

PROPOSAL FOR:

BIGELOW - RIVERBEND FORMER NEIGHBORHOOD ELEMENTARY SCHOOLS

ATHOL, MASSACHUSETTS

SUBMITTED TO:

THE TOWN OF ATHOL



SEPTEMBER 12, 2019



SUBMITTED BY:

NewVue Communities
470 Main Street
Fitchburg, MA 01420

SUBMITTED BY:

ICON Architecture, Inc.
101 Summer Street
Boston, MA 02110

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PROPOSER INFO / COVER LETTER

PROPOSER INFORMATION

NewVue Communities, Inc.
470 Main Street
Fitchburg, Massachusetts 01420
978-342-9561

Name of Agent who is authorized to contractually bind proposer:

Marc Dohan,
Executive Director of NewVue Communities, Inc.
subject to approval by the
NewVue Communities Board of Directors.

Status of Proposer's Organization

NewVue Communities, Inc. is a nonprofit corporation incorporated in the state of Massachusetts. As a non profit corporation, NewVue Communities is governed by a Board of Directors, who are elected in accordance with the provisions of the By-Laws of the corporation.

The Proposer is NewVue Communities, Inc. and if the latter is the successful proposer, title to the RFP property may be in NewVue Communities, Inc. or an affiliated subsidiary.



Creating Communities Where We Choose to Live, Work & Invest

September 9, 2019

Shaun A. Suhoski, Town Manager, CPO
Town Hall, Room 17
584 Main Street
Athol, MA 01331

Re: Former Neighborhood Elementary Schools, Athol, MA

Dear Mr. Suhoski:

NewVue Communities and its Development Team are excited to present this proposal to the Town of Athol at the site of the former neighborhood elementary schools.

This proposal is for fifty-three mixed income units for Multigenerational Housing which will adapt and preserve two historic schools, the former Ellen Bigelow School and the Riverbend School. In so doing, the project will contribute of the revitalization of Athol and add to the vibrance of the community in which the site is located.

The development approach will incorporate elements which the Town identified in its RFP as being of high importance namely:

- Preservation of the existing historic facades of both schools;
- Provision of housing which will serve both families and seniors;
- Provision of housing which will be affordable to residents at a range of income levels;
- Maximize green space which will be accessible to both residents and members of the community;
- On-Site professional property management;
- Incorporation of Green Energy features.

We have presented a detailed proposal, but it will only be complete with the input and refinement of the Town and its residents. NewVue has specialized in historic adaptive reuse. We have converted office buildings, warehouses and schools.

NewVue understands development in North Central Massachusetts. We have a strong track record of developing affordable housing. Over the past ten years, NewVue has tripled the number of apartments that we own. As a forty-year-old local organization, we understand the region and can finance, build, operate and maintain the project so that it will be an enduring legacy for the residents of Athol.

NewVue is adequately staffed to move the project quickly into construction. We recently added a new senior project manager, Anne Reitmayer, who will serve as the project manager for this project. This project fits in neatly with NewVue's strategic plan and with our desire to work more closely with the town, given our new Liabilities to Assets program.

NewVue has a great team. Our team is already working together on other projects and can push the project into construction and completion. We have an excellent relationship with funders and have

identified all the necessary sources to make the project feasible and sustainable. NewVue also has a strategic arrangement with a national property management company that has a strong local presence, so that we can operate the building efficiently and ensure that all the residents of the project will be happy.

NewVue already provides services to many Athol residents. Redeveloping the former schools will help NewVue provide more services to residents of the Town.

Should you have any further questions, please do not hesitate to contact me.

Very truly yours,



Marc Dohan

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PROJECT NARRATIVE



The Residences at the Park

[Bigelow-Riverbend community]

is envisioned as a new intergenerational living community celebrating Athol's past in the preservation of local cultural assets.... the historic Ellen Bigelow and Riverbend schools ... while addressing Athol's future potential for growth. A mix of housing options are proposed that address a need to preserve affordability across varying demographics.

Athol is experiencing significant growth pressure yet still enjoys many of its historic landscapes throughout its neighborhoods. As the community determines how it will affect the rural character of the community and the cherished heritage settings, opportunities such as the redevelopment of the Bigelow-Riverbend schools, offer the ability to make old-new; preserve character and protect a sense of place while promoting a vibrant new community.

OVERVIEW

The historic schools sit proudly in the center of Athol's story of industrial development in central MA. Having served the community for over 100 years, the site is poised to continue its mission of service renewed as a safe and respectable home for many local families. Proposed as an Intergenerational community, the Residences at the Park offers families and seniors a collective residence rooted in cultural heritage, with convenient cooperative lifestyle and affordable living options. Seniors and young families alike may benefit by the social synergy of proximity and shared communal amenities.

The development will preserve the original 1912 Ellen Bigelow School and the 1907 and 1937 portions of the Riverbend school. The historic buildings occupy a single town block [3.25 acres] set amongst several single-family houses, nearby places of worship and other small local businesses. Situated between both schools is a new social core articulated in a new addition. This building will extend off a central lobby extending to a wing of new apartments designed for an aging generation.

