and complex developments ranging from luxury hotel and residential, urban mixed-use projects, office development, both urban and suburban, medical office, wet lab research and land development.

Prior to joining TDC, Brian worked as a Partner and Director of Development at O'Connor Capital Partners in New York. He was a member of the company's Executive and Investment Committees, participated in fund investments in development joint ventures and managed new business development throughout the Northeast region. Prior to O'Connor Capital, Brian was a Partner and Managing Director for Extell Development Company in Boston. During his five years at Extell he developed significant additions to the firm's New England portfolio. Prior to Extell, Brian founded the Development and Advisory Services Division of Meredith & Grew, where he worked for 20 years to provide fee-based development consulting and development management services. He oversaw more than 2 million square feet of development, working with key partners including Hines Interests, New England Mutual Life Insurance Company/Copley Real Estate Advisors, Nstar, Children's Hospital and Massachusetts General Hospital/Partners HealthCare.

Brian is a member of The Davis Companies Executive Committee and Investment Committee. Brian holds a Master in Public Administration from The Maxwell School at Syracuse University and a Bachelor of Arts from Siena College in NY.



DIRECTOR

Audra Bohannon

Audra Bohannon joined the board of directors for The Community Builders, Inc. in May 2014 and is a senior partner at Korn Ferry. Bohannon is an author, business consultant, leader, coach and facilitator with an expertise in diversity and inclusion issues and how they impact business performance. Her career and experience extends to the retail, airline, banking, food service, financial, healthcare, insurance, manufacturing, nonprofit and technology sectors. She serves on the human resources committee for the Big Sister Association of Greater Boston, has served on the board of directors for

the Museum of Afro American History and has served as the incorporator for Emerson Hospital. She received her Bachelor of Science degree from Wayne State University.



DIRECTOR

Andrew Clark

Andrew Clark has been a board member of The Community Builders, Inc. since November 2018. Currently, he is a director in the Marcum Accountants and Advisors' Boston office where he began his career in public accounting in 2008. Clark focuses on individual and fiduciary tax clients to ensure federal and state compliance and advises them on efficient tax strategies. He specializes in advising "ex-pats" and US non-resident clients. He works with large, multi-generational families, including their individual, trust and estate returns. In addition, he works

with closely held businesses and their owners on accounting, tax compliance and advisory services. He has experience with ASC 740 and FIN48 compliance, and consulting with clients on corporate international tax and accounting issues.

Among his many tax responsibilities, Clark is also a leader in the firm's national and regional recruiting efforts and also focuses on the Firm's internal training programs, cultivating Marcum's future leaders.



DIRECTOR

Carol Galante

Carol Galante joined the board of directors for The Community Builders, Inc. in February 2020. Ms. Galante is an I. Donald Turner Distinguished Professor in Affordable Housing and Urban Policy and the Faculty Director of the Turner Center for Housing Innovation. She also co-chairs the Policy Advisory Board of the Fisher Center of Real Estate and Urban Economics.

As Faculty Director for the Turner Center, Galante oversees the Center's work and co-leads the Center's research agenda, supervising projects that identify, develop and advance innovative solutions in local, state and federal housing policy and practice. In her role as I. Donald Turner Distinguished Professor in Affordable Housing and Urban Policy, Professor Galante teaches graduate

courses on housing policy and community development, including a semester-long studio intensive course on the design and finance of affordable housing development.

Prior to joining UC Berkeley, Galante served in the Obama Administration for over five years as the Assistant Secretary for Housing/Federal Housing Commissioner at the U.S. Department of Housing and Urban Development (HUD) and as the Deputy Assistant Secretary for Multifamily Housing programs. As FHA Commissioner, Ms. Galante was responsible for the oversight of the FHA's trillion-dollar insurance portfolio, which includes single family and multifamily housing as well as insured health care facilities. She was also responsible for HUD's two million apartments with rental assistance. Prior to her appointment at HUD, Galante was President and Chief Executive of BRIDGE Housing Corporation, the largest non-profit developer of affordable, mixed-income and mixed-use developments in California. Early in her career Galante also worked for local government in city planning and community economic development.

She has held numerous volunteer leadership positions at the federal and state level and has received a number of notable industry and academic honors for her leadership and commitment to addressing the housing challenges and needs of families from all walks of life. Galante holds a Master of City Planning from U.C. Berkeley, and a Bachelor of Arts from Ohio Wesleyan.



DIRECTOR

Rita Germán

Rita Germán joined The Community Builders, Inc. board of directors in 2019. Currently, German is Vice President, Northeast Office of Non-Profit Engagement at JPMorgan Chase & Co. She previously served as director of community investments at John Hancock Financial Services. Prior to joining John Hancock, German spent five years as development director with United Way Massachusetts Bay and Merrimack Valley, managing the Private Equity, Venture Capital Hedge Fund donor group. In her role German managed a portfolio of 300 donors within the PE/VC segment, which raised \$3.5 million annually, and was responsible for all solicitation,

stewardship, programming, marketing and events, budgets, business planning implementation and analysis.

Prior to United Way, German worked in public relations at several organizations and firms including Bloomingdales, Cone Communications, Solomon McCown Co. and Porter Novelli. Rita is a graduate of Boston University's College of Communication. She is an alumni of the Greater Boston Chamber of Commerce Future Leaders Class of 2010 and former Boston Mayor Menino's Onein3 Advisory Council. She currently serves on Citizen's School's Council of Champions and is the immediate past co-chair of WGBH's Community Advisory Board – Boston's PBS affiliate station. German previously served 10 years on the YWCA Boston Board of Director's Executive committee.



DIRECTOR

Richard High

Richard High joined the board of directors for The Community Builders, Inc. in February 2020 and currently serves as the Chairman of the Executive Committee of John M. Corcoran and Company and serves as the President of John M. Corcoran & Co. LLC. High is responsible for

developing the business strategy and direction of the Company's acquisition, development, financing and asset management efforts. Prior to joining Corcoran in 1982, he was the Director of the Office of Housing and Neighborhood Development for New Haven, Connecticut. He received a Bachelor of Arts degree from the University of Cincinnati and a Master of City and Regional Planning degree from Harvard University.

John M. Corcoran & Co. LLC is a privately-owned real estate developer and investor, focused primarily (though not exclusively) on investment grade multi-family rental housing in the greater Boston market. It and its affiliates have developed and/or invested in more than 15,000 apartment units and more than 1,000,000 square feet of suburban office, research and development space throughout New England, as well as in New York, Georgia, Tennessee, South Carolina, Florida, Michigan, Texas, and Washington D.C.

Corcoran Management Company manages more than 12,000 rental apartments and condominiums, along with more than 300,000 square feet of commercial space throughout New England. In addition to managing assets for affiliates, it provides property management services to a sophisticated and diverse group of third-party clients - from institutional investors to condominium associations, from private entrepreneurs to public housing authorities and non-profit owners.



DIRECTOR

Dave Johnson

Dave Johnson powers 4sight Health with an unflinching determination to create status-quo busting dialogue and action in healthcare reform. His innate desire to bring about change, coupled with his tremendous proficiency across health policy, academic medicine, economics, statistics, behavioral finance, disruptive innovation, organizational change and complexity theory, has led to his recognition as an insightful, incisive globally acknowledged authority on market-driven reform.

Johnson is a prolific writer on healthcare's pro-market transformation. He is the author-in-residence at MATTER, the Chicago-based healthcare incubator, and published the critically acclaimed book *Market vs. Medicine: America's Epic Fight for Better, Affordable Healthcare* in 2016. McGraw-Hill published his book *The Customer Revolution in Healthcare: Delivering Smarter, Kinder, Affordable Care for All* in 2019.

Johnson left a 28-year career in investment banking to create 4sight Health. As an investment banker, he managed over \$30 billion in healthcare revenue bonds, led significant strategic advisory engagements for health systems. He specialized in capital formation, asset-liability management, enterprise risk analytics and new business-model development. He is also currently an investor and/or advisor for several early- or mid-stage healthcare companies including Curate Health, GaussSoft, HealthiPass, Link Capital, Medspeed and MultiScale Health Networks.

Johnson holds a Bachelor of Arts degree in English literature from Colgate University and a master's degree in public policy from Harvard University. He was drawn to service at a young age as a Peace Corps volunteer in Liberia, West Africa and a U.S. Presidential management intern.

His civic and professional affiliations have included Harvard Medical School (visiting committee), the Chicago Council on Global Affairs (board, executive and finance committees), the University of Chicago (Harris School of Public Policy visiting committee, student engagement sub-committee chair and the Urban Health Lab);), the Health Management Academy, Harvard School of Public Health, CHRISTUS Health (audit committee); the British-American Project (U.S. chair); and Terence Cardinal Cooke Health Center (finance committee chair).



DIRECTOR

Louis Mercedes

Louis Mercedes joined The Community Builders, Inc. board of directors in September 2015. Mr. Mercedes practices in the area of corporate law, concentrating on corporate finance and private equity. He has represented investors in private equity and venture capital financings, mergers and acquisitions, and complex business transactions. He also has experience representing banks, financial institutions, and portfolio companies in loan transactions across various industries, including radio and television broadcasting, cable television, publishing, and wireless communications. In addition, he has assisted clients in a number of advisory capacities regarding investments and compliance in Latin America.

Prior to joining Mintz, Louis served as of counsel in the Boston office of Jones Day. Prior to joining Jones Day in 2014, Louis represented the lead private equity investors in the equity, subordinated debt, and senior debt financings of a joint venture with Warner Bros. totalling \$600 million (the transaction was awarded "Media Industry Deal of Year" by Investment Dealers' Digest). He also represented private equity funds or investors in: making a controlling investment in a Brazilian fiber company; acquisition of a money transfer business with operations in the U.S., Guatemala, Mexico, and Spain; acquisition of wireless PCS assets divested from Cingular Wireless and related financing; negotiation of controlling investments in a Puerto Rican cable TV operator; and the successful \$160 million acquisition of a Puerto Rican wireless company pursuant to a Section 363 bankruptcy auction.

Louis is a member of the Boston, Mass., and American Bar Associations as well as the Massachusetts Association of Hispanic Attorneys. He is a board member of United South End Settlements, an organization devoted to improving the lives of low-income individuals.



DIRECTOR

Patrick Nash

Pat returned in summer 2015 from his roles as managing director at J.P. Morgan Capital Corporation (JPMCC) and head of the Direct Housing Investments Group. JPMCC is a part of the investment bank, J.P. Morgan. JPMCC invests throughout the country in Section 42 affordable housing transactions, chiefly through syndicators on a single investor basis and selectively through syndicators in multi-investor funds. JPMCC also invests on a limited basis directly with lower tier developers. His years of experience in affordable housing and commercial real estate include all facets of finance, investment and sales. Nash joined the First National Bank of Chicago's real estate department in 1990 and assumed responsibility for the affordable housing product in 1994.

Pat formerly was president of Community Investment Corporation (CIC), a Chicago based non-profit lender to owners of apartment buildings in Chicago's inner-city communities and for a period of time was engaged in real estate development. He served on the City of Chicago Department of Housing's Advisory Committee and from 1979 to 1983 and was a member of the board of commissioners of the Chicago Housing Authority. Pat is a past president of the Affordable Housing Investor's council (AHIC), an education and trade group composed of the major investors in the Section 42 industry. Recently, Pat reconnected with CIC joining its board of directors, representing J.P. Morgan Chase and now serving as its chairman. Pat holds an M.A. in Urban Studies from Loyola University, Chicago and received a B.A. from University of Notre Dame.



DIRECTOR

Robin Powell Mandjes

Robin Powell Mandjes has been a board member of The Community Builders, Inc. since February 2019. In her current role of principal of Powell Mandjes Associates, she advises corporate, non-profit and academic organizations in the areas of strategy development, fundraising and external constituency development.

In prior roles, Mandjes served as executive director of MLK Boston, a project in partnership with the City of Boston; served on the leadership team, as director of constituency development, of AT&T Broadband's Northeast Region, the third-largest cable cluster in the United States with revenues of over \$1.5 billion; managed client relationships for The Partnership, an organization dedicated to increasing the representation of African Americans in positions of leadership, influence and decision-making in Boston; and spent more than a decade building and managing a diverse, global client base on behalf of financial institutions in New York, at Manufacturers Hanover Trust Company and Security Pacific Merchant Bank, and in Boston, at BankBoston.