SITE

The local Riverbend neighborhood will retain the site as a lively community gathering place providing active and passive recreational options. An active play yard for children and adjacent community garden plots will be located on the Congress St side of the Riverbend school.

- Ample shade from existing mature trees;
- convenient seating for engaged conversation;
- community “shed” with outdoor water spigot and cooperative tool-sharing program;
- raised planting beds for easy access by all

The site design will incorporate the restoration of the original school’s historic front landscape- currently paved in asphalt, for parking and ball courts - this vast expanse to the north of the site will be a welcoming common green area accessible to the neighborhood.

Family units with 2&3 bedrooms bring new life to old classrooms with unique living spaces. Contemporary conveniences are provided to seniors in newly constructed units that stretch out from the common core in a distinct, traditional straightforward style.

Convenient parking for all residents will be provided across the site. Per current zoning, a 2:1 ratio yields 106 parking spaces. This is met with a combination of On-Site and On-street parking. The Site plan delineates a total of 132 parking spaces- A total of 72 surface striped parking spaces are dispersed in various lots throughout the site providing a 1:1.36 ratio. Our experience informs our preference for this proposed amount with ample additional parking provided for visitors, management staff, and personal care providers on-street.

ACCESSIBLE ENTRY

New accessible entries are designed at convenient points throughout including the primary covered drop-off at Park Avenue. This will provide direct access to the new residential community and the adjoining senior service center.

BUILDING DESIGN

The proposed development is in-keeping with a vernacular eclectic victorian style, fitting for the Athol community and in harmony with the historic schools in which it sits, and is aligned with the design standards of enterprise green communities.

The pinwheel-shaped footprint of the proposed new building reduces the apparent mass of the addition and relationship to the larger mass of the historic schools to allow it to better fit into the residential small town architecture and scale.

Attributes to the development include:

- *on-Site community meeting rooms with community kitchen*
- *on-site storage in the lower level of the historic structure*
- *convenient shared laundry facilities*
- *quiet spaces/ library areas throughout*
- *on-site management*
- A two+ story addition, aligned with the primary floors of the existing schools, will be constructed connecting both historic buildings to a new residential section providing twenty one-bedroom units. The new building massing is understated, providing the background for the existing historic structures. This wood frame structure plus a partial lower level will have new mechanical, electrical, plumbing, and fire protection service entrances, and central laundry facilities. Fiber cement board siding materials are proposed as the primary exterior cladding of the addition, highlighted by varied bays and differentiated window configurations expressed with inset PVC panels and trim. A varied roof line creates visual interest of the new façade. Windows will be sized to maximize daylight while creating a tight thermally efficient building envelope.
- The prominent schools will be re-used and “sensitively renovated,” per the National Park Service Guidelines for Historic Renovation. The interior of the existing structures to remain will essentially be rehabilitated for the conversion in accordance with Park Service regulations. The rehabilitation will consist of (i) the selective demolition & removal of existing floor, wall and ceiling systems and finishes, (ii) the total removal of existing electrical, plumbing & mechanical systems, (iii) the addition and/or reinforcement of structural elements to meet current codes, (iv) the replacement of the majority of existing windows, exterior doors and roofing systems, to the extent this is compatible with historic review and guidelines, (v) the installation of new mechanical, plumbing, electrical and fire protection systems, (vi) the reconfiguration of the existing spaces, and (vii) the restoration of interior wood trim and paneling in existing historic areas. The exterior scope of work consists of (i) the complete restoration of the existing brick facade, and (ii) the installation of new fenestration treatments consistent with historic preservation standards.

MANAGEMENT

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



BENEFITS/OTHER

Plan Regionally: The Property will (i) be consistent with a municipally supported plan, (ii) have a measurable public benefit beyond the applicant community, (iii) involve a concerted public participation effort (beyond the minimally required public hearing), including the involvement of community members, residents of the development and/or key stakeholders in the planning and design of the project, (iv) create affordable housing in a neighborhood that meets a regional need, and (v) promote diversity and social equity and improves the neighborhood.

Real Estate Taxes: While NewVue Communities is a non profit agency, the proposed use of at the Property is not eligible for any real estate tax exemption The project will pay annual real estate taxes to the Town

Historic Rehabilitation: The Applicant will be rehabilitating the existing building in accordance with the United States Department of the Interiors & MA Historic Commission Historic Preservation Standards. This ensures that the historic structure will be preserved

as it was originally designed.. The Applicant has specific knowledge of the requirements of restoring properties in accordance with these standards and working with the Department of the Interior, having completed numerous rehabilitations of historically significant schools into residences. Retaining historically significant spaces is one of the main goals of the development. As such, only those sections of the building that will be allowed by Historic Preservation Standards will be altered

The Town should also be aware that development team member, ICON architecture, has substantial experience in adaptive reuse and preservation- recognized by the numerous National Historic Preservation Awards by the Advisory Council for Historic Preservation and the Department of the Interior. including the Paul E. Tsongas Award To Athol High School for the nearby design of the School Street Residences.