Mandjes is a trustee of the Woods Hole Oceanographic Institution, a marine science research facility, and a member of the supervisory board of the ICCO Cooperation, a Dutch NGO dedicated to securing sustainable livelihoods for farmers. She has served as a trustee of Williams College; an overseer of the Museum of Fine Arts and the New England Aquarium; a board member of Artists for Humanity; and as vice chair of the board of the Harvard-affiliated Judge Baker Children's Center.

Mandjes earned a Bachelor of Arts degree in English from Williams College and a Master of Business Administration from Tuck Business School at Dartmouth College.



DIRECTOR

James Riccio

James Riccio joined the board of directors for The Community Builders, Inc. in February 2015. Riccio is a Director at MDRC, a nonprofit, nonpartisan education and social policy research organization dedicated to learning what works to improve the lives of low-income families. He leads MDRC's Low-Wage Workers and Communities policy area, which tests innovative approaches to improve families' labor market, human capital and quality-of-life outcomes, usually through randomized controlled trials. In addition to overseeing the work

of his department, Riccio currently serves as the principal investigator for MDRC's evaluation of the Family Rewards conditional cash transfer programs for low-income families in New York City and Memphis, Tennessee. Additionally, under a contract with the U.S. Department of Housing and Urban Development, he is directing a four-city test of an alternative rent policy designed to improve work outcomes for recipients of Housing Choice Vouchers and reduce housing agencies' costs of administering the rent-subsidy program.

From 2003 to 2011, Riccio led an MDRC-UK research consortium that designed and evaluated the UK Employment Retention and Advancement demonstration, at the time Britain's largest and most comprehensive randomized trial in social policy, under a contract with the UK Department for Work and Pensions (DWP). He now serves on an expert advisory panel for DWP's evaluation of Universal Credit, Britain's major new welfare reform policy. Over his long career at MDRC, Riccio has also been a lead researcher on evaluations of a variety of welfare-to-work programs, the Jobs-Plus employment program for

residents of public housing, and other initiatives. He holds a doctorate in sociology from Princeton University



DIRECTOR

Jeffrey Sánchez

Jeffrey Sánchez joined the board of directors for The Community Builders, Inc. in February 2020. Born in the Washington Heights neighborhood in New York City, Sánchez was raised in the Mission Main Housing Development in Boston. He has represented Mission Hill, Jamaica Plain and Brookline in the Massachusetts House of Representatives for 16 years where he has been lauded as a leader in healthcare reform, housing and infrastructure, gun laws, violence prevention, criminal justice reform, the environment and youth empowerment. He finished his last term serving as the Chairman of the House Committee on Ways and Means. Previously, Sánchez served as Chairman of the Joint Committee on Health Care Financing and the Chairman of the Joint Committee on Public Health as well as the Vice-Chair of the Joint Committee on Economic Development.

Throughout his time in the Massachusetts House of Representatives, Chairman Sánchez has emphasized bringing people together to work out their differences and pass laws that improve the lives of residents in the Commonwealth, especially the most vulnerable. In 2018 he was successful in nearly unanimously passing a \$41.8 billion budget that was applauded by individual citizens, stakeholders, and business and fiscal watchdogs. He also drafted the largest Housing Bond Bill Authorization in the Commonwealth's history, \$1.8 billion.

Under his leadership, Massachusetts continues to lead on gun control by implementing a ban on bmp stocks and legislation allowing for courts to issue extreme risk protection orders while at the same time ushering in a massive law that enacted wholesale criminal justice and court systems reform.

Chairman Sánchez has advocated for healthcare reform for over 20 years. In 2006, he worked to pass landmark legislation which affirmed health care as a right in Massachusetts. Since then, he has crafted laws that support and enable the life sciences industry to grow and thrive, establish a statewide health care cost benchmark, and worked to protect and ensure 98 percent of the state's population has health insurance. He authored, and successfully ushered into law, comprehensive legislation to close the racial health disparities gap, compounding pharmacy practice, and improve school nutrition programs.

In all of his endeavors, Chairman Sánchez has sought to find equity and opportunities for those most vulnerable and those who often get overlooked in opportunities in joining a thriving economy. He proudly fought and successfully defeated efforts to repeal gay marriage, and he is a successful advocate for English language learners. After 15 years of advocacy, Chairman Sanchez's Language Opportunities for Our Kids (LOOK) bill was signed into law, overturning a one-size-fits-all policy to educate English language learner (ELL) students and create a pathway to ensure ELL students receive a quality education.

Sánchez attended Roxbury Community College and received a Bachelor of Arts degree in legal education from the University of Massachusetts, Boston. He holds a Master's degree in public administration from the John F. Kennedy School of Government at Harvard University. He is currently an instructor in the Department of Health Policy and Management at the T.H. Chan School of Public Health. He is also the principal of Sánchez Strategies and senior advisor at Rasky Partners focusing on strategic advising, political consulting and impact leadership, health care policy and finance, communications and government relations. He is a member of Governor Charlie Baker's Latino Advisory Commission and serves on numerous boards of directors, including the National Association of Latino Elected Officials and The Community Builders. He recently completed work on the University of Massachusetts/Boston Chancellor

search committee and is an advisory board and fellow selection committee member of the Rappaport Institute at the Harvard Kennedy School of Government. He currently lives in Jamaica Plain with his wife, Brenda, and two daughters. He enjoys cooking and Classical Salsa (music, not the sauce).



DIRECTOR

Amy Schectman

Amy Schectman, a current member of TCB's Community Life committee, joined the TCB board of directors in November 2018. She currently serves as the president and chief executive officer of 2Life Communities in Brighton, MA, which provides affordable, supportive housing to lower-income older adults. The nonprofit organization, which was founded in 1965, has over 1,500 residents in several key properties within the Greater Boston metropolitan area.

Schectman has worked in the public and nonprofit sectors to advance affordable housing and social justice. She plays a state and national advocacy role, serving on Governor Charlie Baker's Council to Address Aging in Massachusetts, and the boards of CHAPA, MHIC, MHAC, and other nonprofits. She has been invited to The White House four times, and has hosted U.S. Congressmen, U.S. Senate staff, and state legislators numerous times.

A theme across Schectman's career is collaboration to maximize the impact of resources. As Governor Michael Dukakis' Director of Capital Budget and Planning, she helped convene cross-agency collaborations on key policy agendas. Later, at the Boston Housing Authority, Schectman secured the City's first two federal HOPE VI grants, \$50,000,000 each, to revitalize failing public housing developments with comprehensive modernization and the addition of social services, health care, and community programming, offering residents not only shelter but pathways out of poverty as well as promoting neighborhood revitalization.

As the Town of Brookline's first Economic Development Director, instituted holiday festivals to stimulate small businesses, negotiated development/preservation of over 500 affordable housing units, and brought stakeholders together to support revenue-generating developments with public amenities. Serving the state again, as Director of Public Housing/Rental Assistance, Schectman led a major rehab of existing state public housing, worked on homelessness prevention and rehousing programs, and enhanced social programs to support housing residents. Schectman has a Bachelor of Arts degree in political science from Johns Hopkins University, and a Master in City Planning from the Massachusetts Institute of Technology (MIT).



DIRECTOR

Monica Warren-Jones

Monica Warren-Jones has been a member for the board of directors of The Community Builders since February 2019. Currently, she serves as the Director of Capital Solutions for Enterprise Community Partners, Inc.. With 20 years of experience in real estate finance and development she supports non-profit and for-profit partners by providing strategic solutions using Enterprise products and services including debt, equity and new markets tax credits for development and preservation of sustainable housing and community facilities. Warren-Jones also evaluates eligible nonprofit organizations for receipt of federal capacity building grants that will support increased

production of housing and community facilities on behalf of low- and moderate-income households.

Warren-Jones has participated in or led presentations, panel discussions and webinars on multifamily finance and community development finance on behalf of the U.S. Department of Housing and Urban Development, Federal Department Insurance Corporation, Urban Land Institute, and myriad local government housing officials in effort to share best practices. She has also served as a testifier at key DC government housing and zoning hearings and currently serves as a member of the executive board for Housing Association of Nonprofit Developers, a Washington regional association that provides training and support on behalf of the DC area affordable housing industry.

Through her work at Enterprise, she has generated more than \$50 million of lending activity and more than \$50 million of investment activity for the creation and preservation of more than 1000 units of housing. As senior lender, she managed the administration of a \$28 million preservation loan portfolio sourced via public and private funds.

Prior to Enterprise, Ms. Warren-Jones served as a vice-president of a non-profit community development firm and prior, as a senior account manager with Fannie Mae where she evaluated real estate investments for large scale, residential projects utilizing low income housing tax credits, conventional debt and/or bond financing.

Warren-Jones holds an MPA from Harvard University, an MBA from Boston College, and an undergraduate degree from Howard University. She previously served as elected member of the DC State Board of Education from 2010 to 2014, and she is a notary public in the District of Columbia.



DIRECTOR

Malcolm J. Williams

Malcolm J. Williams will join the TCB board of directors in November 2018. Williams is vice president, construction and development manager at Silverstein Properties, a privately-held, full service real estate development, investment and management firm based in New York. He is a member of the construction executive team that manages the overall development efforts of Towers 2, 3, and 4 of the new World Trade Center project, the 1 West End project on Manhattan's Upper West Side, and 30 Park Place. Williams previously served as an Owner/Property Manager with 878 Jefferson Street LLC in New York, and as owner of

BIMA, Inc., a general contractor and property manager.

Williams has a Bachelor of Science degree in Biological Sciences from Hampton University, and a Master of Science degree in Construction Management with an emphasis in Executive Management from New York University, where he was a member of the Real Estate Institute Student Association and was the graduate student council representative for the Construction Management Department. Most recently, Williams became a member of the board of trustees for the Brooklyn Children's Museum in 2017.



DIRECTOR

Kamilla Wood, M.D.

A practicing community pediatrician, Dr. Kamillah Wood previously served as Deputy Chief Executive Officer and Chief Medical Officer at the Children's Health Fund (CHF) and Senior Vice President for Stewards of Affordable Housing for the Future (SAHF). In this capacity, Dr. Wood became a nationally renowned policy expert on the intersection of health and housing. By using "housing as a platform" to increase health equity and

improve outcomes for SAHF's residents, she facilitated partnerships with the health sector and informed policymakers on critical issues on the intersection of health and housing. In doing so, Dr. Wood elevated the understanding that a safe and stable home is a key social determinant of health.

Wood brings a diverse experience in clinical practice, public health, and public policy to her work. Prior to her roles at CHF and SAHF, she was appointed as special policy advisor and White House fellow to Secretary Anthony Foxx at the U.S. Department of Transportation (USDOT). Here, Wood advised senior officials on the intersection of health and transportation, as well as economic mobility and equity. She was the DOT lead on an interagency initiative to promote socioeconomic integration in communities with the Department of Education and Department of Housing and Urban Development; and served as the agency representative to the U.S. Interagency Council on Homelessness.

Wood was previously the Associate Medical Director of Mobile Health Programs at Children's National Health System. In addition to managing the operations of the health center and mobile programs, she also led asthma quality improvement initiatives through the IMPACT DC program, started a civic engagement program for patients and families, and instructed pediatric residents and students as an assistant professor of pediatrics at the George Washington University School of Medicine and Health Sciences.

Wood completed her residency and was a chief resident at the Children's Hospital of Philadelphia. She received her Medical Degree from George Washington University School of Medicine and Health Sciences; a Master in Public Health from Harvard University School of Public Health as a Commonwealth Fund Mongan Fellow in Minority Health Policy; and a Bachelors in Science degree from Howard University

The Former International Paper Mill has great potential to be redeveloped as a vibrant mixed-income community that will be an asset to Erving and the surrounding towns and communities. By rehabilitating this important part of the Town's history, we will be able to provide housing for 60 area households and improve connectivity to the surrounding area and natural resources. Thanks to the Town's recent improvements to the site and existing infrastructure, there is significant opportunity to improve the built environment at the Former International Paper Mill. The redevelopment of the historic mill building has the potential to lead to further growth and investment on site and in the surrounding neighborhood and communities.

Relevant Experience & Similar Projects

TCB's mission is to build and sustain strong communities where all people can thrive. Together with our partners, TCB brings diverse experience and comprehensive expertise to the 30 cities where we work. Over the last fifty years, we have completed or preserved over 30,000 homes, and have developed and invested in more than 855,000 square feet of neighborhood commercial and retail space. Our award-winning project track record includes ULI Vision Awards, AHF Reader's Choice Awards and J. Timothy Anderson 'Timmy' Awards, National Association of Home Builders Best in America Living Awards.

TCB's extensive history and breadth of work as a nonprofit developer has garnered many areas of expertise within the organization.

- **Financial capacity, experience and reputation.** For decades, TCB has built a reputation for our ability to create innovative, layered financing packages, securing and deploying nearly every form of public financing available, both traditional and unusual, for affordable housing development. We have arranged for a total of nearly \$4 billion of debt and equity for our projects over our 50+-year history, including Low Income Housing Tax Credits (LIHTC), bond financing, New Markets Tax Credits, linkage fees, Tax Increment Financing, long-term tax abatements, HOME, CDBG and Community Preservation Funds. In Massachusetts, TCB has a strong track record of securing early round funding for both state and federal LIHTC and other funding from MassHousing, the Department of Housing and Community Development (DHCD) and the Federal Home Loan Bank of Boston.
- **Dedication to design excellence.** Our team is committed to building to the highest quality and design standards. We take care to develop buildings that fit within each unique neighborhood and community. This work is supported through our in-house construction management team who oversee design review, contract management, and construction administration. TCB's Design and Construction staff also provide owner's rep services throughout the course of a project. This additional level of expertise results in better cost estimates, cost containment, and design decisions that benefit our projects financially both during construction and once complete.
- **Community-driven process.** We have experience partnering with communities to develop and implement projects that best meet the needs of all community stakeholders, including local public officials, residents, local nonprofits and businesses, neighbors, and other constituents.
- **Sustainability.** TCB incorporates sustainable development principles into all of our projects. As a corporate standard, all of our properties must meet Energy Star certification standards or better, and many have been certified under the Enterprise Green Communities and U.S. Green Building Council's LEED rating systems. We explore strategies including Passive House design (TCB has

done several such projects, including a 53-unit Passive House multifamily currently in construction in Northampton, MA), low-carbon design and construction, and renewable energy options like solar photovoltaic panels and geothermal systems.

- **Mixed Income Communities.** TCB has been specializing in placemaking with mixed-income developments with great urban design for a long time. In the 1980s and 1990s in Boston, TCB developed Tent City with a community-based partner at a key time, knitting together the neighborhoods of Back Bay and the South End; 84 mixed-income units at Langham Court followed shortly thereafter. In the 1990s and 2000s in Pittsburgh, TCB initiated the renaissance of the East Liberty neighborhood, leading with its mixed-income and mixed-use redevelopment after decades of economic decline. In this decade TCB is creating workforce housing in conjunction with moderate-income units at a time when local neighbors are concerned with increasing prices in their communities and whether any of the new housing being built will be affordable to existing residents and prevent displacement. In the South Loop of Chicago, as an example, TCB is introducing large-scale 50% market rate/50% affordable new construction housing, complete with a significant retail component. When mixed-income housing is included in planning and development, it makes clear this is and will remain a part of the city for all. When an organization-wide commitment to diversity is reflected in the development team, investment team, and construction workforce, it makes doubly clear that the development benefits all.
- **High-quality property and asset management.** TCB is accredited by the Institute of Real Estate Management, a designation awarded to those firms nationwide that fulfill strict requirements in the areas of experience, integrity, insurance and fiscal stability. We manage our properties with long-term goals in mind, providing exceptional physical, fiscal and social oversight. Our properties outperform industry standards in key areas, including resident occupancy, rent collection and bad debt. Staff from our 330-person Property Management department work to create a strong sense of community at each property and to integrate the property and its residents fully into the surrounding neighborhood.
- **Community Life.** We go beyond sound bricks-and-mortar management to connect our residents to social services and supports that enable them to achieve their dreams by making concrete progress in key areas of their lives, including education, employment, financial stability and health. TCB seeks out effective local organizations to partner with in making recreational, educational and social services programs available to our residents. Community Life (CL) is our evidence-informed, data-driven approach to ensure each resident is positioned to achieve their goals. Our CL staff works in close coordination with our property management staff. In recognition of our robust resident services programming, TCB has been named a Certified Organization for Resident Engagement and Services (CORES) by Stewards of Affordable Housing for the Future.

Relevant Project Experience

TCB values the importance of preservation of both the physical space and home environment for our residents. TCB has extensive experience renovating existing and historic buildings by utilizing creative adaptive reuse. Renovation of existing buildings can be an important tool for preserving neighborhood character, managing costs of development, and preserving affordability for decades to come. Below are

some examples of work that present creative solutions to preserve the asset and make best use of the existing physical form, while transforming the physical site, recapitalizing, and use converting.

Tapestry on the Hudson | Troy, NY | 2017-present

Tapestry on the Hudson is the rehabilitation of a seven-story single brick warehouse building of Romanesque and Italianate style architecture built in 1899. The redevelopment preserves the historic significance of this beautiful building while creating 34 one-bedrooms and 33 two-bedrooms for a total of 67 mixed income family rental units. Amenities include a community room with full kitchen, elevated green space with raised garden beds, play area and seating, on-site laundry, exercise facility, and property management and maintenance offices. Since development completion, Tapestry on the Hudson has been awarded multiple accolades for its accomplishments in affordable housing, environmental implementations and work in historic preservation. To date, Tapestry has received the following awards; Affordable Housing Finance 2017 Reader's Choice Award for Best Green Development, National Association of Home Builders 2017 Best in American Living Award for Affordable, Multifamily Housing, National Association of Home Builders 2017 Best in Green for Multifamily Affordable Project, New York State Association for Affordable Housing 2017 Project of the Year Upstate, Certified Enterprise Green Community, Tapestry on the Hudson, National Register of Historic Places.



Loomworks | Worcester, MA | 2012

The Worcester Loomworks project involves a vacant and abandoned approximately 98,000 sf mill building located in the Main South neighborhood of Worcester, MA. The 1.7-acre site was originally built in 1890 as part of the larger Crompton and Knowles Loom Works, a major manufacturer of textile loom equipment. Over the last 40 years the Crompton and Knowles Company, along with other area manufacturers, relocated elsewhere, leaving the industrial area and surrounding Main South neighborhood heavily disinvested and blighted with vacant land and buildings. Located at 93 Grand St. in the Main South neighborhood near Clark University, TCB purchased the five building property from the Main South Community Development Corporation and demolished three



unusable portions of the mill and redeveloped the property in an affordable apartment community. The Lofts at Loomworks consists of 94 units of Low Income Housing Tax Credit funded rental housing all affordable to households earning less than 60% of Area Median Income (“AMI”). The development is constructed to LEED® green building standards and provides vital access to transportation and jobs. “This project put[s] a vacant building to its best use in a neighborhood ripe for revitalization,” said Worcester City Manager Edward Augustus.

West Village | New Haven, CT | 2012

The Central New Haven YMCA was once home to 211 small rooms rented on a weekly or monthly basis, as well as athletic facilities. Over the years, the structure deteriorated badly, and the YMCA could not afford to continue its operations. After several attempts to address the crisis, the YMCA hired the Community Builders in 1991 to lead a redevelopment effort. The parties successfully preserved the building and TCB managed the project as SRO permanent housing for 20 years. Although West Village underwent a substantial rehabilitation in the 1990’s, this rehabilitation focused on preserving the building’s eligibility for historic tax credits and left many areas unimproved. Because of budget constraints, for instance, the slate roofs and cast stone elements of the building received little attention. As a result, the building envelope has suffered severe degradation—severe enough to lead to roof leaks. These leaks and those from faulty windows have forced units out of commission and taken up critical maintenance resources. The project was structured with an endowment fund to sustain any losses in operations, but that sinking fund ran out by the late 2000’s. In 2010, TCB again partnered with the YMCA on a second rehabilitation in order to address the building’s envelope problems, and to address other deferred long-term needs. In the resyndication strategy, we combined some of the smaller, less marketable units that were not assisted with Section 8, to form larger units that would be more marketable. Today, West Village is a beautiful, historic, well-maintained building, with a commercial condominium structure that enables the YMCA to house their corporate staff, operate a traditional YMCA facility with gymnasiums and a pool, and TCB owns and manages 127 apartment units. The project is operating successfully and is cash flowing.



With North Commons, TCB is developing a 53-unit income-restricted multifamily building that meets DHCD's sustainability goals and takes it to the next level of efficiency: the Passive House Institute US standard. This ambitious design will result in superior comfort and indoor air quality, reduced space heating, and increased durability. The building envelope is estimated to be 5-10 times tighter than typical new construction. The L-shaped building features a significant amount of open space, including a playground, walk paths, and front lawn. Construction is set for completion by end-of-year 2021.



Property Management Experience

Deeply invested in the long-term success of our developments, TCB serves as property manager for the majority of properties we develop and will do so here. Further detail is included in the Management Plan section, below, on the specifics proposed for the Former IP Mill (e.g., target market, marketing strategy, lottery process). TCB's property management experience is extensive, as detailed below (note that a more detailed description of TCB's property management department and its work is included in the attachments).

Overview. TCB delivers excellent property management across our portfolio, with investment in strong local teams supported by experienced central-office staff. We manage our properties with long-term goals in mind, providing exceptional physical, fiscal and social oversight. Keeping resident experience as our core focus, we work to create a strong sense of community at our developments and to ensure that our residents are well-connected with the surrounding neighborhood and its people, businesses and organizations. We emphasize not only sound "bricks and mortar" management to ensure the financial viability of our properties but also high-quality social services for our residents through our Community Life programs. TCB is an Accredited Management Organization, a designation the Institute of Real Estate Management awards to firms that fulfill strict requirements for experience, integrity, insurance and fiscal stability. Our portfolio is ranked in the National Affordable Housing Management Association's Top 100.

Portfolio. TCB currently owns and/or manages a portfolio of over 13,000 rental homes, located across the Northeast, Mid-Atlantic and Midwest. At all our developments, members of our 330-person Property Management staff work to create a strong sense of community and to fully integrate the development and its residents into the surrounding neighborhood. Of these, we directly manage 9,200 (the rest are owned by TCB and managed by third-parties.) Our portfolio is diverse: roughly 80% are family rental apartments and 20% are apartments for seniors or persons with disabilities; some 75% are urban and 25% are suburban/rural. We have experience managing and maintaining buildings with on-site septic. Most of

the properties we manage have been financed with a complex mix of funding sources and subsidies. Our portfolio also includes 430,000 square feet of commercial space.



Community Life & Resident Services. We believe that a thriving community is one where residents embrace empowerment and self-determination in achieving what they define as success. To that end, TCB delivers a targeted and coordinated array of resident services at many of our properties, through our Community Life initiatives. Different communities have different levels of Community Life involvement but at a baseline, all communities have access to the expertise that an in-house Community Life department brings.

Community Life forges partnerships with effective local organizations near our developments to bring recreational, educational and social services programming to our residents. We also invest strategically in local businesses and amenities.

Integrating our property management and Community Life efforts, we focus on helping residents to achieve outcomes in several areas – early education, youth development, community engagement, workforce development, and asset building. Our approach is resident-centered, evidence-based, and outcome-driven.

Asset Management & Compliance. We build communities that are sustainable over the long-term, physically and economically. Our asset management team works to ensure that our properties produce the maximum long-term value to TCB, our investors, and the communities we work in. The complex financing structures and regulatory requirements inherent in affordable housing obligate owners to understand the needs of multiple funders and ensure that properties comply with a range of requirements at all times. TCB's dedicated asset management team proactively tracks operating performance and financial indicators on an ongoing basis, manages risk, and evaluates strategic opportunities for refinancing or restructuring. TCB provides asset management services for each of the 155 properties we own or manage.

Management Plan

Overview and Experience

TCB has a strong track record of success managing communities very similar to the one we are proposing for the Former IP Mill site, including other properties in Western Massachusetts. We currently own and manage nine properties in Western Massachusetts. Occupancy at Leyden Woods in Greenfield, our location closest to Erving, was 98% as of mid-November 2021.

TCB will provide on-site management and 24-hour maintenance service at the Former IP Mill property.

Our overall property management experience is described earlier, in the Development Team section of this proposal. Further detail about TCB's property management approach and operations for all our properties is included in the attachments. We should note that TCB currently manages 53 properties in Massachusetts, most of which involve LIHTC as a project subsidy, as well as project-based operating

subsidies, including Section 8, MRVP and 811. TCB property management staff are very familiar with all of these subsidies, and the compliance and reporting issues that each one brings.

Market and Marketing

We propose a mix of income tiers including units targeting 30% of AMI, 60% of AMI, and workforce units up to 120% of AMI.

TCB has an in-house marketing specialist that assists our team with advertising and marketing. This specialist works closely with our in-house compliance team as well as property management staff, all of whom have experience leasing up LIHTC units and working within the constraints of the MRVP, Section 8, and other operating subsidy programs and their unique requirements for lease-up.

Our marketing strategy will include broad outreach to area employers, social service agencies, and retail businesses. TCB believes this approach will help ensure that a broad range of income-qualified households are aware of the rental opportunities at this site.

Lottery and Local Preference

TCB has extensive experience with housing lotteries, and we have the in-house expertise needed to administer the lottery that will be required for all affordable units. Our in-house compliance team is well-versed in Fair Housing laws and requirements as well as local preference requirements.

In the last two years, TCB has overseen four lotteries in Massachusetts for new units following the lottery requirements of MassHousing for workforce units, DHCD, and/or the City of Boston. These lotteries included between 200 and 3,000 applicant households. All four of these properties are now fully leased.

Our property management staff are required to complete a Fair Housing training as part of their initial onboarding and then each year thereafter. The course is provided through an online platform that is regularly maintained and updated by a national provider to meet current industry standards and requirements. TCB does not discriminate in any aspect of tenant selection or ongoing occupancy on any basis prohibited by local, state, or federal law – e.g., race, color, religion, sex, national origin, genetic information, ancestry, sexual orientation, gender identity, age, familial status, children, marital status, veteran status or membership in the armed services, the receiving of public assistance, or physical or mental disability. Each of our communities has a property-specific Language Assistance Plan to help ensure equal access to individuals with limited English proficiency. Further, we adhere to requirements for providing Reasonable Accommodation and Violence Against Women Act protections.

TCB uses property management software to complete applicant and tenant certifications, to monitor compliance and as the basis of investor and state agency reporting. TCB site staff are well versed in the leasing and affordable program certification process. All applicant files completed for occupancy are reviewed by TCB's Compliance team for approval prior to occupancy. During the lease-up of a new property, TCB also engages a third-party consultant to review and approve these files to further ensure initial program eligibility and compliance.

If TCB is selected as developer, we would be delighted to host a community open house so that members of the Erving and Franklin County community can see our work and the level of design quality and can meet and talk with our management team and some of our existing residents.

Resident Services

In all the communities where we own and manage property, TCB forms partnerships with local organizations and service providers that can assist our residents. (Our Community Life program is described in the Property Management Experience section of this RFI.) Our property management team works collaboratively with residents to work out rent payment plans if they are struggling, and we work with local partners help to connect residents with resources like Residential Assistance for Families in Transition (RAFT) that can assist them with financial challenges. We are interested in exploring additional partnerships in the community.

THE COMMUNITY BUILDERS

PROPERTY MANAGEMENT DEPARTMENT: OVERVIEW

The Community Builders, Inc. (TCB) delivers high-quality property management across our portfolio of TCB-owned properties and third-party management contracts. We do this by investing in our team – with a focus on strong local staff, supported by an experienced central-office team. We manage our properties with long-term goals in mind, providing exceptional physical, fiscal and social oversight. Our properties outperform industry standards in key areas, including occupancy and rent collection, and our portfolio is ranked in the National Affordable Housing Management Association's Top 100. We work to create a strong sense of community at our developments and to fully integrate them and their residents into the surrounding neighborhood. We emphasize not only sound “bricks and mortar” management to ensure the financial viability of our properties but also high-quality social services and supports for our residents, enabling them to achieve their goals. TCB is an Accredited Management Organization, a designation the Institute of Real Estate Management awards to firms that fulfill strict requirements for experience, integrity, insurance and fiscal stability. The information provided below provides a snapshot of TCB's property management operations, approach and track record.

TRACK RECORD AND EXPERIENCE

TCB has 50+ years of experience working with a variety of partners to help us achieve our goals. Nearly every property we manage participates in at least one federal, state, or local financing or subsidy program, and we have worked with virtually every agency and program which provides public support for building and/or operating affordable housing. In addition to working extensively with HUD, TCB works with state housing finance agencies, public housing authorities, community organizations and non-profit groups as project sponsors/owners. Our current management portfolio includes a total of 9,800 apartments, including projects managed on behalf of other owners. The properties we manage are located in eleven states across the Northeast, Mid-Atlantic and Midwest – Massachusetts, Connecticut, Rhode Island, New York, New Jersey, Maryland, Pennsylvania, North Carolina, Illinois, Michigan and Ohio, as well as Washington, DC. Our portfolio is diverse: roughly 80% is family housing and 20% is housing for seniors and/or persons with disabilities; some 75% is urban and 25% suburban/rural. Many properties have non-profit sponsors or general partners, and most have been financed with a complex mix of funding sources and subsidies. Our portfolio includes approximately 600,000 square feet of commercial space, mostly retail space occupying first floor frontage along major avenues.

STAFFING

TCB's Property Management department is our largest, with a staff of 330+. We are committed to a decentralized property management model, with a strong local staff team on-site, supported by central-office staff with specialized skills across a range of areas. On-site community managers are experienced and well-trained in all aspects of day-to-day property management, providing daily supervision and support where it is most needed – at the site level. They may be responsible for one large property with hundreds of families, or for two to four smaller properties. Other site staff

include service maintenance managers, resident occupancy specialists, and community life specialists.

Community managers are supervised by portfolio operations managers (POMs), each of whom oversees several sites and works under the supervision of one of our vice presidents of property operations. POMs are responsible for everything within their portfolio, from financial performance to the quality of customer service. Their responsibilities include developing budgets, signing off on expenditures, carrying out inspections, meeting with resident associations, providing site staff supervision and support, and generally ensuring that the property is operating efficiently and effectively. For our non-TCB-owned properties, POMs keep in close touch with owners and keep them apprised of property issues. Our vice presidents of property operations work under the supervision of TCB's executive vice president of property management, part of TCB's leadership team.

TCB's overall staff of 500+ includes in-house asset management, compliance, legal, finance, accounting, and construction management staff, as well our housing and commercial development staff, all of whom are available to support the field structure of property managers. Central office staff work to streamline reporting, ensure compliance with regulatory requirements, monitor the physical condition of properties, and focus on critical capital needs investments. In addition, a centralized corporate support team assists the field staff in areas such as training, marketing, compliance and risk management.

COMMUNITY LIFE

We believe that a thriving community is one where residents embrace empowerment and self-determination in achieving what they define as success. To that end, TCB delivers a targeted and coordinated array of resident services through our Community Life initiatives, which help residents to maintain their housing and achieve their goals. TCB believes that stable housing can serve as a platform for residents to build on to connect with local resources and opportunities, helping seniors to age in place and families to gain economic mobility. We forge partnerships with effective local organizations near our developments to bring connections to jobs, schools, early education centers, financial coaching, and social services programming to our residents. We also invest strategically in local businesses and amenities. Integrating our Property Management and Community Life efforts, we focus on helping residents to achieve outcomes in several areas – early education, youth development, community engagement, workforce development, and asset building. We work closely with residents, tracking key metrics to measure progress in each of these areas. Our programming is evidence-based and data-driven. In recognition of our efforts, TCB has been named a Certified Organization for Resident Engagement and Services (CORES) by Stewards of Affordable Housing for the Future.

Our Community Life work is not one-size-fits-all. We believe that each community is unique and approach each of our properties from that perspective. Typically, a member of our Community Life team begins by assessing the strengths and needs of both the residents and the surrounding community. Then, building on existing resident and community resources, a Community Life site plan is developed, designed to meet the most critical needs. On an ongoing basis, Community Life staff conduct resident questionnaires and collect data to assess and revise strategies aimed at enhancing resident and community success.

TRAINING & PROFESSIONAL DEVELOPMENT

TCB's entire Property Management staff participates in ongoing training that covers all aspects of

property management, including physical facilities, resident relations, property accounting, budgeting, legal and compliance. Our training program was developed as part of our continuing commitment to deliver the best property management services possible. Over 95% of our current managers and assistant managers have been certified by National Center for Housing Management (NCHM), National Affordable Housing Management Association (NAHMA), and/or other entities including Spectrum and Nan McKay.

OPERATIONS

Maintenance

Sound maintenance practices are fundamental to the success of our property management work. Timeliness, quality of workmanship, responsiveness to resident concerns, and consistent, professional interactions are key components of a successful maintenance program. Our service maintenance managers are trained in customer service, lease requirements, inventory controls, contracting and procurement, and inspection protocol, using Yardi maintenance training modules as well as other ongoing technical training. The maintenance program's achievements are the most visible evidence of on-site management's accomplishments, reflecting directly on the professional reputation of TCB and our partners.

Resident Selection, Rent Collection & Lease Enforcement

TCB is experienced at developing a resident selection plan for each property we manage that ensures compliance with the regulations governing the property. Applicants complete rental applications and TCB reviews them to determine applicants' eligibility and suitability. TCB reviews landlord history and references and a composite proprietary Yardi screening service score that assesses risk factors to assess an applicant's ability to pay rent and comply with the terms of the lease. Wait lists are maintained according to governing regulations. Our compliance specialists provide one-on-one support for site staff and check every new tenant file for compliance prior to move-in.

Code of Conduct & Resident Grievances

TCB has a company-wide code of conduct that sets a clear and high standard for interactions with residents (attached). The code is covered in our training program and posted in each management office. TCB's policy is to deal promptly with any complaints or concerns residents may raise, without defensiveness. Residents are instructed to bring any such concerns directly to the community manager. If the issue cannot be resolved at that level, it is brought to the POM, who may enlist the assistance of TCB's Community Life staff. If a resident appears to need assistance in addressing their concerns, TCB staff may refer them to an appropriate community service agency. Whether it be a noise complaint, a dispute over parking, report of unsatisfactory maintenance service, allegation of illegal activity, or any other matter that affects a resident's quality of life, we pride ourselves on our ability to maintain an atmosphere of respect, consistency, fairness, diligence and professionalism in addressing and resolving resident grievances.

Design Team Qualifications



ABOUT BH+A

Bargmann Hendrie + Archetype, Inc. (BH+A) is a 40-person architecture firm in Boston, Massachusetts. BH+A's portfolio is consistently recognized for innovative, functional, cost-effective design. We provide architecture, interior design, graphic design, sustainable design and business planning services. Our design philosophy is to create solutions with character that reflect optimal functional layouts, innovative use of materials, state-of-the-art operating systems and sound financial planning. . The BH+A team brings an integrated, consensus-building approach to private and public sector clients. Specialized areas of expertise include multi-family housing, workplace, and recreation.

OUR HISTORY

Formed initially as Archetype Architecture in 1987, the firm became Bargmann Hendrie + Archetype, Inc. in 1997. BH+A is a corporation formed to practice architecture and interior design with expertise in housing, recreational, cultural, historic, and workplace projects. Led by six principals, the firm was founded by Joel Bargmann and Carolyn Hendrie. Bargmann Hendrie + Archetype is a certified Woman-Owned Business.

OUR PEOPLE

Our team is made up of design and business professionals with diverse expertise and specializations. Ten staff members are LEED accredited and two are CSI members, one as past president.

- 27 Architectural Staff (18 Registered)
- 4 Interior Design Staff
- 4 Administrative Staff

OUR OFFICE

Designed by the firm and constructed in 2016, BH+A's office is a colorful and creatively designed open work environment that promotes teamwork, collaboration, and efficiency.

OUR HOUSING EXPERIENCE

Our focus is on user-oriented projects: the design of places where people live, work, and play. BH+A's current housing portfolio includes over 5,000 units in design, permitting, or construction in the Boston area and beyond. We are known for "new housing" alternatives such as renovated mill building lofts, smart-growth, and transit-oriented new construction development, and projects that support the growth of urban areas. BH+A plays an integral role in developing "walkable communities" – developments established as dense, walkable, transit-supportive urban districts.

Providing architecture and interior design services, BH+A creates solutions with character. We prioritize functional layouts, the use of innovative materials, and state-of-the-art BIM/REVIT systems. Joel Bargmann, one of BH+A's Founding Principals, designed one of Boston's first successful market rate loft projects, Fort Point Place. This project pioneered the idea of simple "Loft Housing" to keep project costs down and lofts affordable. That kind of project vision continues to separate BH+A from other firms.

COST CONTROL

A defining characteristic of BH+A is our ability to "design to your budget" from day one. Our ability to control cost while maintaining a high level of design stems from experience and the process is evident by our industry and client success. We believe that with strong leadership, smart investment, and sound planning principles, it can be done.



BH+A worked on 1M sf of brick and beam lofts for Archon Group, their portion of the Boston Wharf Co. acquisition.

OUR RECENT MULTI-FAMILY RESIDENTIAL PROJECTS

Frank J. Manning Apartments, Cambridge, MA

Daniel F. Burns Apartments, Cambridge, MA

Putnam Gardens, Cambridge, MA

Putnam School Apartments, Cambridge, MA

Walking Court, Medford, MA

Conifer Hill, Danvers, MA

Monsignor Powers Elderly Housing, Boston, MA

Mirak Mill Residential Development, Arlington, MA

Track 75, Allston, MA

The Pioneer, Everett, MA

Brio, Hingham, MA

162 Summer Street, Somerville, MA

22 Fleet Street, Boston, MA

49 Melcher Street Lofts, Boston, MA

Factory 63 Lofts, Boston, MA

59 Fountain Street, Framingham, MA

Porter 156 Lofts, East Boston, MA

St. Gabriel's Monistary Apartments, Brighton, MA

A Street Channel Center Lofts, South Boston, MA

40 Boylston Street Apartments, Boston, MA

7 Channel Center Lofts, Boston, MA

337 Summer Street, Boston, MA

City Green Residences, Boston, MA

Copley Residences, Boston, MA

1690 Revere Beach Parkway, Everett, MA

Post Road Marlborough, Marlborough, MA

Waterfront Square at Revere Beach, Revere, MA

Fargo Lofts, South Boston, MA

Market and Main, Phase II, Bedford, NH

10 West Lofts, Boston, MA

Dexter-Ditson Lofts, Boston, MA

625 McGrath Apartments, Somerville, MA

Metro 9, Somerville, MA

111 South Street Residences, Somerville, MA

Mezzo, East Somerville, MA

10 Soden Street, Cambridge, MA

Aberdeen Lofts, Cambridge, MA

Hathaway Lofts, Cambridge, MA

Stone Place, Melrose, MA

2 Washington Street Apartments, Melrose, MA

Sprague Street Redevelopment, Hyde Park, MA

Conifer Hill Apartments, Danvers, MA

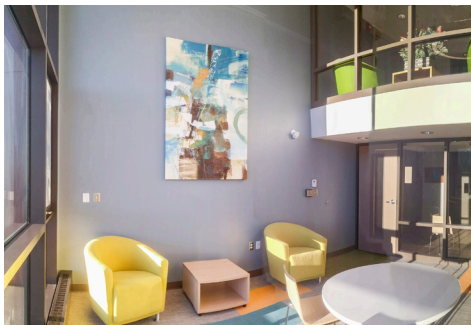
Portwalk, Portsmouth, NH

Endicott Green, Danvers, MA

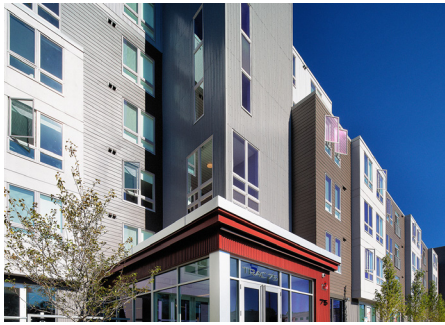
Charlesbank Apartments, Watertown, MA

River Bank Lofts, Watertown, MA

Rosemont Residences, Brookline, MA



Frank J. Manning Apartments, Cambridge, MA



Trac 75, Allston, MA



The Pioneer, Everett, MA



Bargmann Hendrie+ Archetype, Inc.



JOEL BARGMANN, AIA *Founding Principal*

A founding Principal of BH+A, Joel Bargmann has practiced architecture since 1976. He has directed the design for numerous multi-unit residential buildings, community recreation projects, and historic preservation projects. Joel has extensive design, master planning, cost management and technical expertise in preparation of high quality construction documents, and has developed systems that create healthier environments and save energy in many varied projects.

EDUCATION

Master of Architecture, University of Pennsylvania

Bachelor of Arts, Magna Cum Laude,
University of Pennsylvania

REGISTRATION

Connecticut	Vermont
Maryland	Maine
New Hampshire	New York
Rhode Island	Massachusetts
Virginia	New Jersey
Pennsylvania	North Carolina
Texas	Washington, DC
Colorado	NCARB

ACCREDITATIONS

LEED Accredited Professional

ACADEMIC AWARDS

Henry Adams Award
AIA Merit Certificate
Dales Traveling Fellowship

AFFILIATIONS

American Institute of Architects
Boston Society of Architects

Selected Projects

Cambridge Housing Authority Frank J. Manning Apartments, Cambridge, MA
Cambridge Housing Authority Daniel F. Burns Apartments, Cambridge, MA
10 Soden Street, Cambridge, MA
Metro 9, Somerville, MA
Mezzo Apartments, Charlestown, MA
The Starboard Condos, Charlestown, MA
Manhattan House Condos, New York, NY
49 Melcher Street Condos, Boston, MA
63 Melcher Street, Boston, MA
2 Washington Street, Melrose, MA
Vale Street Residential, Everett, MA
Sprague Street Residential
Stone Place, Melrose, MA
Hathaway Lofts, Cambridge, MA
Chain Forge Hotel, Charlestown, MA
Portwalk, Portsmouth, NH
Mezzo, Charlestown, MA
Porter 156 Lofts, East Boston, MA
E Street Hotel, South Boston, MA
Endicott Green, Danvers, MA
Aberdeen Lofts, Cambridge, MA
40 Boylston Street Apartments, Boston, MA
Fort Point Place Lofts, Boston, MA
Riverbank Lofts, Watertown, MA
10 West, Boston, MA
7 Channel Center, Boston, MA
Dexter-Ditson Lofts, Boston, MA
275 Medford Street Lofts, Charlestown, MA
Charlesbank Apartments, Watertown, MA



Mezzo



Metro 9



The Pioneer



BEN WILSON, AIA, LEED AP *Principal*

Ben brings 30 years of experience to our team. His expertise includes design, planning, technical issues, code compliance, construction documents, and administration. Ben has been a Principal-in-Charge on a wide range of projects, recently on many of BH+A's housing projects including the Putnam School Apartments, a public elderly/disabled housing development in an historic school building.

Selected Projects

Cambridge Housing Authority Putnam School Apartments, Cambridge, MA
 Cambridge Housing Authority Frank J. Manning Apartments, Cambridge, MA
 Medford Housing Authority Walking Court, Cambridge, MA
 Cambridge Housing Authority Daniel F. Burns Apartments, Cambridge, MA
 Boston Housing Authority Monsignor Powers Revitalization, Boston, MA
 Falmouth Senior Center, Falmouth, MA
 63 Melcher Street Lofts, Boston, MA
 Porter 156 Lofts, East Boston, MA
 Mezzo Apartments, Charlestown, MA
 111 South Street Apartments, Somerville MA
 F. B. Rogers Building, River Lofts, Taunton MA
 275 Medford Street Lofts, Charlestown, MA
 East Lofts, East Boston, MA
 10 Soden Street Apartments, Cambridge MA
 Chain Forge Hotel, Charlestown, MA
 316/322 Summer Street Lofts, Boston, MA
 Lofts on Capitol, Hartford, CT
 330 Summer Street, LogMeln, Boston MA
 University of Massachusetts, Clark Athletic Center, Boston MA
 Concord Street Executive Office Building, North Reading, MA
 Stony Brook Office Park, Waltham MA
 Massachusetts Department of Conservation and Recreation
 Tenean Beach Bathhouse, Boston MA
 Savin Hill Beach Bathhouse, Boston MA
 University of Massachusetts, Mullins Center Practice Ice Rink Locker Rooms, Amherst, MA
 Marshfield Coast Guard Recreation Center, Marshfield MA
 Andover Youth Center, Andover MA
 Hyannis Recreation Center and Ice Arena, Hyannis, MA
 National Park Service, Fire Island Ferry Terminal, Patchogue NY

EDUCATION

Master of Architecture, University of Utah
 Bachelor of Arts in Architecture, University of New Mexico

Registration

Massachusetts, NCARB

ACCREDITATIONS

LEED Accredited Professional

AFFILIATIONS

Boston Society of Architects

Awards and Recognitions

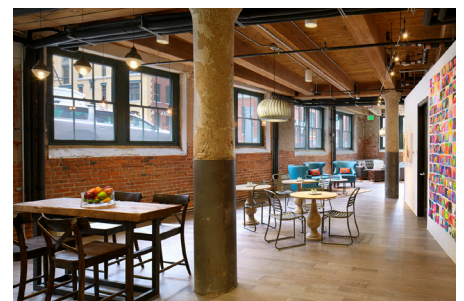
2017 Preservation Achievement Award
 2014 USGBC, Massachusetts Energy Efficiency in Historic Building



Frank J. Manning Apartments



275 Medford Street Lofts, Charlestown, MA



63 Melcher St. Lofts, Boston, MA



DAN CHEN, AIA, LEED AP *Principal, Project Manager*

Dan Chen rejoined BH+A as a Principal in 2013 after spending several years in Beijing, China where he was a partner at Atelier FCJZ with Yungho Chang. Dan's projects at BH+A have ranged from institutional to workplace and housing sectors. Dan has worked most recently with the Cambridge Housing Authority, helping the organization with its mission to develop and manage safe, good quality, affordable housing for low-income individuals and families.

EDUCATION

Master of Architecture,
Harvard University, Graduate School of Design

Bachelor of Architecture,
University of Southern California

TEACHING

Massachusetts Institute of Technology; Department of
Architecture+Planning, lecturer, 2006–2010

REGISTRATION

Massachusetts, NCARB

ACCREDITATIONS

LEED Accredited Professional

AFFILIATIONS

American Institute of Architects
Boston Society of Architects

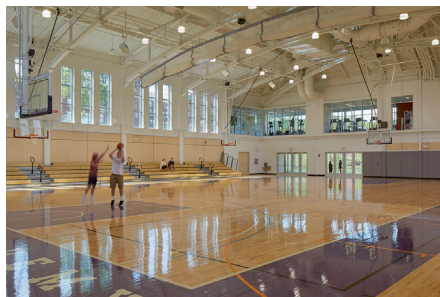
Selected Projects

Cambridge Housing Authority, Daniel Burns Apartments, Cambridge, MA
Cambridge Housing Authority, Putnam Gardens Apartments, Cambridge, MA
Fitchburg Housing Authority Wallace Tower Modernization, Fitchburg, MA
Hathaway Lofts, Cambridge, MA
162 Summer Street Apartments, Somerville, MA
205 Maverick Street Development, East Boston, MA
148 Weston Road Development, Wellesley, MA
University Maker Lab Teaching Classroom, Cambridge, MA
Next Jump Headquarters Study, Cambridge, MA
Toyota Research Institute Headquarters, Cambridge, MA
Toyota Research Institute Fabrication Lab, Cambridge, MA
University Video Studio and Innovation Lab, Cambridge, MA
Cushing Academy Athletic Facility, Ashburnham, MA
Simmons College, Daly Fieldhouse, Brighton, MA
Converse Headquarters, Lovejoy Wharf, Boston, MA
Converse Concept Creation Lab, Charlestown, MA
8 Newbury Street, Boston, MA
9 Channel Center, Boston, MA
333 Summer Street, Boston, MA
W Hotel and Lofts, Providence, RI
Smith Aquatic and Fitness Center, Charlottesville, VA
Sophia Gordon Hall, Tufts University, Medford, MA*
UC San Diego, Management School, San Diego, CA*
UC Santa Barbara, Academic Building, Santa Barbara, CA*
World Trade Center West Office Building, Boston, MA*
Novartis Master Plan and Lab and Research Building, Shanghai, China*

*indicates work with previous firm



Putnam Gardens Apartment



Cushing Academy



Daniel F. Burns Apartments



RACHEL YOUNG, RA, LEED AP, CDT *Associate, Project Architect*

Rachel has over 13 years of experience working on a variety of public and private projects. She recently completed a new senior center for Scituate and is currently working on a renovation of the Putnam School Apartments for the Cambridge Housing Authority. She has extensive experience with Accessibility and Universal Design for community and recreation facilities.

Selected Projects

Cambridge Housing Authority Putnam School Apartments, Cambridge, MA

Fairbank Recreational Center, Sudbury, MA

Milton Teen Center Feasibility Study, Milton, MA

Lowell YMCA Youth Center, Lowell, MA

Scituate Senior Center, Scituate, MA

Turner Free Library, Youth and Children's Spaces, Randolph, MA

Parker Hill Library, Roxbury, MA

Vine Street Community Center, Roxbury, MA

Scituate Recreation and Senior Center, MA

QCAP Weymouth Daycare, Weymouth, MA

Lawrence YMCA Daycare and Youth Spaces, Lawrence, MA

Hathaway Lofts, Cambridge, MA

2 Washington Street Lofts, Melrose, MA

Westbrook Elementary School, Montgomery County, MD*

Garner President's House Renovation, Cornell College, Mount Vernon, IA*

*indicates work with previous firm

EDUCATION

Master of Architecture, University of Virginia

Bachelor of Science, Architectural History Cornell University

Registration

Massachusetts, NCARB

CERTIFICATIONS

CDT-Certified Document Technologist

LEED Accredited Professional

AFFILIATIONS

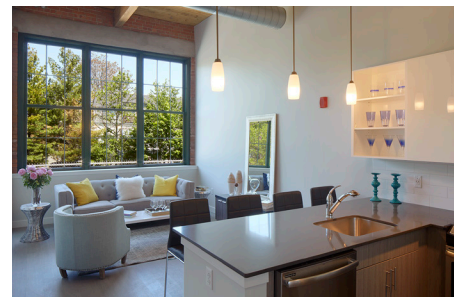
Construction Specifications Institute



Putnam School Apartments



Vine Street Community Center



Hathaway Lofts



Bargmann Hendrie+ Archetype, Inc.



Jeremy Tobin, RA, LEED AP Associate, Project Architect

Jeremy's thirteen years of experience has included both new construction and renovation projects, with a focus throughout on housing, including multi-family condominium complexes, upgrades to existing housing, and the adaptive reuse of older buildings into student housing and hotels. He is currently the project architect for the phased renovations of Putnam Gardens, now in construction, and the renovation of St. Gabriel's Monastery into a facility that will house graduate students. Jeremy's organizational skills and calm demeanor during fast-track and complex projects endear him to clients and contractors alike.

EDUCATION

Master of Architecture, Syracuse University

Bachelor of Architecture, Catholic University of America

REGISTRATION

Massachusetts

ACCREDITATIONS

LEED Accredited Professional

AFFILIATIONS

Boston Society of Architects

Selected Projects

Cambridge Housing Authority Putnam Gardens Apartments Renovations, Cambridge, MA
162 California Street, Newton, MA

1165R Massachusetts Avenue (Mirak Mill), Arlington, MA

162 Summer Street, Somerville, MA

22 Fleet Street, Boston, MA

2 Washington Street Lofts, Melrose, MA

625 McGrath Housing, Somerville, MA

St. Gabriel's Monastery Renovation (Graduate Student Housing), Brighton, MA

Chain Forge Building Adaptive Reuse, Charlestown, MA

Falmouth Senior Center Site Feasibility, Falmouth, MA

Salem Community College Lab Renovation, Salem, MA

City-wide Community Center, Concord, NH

Hatch Shell Roof Repairs, Boston, MA

Cambridge Housing Authority Willow Street Homes, Cambridge, MA*

Cambridge Housing Authority 195 Prospect Street Roofing Replacement, Cambridge, MA*

Cambridge Housing Authority Lincoln Way, Cambridge, MA*

Cambridge Housing Authority McCarthy Village II, Acton, MA*

Harvard University Akron Street Dormitory Headhouse, Cambridge, MA*

United States Coast Guard Menemsha Boathouse, Martha's Vineyard, MA*

United States Coast Guard Sector New York Security Booth, Long Island, NY*

Logan Airport Terminal B Elevator Lobbies, Boston, MA*

*indicates work with previous firm



625 McGrath



2 Washington Street Lofts



St. Gabriel's Monastery


EDUCATION

Master of Interior Architecture, Boston Architectural College

Bachelor of Interior Design, Chengdu Academy of Fine Arts

ERIN WU *Interior Design*

Erin is an Interior Designer with many years of experience creating compelling interiors for hospitality and residential use. She has worked on many hospitality and residential projects. Erin's hospitality experience will be important to make the common areas, apartment interiors, and children's area welcoming for all. Erin has designed common areas, unit plans, and unit interiors for the Green District in Marlborough, including "penthouse" level high-end executive apartments. Prior to her work at BH+A, she designed interior spaces at CBT.

Selected Projects

1165R Massachusetts Avenue (Mirak Mill), Arlington, MA

Post Road Marlborough, Marlborough, MA

205 Maverick, East Boston, MA

566 Columbus Ave, Boston, MA

143 Washington Street, Brighton, MA

W Hotel Residences, Boston, MA*

Mass+Main Cambridge, Boston, MA*

The Pierce, Boston, MA*

Hotel Taj Boston, Boston, MA*

1180 Boylston, Boston, MA*



The Pioneer



St. Gabriel's Monastery



Randolph Intergenerational Center



49 Melcher Street: Restaurant & Lofts

Boston, MA

49 Melcher Street Restaurant and Lofts is located in Boston's Fort Point district. The renovated former textile factory includes a 240 seat, 11,000 square foot restaurant, which occupies the lower level and first floor of the building. The upper floors house loft apartments. The top floor is devoted to two private condominiums that alone occupy the entire floor.

Reference:

John Matteson

The Matteson Company

617-854-5527





Bargmann Hendrie + Archetype, Inc.



63 Melcher Street

Boston, MA

BH+A designed the renovation and reuse of a historic industrial building in the Fort Point Channel area into a mix of 38 micro-units, lofts, and lofts designed for artists to live and work in. The ground floor is the amenity level with a lobby and lounge, and there is a “green” roof deck. The project received LEED Gold certification for low-rise and was selected the 2014 “Building of the Year” for energy performance in an historic building by the Massachusetts Green Building Council.

Reference:

Kelly Saito

Gerding Edlen Development

503-802-6613





Bargmann Hendrie+ Archetype, Inc.



59 Fountain Street

Framingham, MA

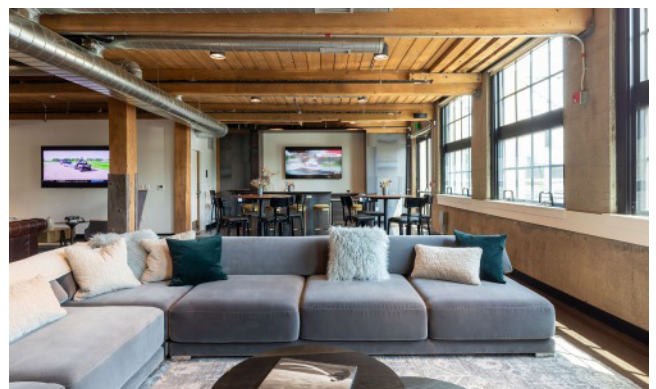
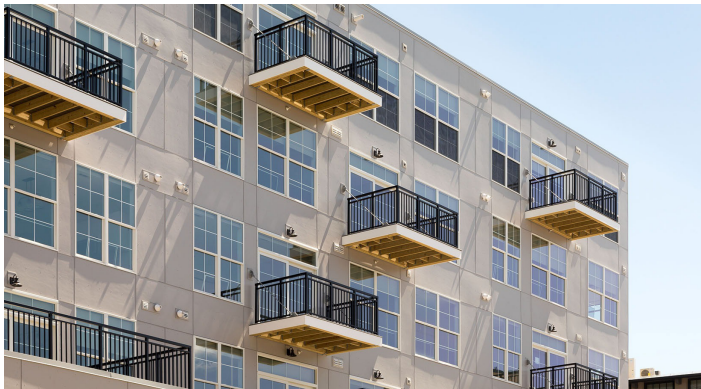
59 Fountain Street is a multifamily development offering market-leading amenities and spacious apartments with modern finishes. The project includes two apartment buildings with 258 residential units. An existing turn of the century mill building will be fully renovated, providing 160 loft style apartments with 12-foot ceilings, large windows, wood flooring, and exposed wood beams overhead. A new building will be constructed next to the mill building, and will include a 2 story parking garage, 98 contemporary apartments, a raised courtyard with a pool, BBQ grilles, and lounge seating. Both the mill building and new building will have dedicated amenity spaces with bars, lounge seating, games, and space for private events. A third building on the property, an old Powerhouse structure, will also be fully renovated into a multi-purpose amenity space serving the residents in both buildings, including a large fitness center, yoga / spinning room, and a multipurpose space with a bar intended for flexible use to be changed up for a variety of scheduled events. All three buildings are drawn together with a landscaped plaza with exterior seating and plantings highlighting the pedestrian scale of the plaza.

Reference:

Matt Farris

KIG Real Estate Advisors

617-795-4202





Bargmann Hendrie + Archetype, Inc.



Millbrook Lofts

Somerville, MA

The project is the renovation and reuse of a 106,400 sf former cold storage building into 100 loft style apartments, a ground floor restaurant and art-related uses. BH+A provided services for an exterior redesign, 2-story rooftop addition, unit plans and site design. The project is LEED Gold Certified.

Reference:

Eric Ekman, Project Manager

Berkeley Investments, Inc.

617-456-3303





Bargmann Hendrie + Archetype, Inc.



1165R Massachusetts Avenue

Arlington, MA

The project will integrate a historic mill building in Arlington with new construction to create a 130-unit building with 8,000 square feet of amenity space. The development will feature 18,000 sf of vegetated green space and will take advantage of man-made and natural features, including a historic mill brook, in a distinctive and publicly accessible way. Open spaces and corridors will link existing and future neighborhoods and will restore the landscape, creating an ecological balance and a walkable public realm where residents can socialize with their neighbors.

This project is currently under construction.

Reference:

Paul Boutchia

JLL

617-316-6429

paul.boutchia@am.jll.com





Bargmann Hendrie + Archetype, Inc.



Porter 156 Lofts

East Boston, MA

BH+A designed the conversion of a 4-story reinforced concrete manufacturing building into 217 loft-style apartments. A 1-story residential loft addition was built on the roof, created by infilling the lightwell opening at the 4th floor. The ground floor was modified for parking.

Extensive exterior masonry work was done including brick repair, reconstruction and repointing.

Reference:

Scott Jenkins, ELV Associates, Inc.

617-589-3650

Bill Anderson, Metric Construction

617-787-1158





Hathaway Lofts

Cambridge, MA

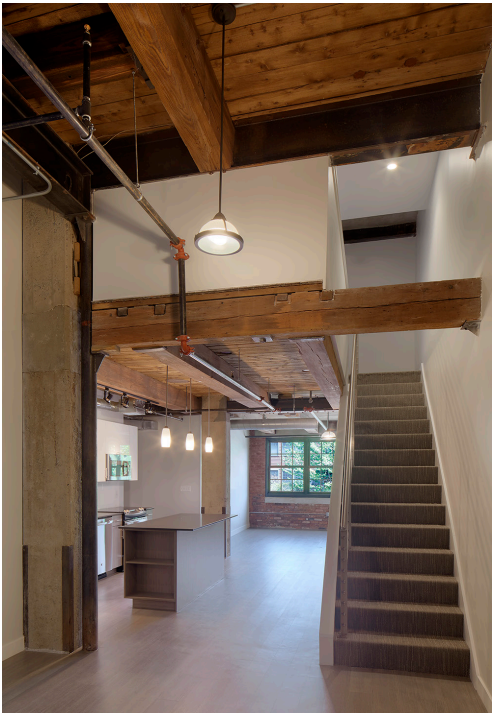
The project is the renovation and reuse of the Former Hathaway Bakery building into modern loft-style apartments, ranging one to three bedroom loft and duplex floor plans averaging 1,200 square feet. BH+A provided full architectural design services for the exterior and rooftop design, unit plans and site design.

Reference:

Robert or Sam Wolff

Camco Management Company, Inc.

617-864-8200





Jack Flats

Melrose, MA

Jack Flats is the redevelopment of the former Boston Rubber Shoe Co. facility into a 300-unit, transit-oriented apartment community. This redevelopment preserved and renovated two 4-story mill buildings, while constructing three 4-story wood frame buildings with garage parking and a new clubhouse with residential units above. Of the 300 units, 273 are market rate units and 27 are designated as affordable units. The project is consistent with Melrose Smart Growth District regulations.

Reference:

Mike Moise

Sr. Project Manager, Wood Partners

781-541-5825





Bargmann Hendrie + Archetype, Inc.



275 Medford Street Lofts

Charlestown, MA

BH+A designed renovations to the 1912 Terminal Storage Building. It originally was part of the commercial wharf district. The renovated building has 124 loft apartments, one level of parking and a commercial space on the ground floor. The building is in a federally designated historic district.

Reference:

Michael Rauseo, President

Suffolk Company, Inc.

617-482-6050





Aberdeen Lofts

Cambridge, MA

The project was the conversion of a 44,000 sf two-story former factory/office building into loft apartments totaling 55,000 sf. The building incorporates a two-story lobby and stair addition and a new clerestory structure on the roof. The site received special permitting from the City of Cambridge and was developed with an entry court and drop-off area, green space, and surface parking. The design includes 55 loft condominiums.

Reference:

Mr. Varney Hintlian
Prospectus, LLC
617-868-0800





Bargmann Hendrie + Archetype, Inc.



Riverbank Lofts

Watertown, MA

BH+A completed a 57-unit housing complex using the loft space from an abandoned biotech lab. The high ceilings allowed for spacious, light-filled lofts. Located on the Charles River, the project sold out at a premium during the 2009 housing crisis. This was in large part to BH+A's positioning of the apartments with the real estate market.

Reference:

John Cannistraro

617-926-0092 x 229



Preliminary Development Concept

Phase 1 – Mill building rehabilitation and River Walk

Conceptionally, Phase 1 would focus on revitalizing the main mill building (identified as Building 2 on the provided feasibility study documents) and converting the building to an approximate 60-unit housing development. To facilitate this, the remainder of the existing buildings on campus, with the exception of Building 8, would be demolished, exposing all facades of the remaining mill building. The remaining Building 2 mill building would be fully rehabilitated, including new exterior windows, new roofing, complete new mechanical systems and all other components to create contemporary living spaces for future residents. A small addition along the West side of the building is also envisioned to create a new entry to the building including vertical circulation elements, a lobby and the potential for property management services. For unit mix, we anticipate a mix similar to the following:

Conceptional Unit Mix	
Bedrooms	# of units
0	12
1	24
2	20
Total Units:	60

Preliminary Income Limits		
AMI Tier	# of units	% of total units
30%	12	20%
60%	36	60%
Up to 120%*	12	20%

*AMI% to be determined by market and with input from a MassHousing commissioned Appraisal

On the exterior, Phase 1 would include a complete overhaul of the current bituminous paving parking lot to create a new parking lot for residents, including integrated green space to increase the overall impervious surface area of the property from what exists today. This phase would also include construction of the first section of the proposed river walk and exterior recreation facilities, from Paper Mill Road to the West side of Building 2. This Riverwalk would be extended within Phase 2 of the project for the remainder of the site proposed to be developed.

Phase 2 – New Construction

Upon completion of Phase 1, we would propose a smaller, new construction building to the East of the renovated mill building to further activate and utilize the campus. This new construction building would be separated from the renovated Phase 1 building to create an outdoor millyard between the two buildings. This building could be envisioned as senior housing, commercial/industrial or other use seen as desirable to the residents of the Phase 1 building and the Town at large, to provide a mixed-use component to the campus. Regardless of the final use of the new construction building, a millyard space between the buildings would be programmed for resident use as well as to enhance to connection to the Riverwalk.

In addition, Phase 2 would expand the Riverwalk created in Phase 1 for the remainder of the Southern edge of the property and ultimately provide a pedestrian connection to Building 8, which is proposed to be renovated within this phase. Potential uses for this building include support space for the proposed outdoor recreation on site or other commercial/amenity space. In either scenario, dedicated parking is created for both the new construction building and the rehabilitated Building 8 via a vehicular access road along the northern edge of the campus, connecting to the existing tunnel.



Conceptual Narrative

For purposes of this conceptual narrative of the RFI stage, we note that the discussion is about approach rather than solutions. Conceptual development would be informed by (a) material analysis and (b) the building condition and usability analysis. From a very preliminary approach, there are two factors leading us to the desire to right-size this development so as to not to over build relative to the market or to take on more building renovation than is warranted by conditions.

A general conceptual approach would focus on the rehabilitation of Building 2, the most distinguished looking and most usable building.

The presented concept included within our response envisions a new construction building juxtaposed with a reinvigorated Building 2. The removal of the remaining existing buildings (with the exception of Building 8) and replacement with a new construction complementary

contemporary building parallel to Building 2 would, in our experience, be more viable, cost-effective and create a more successful finished product than renovating the remainder of the existing buildings. This new construction building could include affordable senior housing, a commercial or other mixed use component, or other functions that is deemed desirable to both the future residents as well as the Town of Erving at large.

The removal of existing buildings and insertion of a new construction building would allow the creation of a mill-like "millyard" between these two buildings, creating a programmed connection to the proposed riverwalk to the South of the campus. In addition, this also allows for the creation of open space on the campus, to be used for further outdoor recreational activities.



Low ceiling height on the first floor of Building 2 requires a 2-story type residential apartments with partial floor removal.



Building 4a has beautiful opportunities but a lot of extra unusable space that increases the cost of renovation.

Conceptual Narrative

Architectural Character

The defining characteristic of the mill complex is Building 2, which would need to be carefully considered. Where the addition was constructed against it, the exterior brick walls were painted, steel beams embedded into the wall and various openings altered. It is not easy to remove paint from an exterior brick wall without damaging the integrity and water-repelling nature of brick face. The embedded steel beams also need to be completely removed to avoid rust jacking and deterioration of the wall. On the rear, a large portion of the exterior wall was removed. It would need to be replaced, either as a new contrasting construction or compatible reconstruction. Either way, this is an opportunity for some great exterior windows. New construction, if that direction was followed, could take on the scale of windows and repetitive pattern of Building 2, with or without the use of brick as an exterior material.



The brick work requires significant repointing in addition to paint removal.

One feature of the existing addition to Building 2 to consider is salvaging the elevator shaft. This exterior addition to Building 2 could continue as a vertical element for elevators, stairs, chutes, and utility services. It provides a natural landmark to denote entry.



Retention of the additive vertical elements could save renovation costs of creating a new focal point of entry.



The rear side of Building 2 offers the prospect to infill with a new facade with great window opportunities.



High windowsills that would need to be lowered, combined with a rotted roof structure make this wing unattractive for restoration within a reasonable budget.



The extensive area of repair, replacement, or removal do not need to be all uniform. The "patchwork quilt" approach of the existing walls leads to an interesting surface treatment.



The chimney is a defining characteristic which is likely not salvageable given structural deficiencies.

A second category of the conceptual approach is how to take the most advantage of the site. Millers River is an asset to the site. Access to Building 8, perhaps to be used as an Amenity Space for the loft apartments, would create a barrier between the buildings on the river.

To eliminate the barrier, one could consider the use of the tunnel along the north side of the site, which does not appear big enough for two-way traffic. Also, fire department access typically does not travel below a building, as the road could become



The edge of the site along the river and a potential Riverwalk.

blocked or debris from the fire above could fall on the advancing fire truck below. At a minimum, fire department access will create some disruption on the river side of the building for truck access to fight a fire at the rear of the building if ever needed.

However, the main goal of our approach would be to create meaningful outdoor space for a residential development which engages with the river front access.



Millers River is an asset to this site and should be celebrated and accessed by the residents.



Access tunnel road under Building 2.



Access tunnel road appears to be too small to accommodate two-way traffic.

Energy Use

The renovation of brick masonry and timber construction has to be carefully considered with regards to energy efficiency. Time has taught us that masonry walls do not have the water drainage capacity of wooden walls. Rather than expand the interior side of the brick, we need to keep the exterior wall as is in order to keep water from freezing in the brick and allowing it to dry out when required. Since the first role of energy conservation and reuse is to “do no harm,” we would recommend not insulating the exterior brick wall. Such insulation keeps heat out of the brick, allows infiltrating water to freeze, and creates frost heaving over time.

Often, efficient, all-electric heat pumps are used to heat loft apartments. These can be operated via solar power, which with the mill’s current state of deterioration would not be located on the roof here due to typically low structural capacity of 5-story mill roof construction. However, solar can be incorporated into the surface parking lots in the form of solar canopies. High-efficiency windows, roof insulation, and rightsizing the lighting can work to mitigate the exterior wall conditions. There are plenty of options to consider for alternate power or power enhancements at this site given the river and the relatively high water table which can be explored during project investigation during

Schematic Design. Any lack of energy improvement can be balanced against the low embodied carbon factor that restoration brings to a construction project.

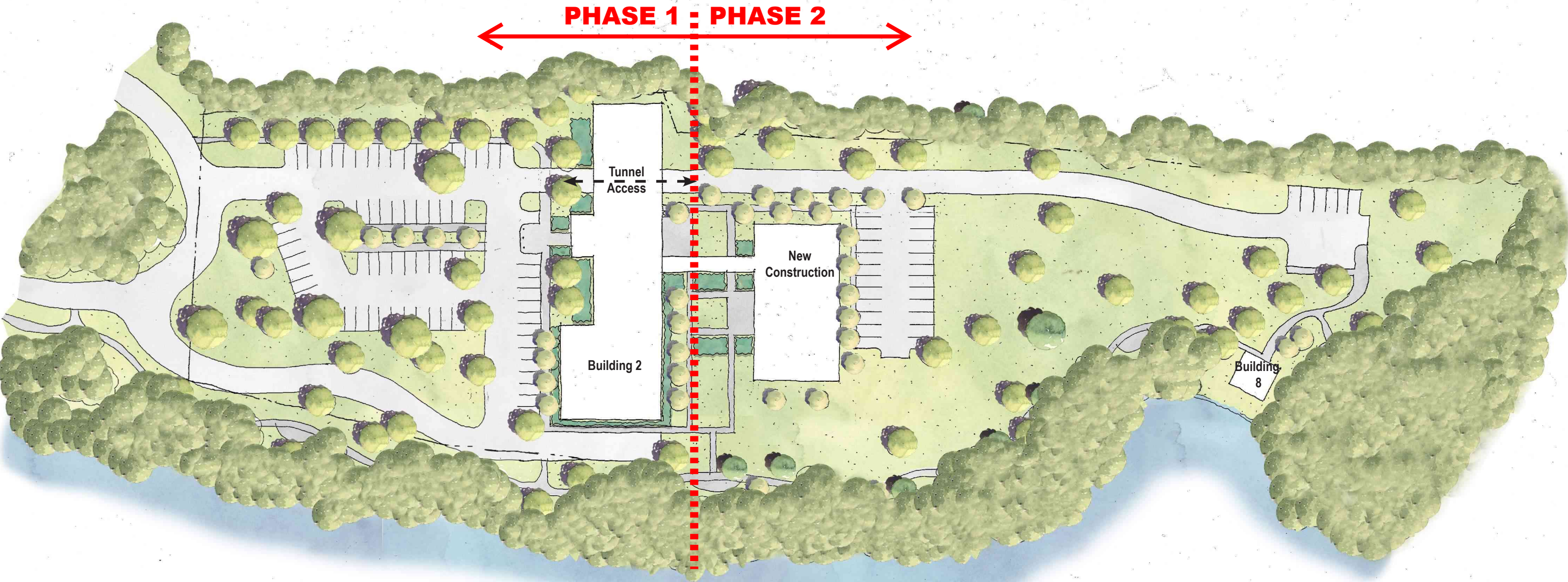
Pedestrian and Traffic Circulation

Any goal of the development on the site should be to take advantage of the river edge and the reclamation of green space after building demolition to create a walkable “campus” of paths while letting cars, bikes and pedestrians co-exist in a Riverwalk approach. Because of the site’s remote location, residents will need cars due to the lack of public transportation. Due to the different scales of travel distance residents will encounter, from regional to town to hiking sites, a mix of transportation and infrastructure should be designed to accommodate all.



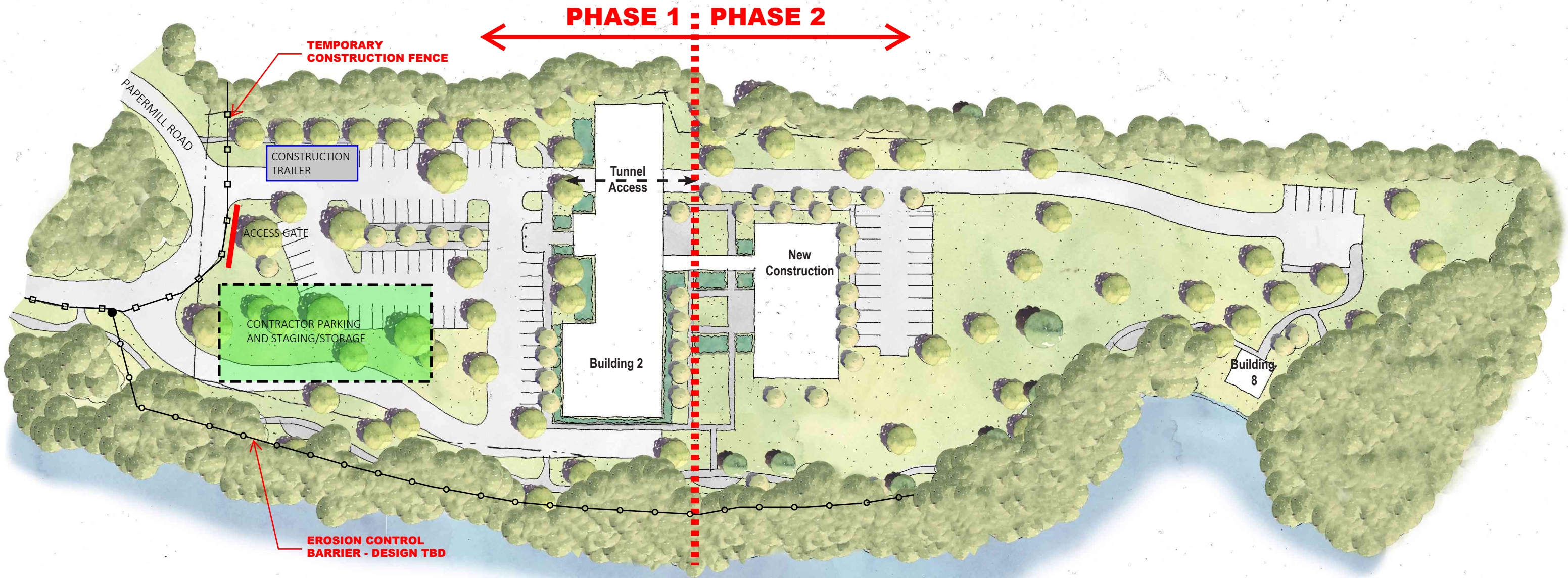
Site Plan

This conceptual site plan juxtaposes a new construction building behind the signature mill structure (Building 2) to create a Millyard with open space between the two structures. This Millyard allows for access from either building to the proposed river walk development to encourage the connection with nature. This concept also takes advantage of the existing tunnel to provide vehicular access to the proposed new construction building, as well as the renovated existing Pump House (Building 8), which is intended to be re-purposed to support recreational activities, either through the Town or privately for the residents. A pedestrian path is considered between the river walk and Building 8 to allow for cohesiveness of the entire site for pedestrians. A large amount of open space is returned to the community through the removal of the majority of the existing buildings. While this space is shown as open lawn in this diagram, this space could become programmed at some point during the life of the project as a playground or other function as deemed beneficial to the residents and the Town.



Construction Staging Plan

Construction hours will be limited to typical construction working hours (7am - 7 pm) to reduce noise impact to neighbors. Temporary construction fencing will include wind screening to obscure view of construction site as well as to help mitigate noise passing through the construction fence. Large Construction vehicle traffic will be directed to the North and towards Route 2 to the greatest extent possible to avoid traffic impacts within the Central Village neighborhood.



Financing Approach

For decades, TCB has used layered financing techniques that leverage public and private resources to create affordable housing, and we have access to a range of traditional as well as unique financing resources to support affordable housing development. Since the organization was founded, TCB has arranged for total project financing in excess of \$3 billion of debt and equity. By aggressively seeking out new sources of funding and obtaining high levels of value from available resources, TCB has consistently surpassed all industry standards for leveraging resources. Ultimately, this financing capacity allows TCB to dramatically increase the impact of resources provided by local partners.

To date, TCB has assembled over \$3.1 billion in project financing to complete 360 residential developments in 15 states and Washington, DC. TCB's current pipeline includes 63 active projects: 11 projects currently in construction, 4 scheduled to close by the end of fiscal year 2021, and the remainder scheduled to close in fiscal year 2022 or later.

Tax Credit Syndication and LIHTC Equity Placement

TCB employs a range of structuring techniques to maximize equity value in LIHTC and other equity transactions: innovative approaches to bridge financing, careful timing of capital contributions, utilization of secondary debt with accrued interest, and project phasing. By thoughtful valuation of both tax losses and tax credits and careful planning for each project's cash flow needs, TCB consistently surpasses industry standards for leveraging resources, typically leveraging \$2-3 in private funding for each \$1 of direct public subsidy.

Bond and Other Debt Financing

TCB has used a broad range of debt financing to support its development activities over the years, including conventional bank loans and both tax-exempt and taxable bond financing. Our financing team is experienced at negotiating the best possible terms for our projects, to support successful long-term operations. We have worked with lenders and housing finance agencies throughout the regions where we work.

New Market Tax Credits

TCB has extensive experience with the New Market Tax Credit (NMTC) program. The Community Builders CDE, LLC (TCB CDE) is an entity controlled by TCB, created for the purpose of administering NMTC for commercial investment in disadvantaged communities. TCB CDE has received three NMTC allocations to date, totaling \$90 million, and has funded 12 investments to date. These projects include a mixed-use, transit-oriented development that brought 500 municipal jobs to Boston, a high-quality urban supermarket in a food desert in Philadelphia, a mixed-use building that relocated a community college healthcare training program to Worcester's distressed downtown area, and more. TCB CDE continues to invest in a variety of local commercial and community facilities projects that address the needs of these communities.

Private Equity, Linkage Fees, and Tax Increment Financing or Long-Term Tax Abatement

TCB has seen increasing competition for affordable housing resources in all of the markets where we work. This shift in the market has helped direct our focus to more unusual financing tools to support our affordable and mixed-income housing development work. Across our portfolio, we have incorporated structures such as private equity, Tax Increment Financing (TIF), long-term tax abatements, Inclusionary Development Program (IDP) funding, linkage fees, and Opportunity Zones on recent projects. We would explore these options further as part of the development process.

Mixed Income Approach

TCB is a leader in the affordable housing and has been leading the industry in creating models that promote true mixed-income communities. Our approach for the Former International Paper Mill would be to target the income ranges present in the community, with greater levels of affordability moving towards a more mixed income model with the addition of potential 'workforce' units at up to 102% of AMI.

Market rents for studios and 1-bedroom units have seen positive trends in the past few years, with increases in rents of up to 5% in the neighborhood and surrounding area. It would be the goal for this project to pair increasing market rents, with a broad range of incomes that promote more workforce housing targeted at the 80% AMI range.

Other Financial Opportunities

TCB is extremely experienced in layering multiple financing sources to develop high quality, mission-driven housing. Although not explicitly built into initial modeling around project feasibility, it should be noted that TCB would explore other non-traditional affordable housing sources for the project.

Conceptual Sources and Uses - Phase 1

Sources		Uses	
First Mortgage	\$1,480,000	Acquisition	\$ 285,000
MassHousing Workforce loan	\$1,200,000	Site Work	\$ 3,709,160
State Soft Funding	\$8,403,076	Construction	\$19,047,880
MassWorks Grant	\$3,709,160	Soft Costs	\$ 2,482,384
Deferred Developer Fee	\$ 550,000	Financing Costs	\$ 1,027,740
Federal and State LIHTC Equity	\$14,913,785	Reserves	\$ 269,669
GP Contribution	\$ 100	Developer Fee and Overhead	\$ 3,434,287
Total:	\$30,256,121	Total:	\$30,256,121

Conceptual Unit Mix – Phase 1

Unit Type	SF	Potential rent	# of units
Workforce (up to 120% AMI) Studio	437	\$822	5
Workforce (up to 120% AMI) 1 Bedroom	625	\$859	5
Workforce (up to 120% AMI) 2 Bedroom	935	\$1,013	2
LIHTC (60% AMI) Studio	437	\$734	5
LIHTC (60% AMI) 1 Bedroom	625	\$765	15
LIHTC (60% AMI) 2 Bedroom	935	\$900	14
LIHTC (60% AMI) 3 Bedroom	1,236	\$1,030	2
LIHTC (30% AMI) with subsidy Studio	437	\$836	2
LIHTC (30% AMI) with subsidy 1 Bedroom	625	\$897	4
LIHTC (30% AMI) with subsidy 2 Bedroom	935	\$1,137	4
LIHTC (30% AMI) with subsidy 3 Bedroom	1,236	\$1,519	2

Conceptual First Year Operating Budget - Phase 1

Operating Expenses:	
Renting Expenses	\$ 20,000
Administrative Expenses	\$ 45,000
Utility Expenses	\$ 25,000
Operating and Maintenance Expenses	\$ 50,000
Payroll Expenses	\$100,000
Management Fees:	\$ 30,000
RE Taxes:	\$ 75,000
Insurance:	\$100,000
Reserves:	\$ 5,000
Total:	\$450,000

Implementation Plan – Phase 1

If TCB were to be awarded the Former International Paper Mill project we propose the following timeline for completion:

Town awards Developer – January 2023

Land Disposition Agreement Signed – July 2023

Zoning and Planning approvals -July -November 2023

TCB applies for financing – January 2024

Financing awarded- July 2024

Initial Financing Closing – March 2025

Construction begins – March 2025

Construction complete – June 2026

Building fully occupied – August 2026

Land use, Zoning and Environmental Review Analysis

The Former International Mill building is located in the Central Village (CV) district. This district currently does not have language allowing for multi-family buildings over three (3) units. The initial change needed would be to add language to define multi-family dwelling to allow for a greater number of units. Following that change the project team envisions the following needed approvals:

- Text change to definition of multi-family dwelling definition – Section 9
- Special Permit for Multi-Family in CV district
 - Including approval of reduced parking within Special Permit Application
- Variance for building height approval of existing non-conforming paper mill
 - Potentially for new construction if determined to be applicable for unit count/mix desired.
- Preliminary Sub-Division Plan for portion of land to be given back to Town
- Definitive Plan of Sub-Division
- Flexible Development Small Projects Procedure for portion of lot in RR zone (East side of site)

The project team envisions the following potential environmental approvals:

- Massachusetts Environmental Policy Act (MEPA) Environmental Notification Form (ENF)
 - Based on assumed state funding and Wetlands, Waterways, and Tidelands, alteration of 500 or more linear feet of bank along an inland bank and/or alteration of ½ or more acres of any other wetlands (e.g., BLSF, Riverfront Area)
- Massachusetts Wetlands Protection Act (MAWPA) Notice of Intent (NOI)
 - Work within 100' wetlands buffer zone
- Massachusetts Endangered Species Act (MESA) Review
 - Feasibility study identified this as a potential in this area
- Massachusetts Department of Environmental Protection (MassDEP) 401 Water Quality Certification
- MassDEP Chapter 91 License
- US Army Corps of Engineers Clean Water Act Section 404, Massachusetts General Permits Authorization
- US Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Construction General Permit (CGP) Notice of Intent (NOI) and Stormwater Pollution Prevention Plan (SWPPP)
- Massachusetts Contingency Plan (MCP) / EPA Brownfields