The downtown area retains many historic buildings dating from several historic periods and the Uptown Common area retains its historic character. The Bigelow – Riverbend school vicinity is rich in private residences built for wealthy businessmen and prominent local families. The residential structures lining the district were primarily built in the late 18th and 19th centuries and reflect a variety of architectural styles including Greek Revival, English Tudor and Victorian.

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TEAM QUALS

Development Team

I - Project Developer Information

NewVue Communities, Inc.
470 Main Street
Fitchburg, MA 01420
(978) 342-9561 (office)
(978) 400-0160
mdohan@nvcomm.org
Attn: Marc Dohan, Executive Director

If awarded the project, NewVue Communities will purchase the entity in a related corporation and will eventually create a single-purpose entity to own the property. NewVue Communities may serve as a guarantor of the debt. There are no other principals, partners, co-venturers or sub-developers in the project.

II – Project Developer Team

- NewVue Project Manager

Anne Reitmayer: Senior Real Estate Project Manager and Director of Liabilities to Assets Ms.

Reitmayer will be the project manager for the Residences at the Park redevelopment of the former Ellen Bigelow and Riverbend Schools. Anne joined NewVue Communities in March of 2019. She is a lawyer by background and has worked in the field of affordable housing for over thirty years as a project manager, executive director and independent consultant. She has overseen the development of hundreds of apartments and has made historic buildings energy-efficient. Some of the notable projects that she has overseen include:

- Elizabeth Stone House -Managed the development team, finance packaging and closing for the non-profit's new \$24 million Egleston Square facility, which will provide 32 affordable apartments for survivors of domestic violence, program office space and a child care facility. Funding sources include 9% LIHTC, New Markets Tax Credits, grants from the City of Boston and DHCD soft debt and capital campaign funds.
- YWCA of Southeastern Massachusetts-Managed closing and construction for expansion of historic headquarters of tight urban lot. Facility creates units for formerly homeless women and licensed year-round day care for 50 children. Funding includes capital campaign money, Early Education Out of School Time (EEOST) grant, HUD Appropriations, City of New Bedford funds, DHCD soft debt and Mass Development.
- MacArthur Terrace, Chicopee- Assisted in the refinance and rehabilitation plan of a HUD 236 property consisting of 222 units of one, two and three bedrooms. Included working with architect to develop scope for rehabilitation and preparation of one stop applications.

Anne has a law degree and an LLM in taxation.

- NewVue Other Staff Team Members

Steven Cook Director of Housing Development. Mr. Cook has worked at NewVue for the past eleven years and has overseen development of all of the Agency's projects during that time, a total of 91 apartments, six single family homes and two two-family home. He oversaw construction of Watermill Apartments, Lower Prichard apartments and construction on 470 Main Street. He is currently overseeing construction of Carter School in Leominster which has 39 affordable apartments. Steve has an extensive knowledge of financing and construction of affordable apartments including a thorough knowledge of the latest green, energy efficiency techniques, financing with Low Income Housing Tax Credits and other state subsidies, leading projects from conception to development to construction and rent up. NewVue's latest projects have been built to LEED Standards or Enterprise Green Communities. Steve has a B.S. in Finance and he has worked in the field of affordable housing for the past 23 years.

Marc Dohan, Executive Director. Mr. Dohan has been the executive director of NewVue Communities since 2002; prior to that he served as the director of housing development. During his time at NewVue Communities he has tripled the number of apartments that the agency owns from 39 to 140, with an additional 39 apartments in construction all in North Central Massachusetts. Marc holds degrees in both law and in urban planning.

Anne Mola, Chief Financial Officer. Ms. Mola has served as the CFO for NewVue Communities for the past eleven years. She created the system for NewVue to seamlessly work with investors as well as lenders and has overseen NewVue's financial transformation. Anne has worked as an auditor or financial consultant or Chief Financial Officer in the field of affordable housing for the past 22 years. Anne is Certified Public Accountant.

III – Project Developer Background

NewVue Communities is a non-profit community development corporation, certified under Chapter 40H by the Department of Housing and Community Development, and is registered to do business in Massachusetts. As a certified community development corporation, NewVue Communities represents the community that it serves, and as such has residents on our board who are low-income or live in low-income neighborhoods. Our board has a strong background in finance, development, architecture and housing. However, our board is a community board, and we ask potential board members to bring their best judgment to each meeting. Many of our board members are typical residents of the community who allow us to connect to all members of the community, including those who do not have expertise in community development. We have listed each director and where appropriate their area of expertise:

President, Andy Van Hazinga, Fitchburg Resident, Real Estate Appraiser

Vice President, Bill Brassard, Sterling Resident, Commercial Lender, TD Bank
Treasurer, Tom Gray, Lunenburg Resident, Senior Vice President of Lending, Workers Credit Union
Assistant Treasurer, Christina DiRusso, Leominster Resident, Commercial Lender, bankHometown
Clerk, Barbara Abraham, Leominster Resident, Retired, Social Services Executive Director
Assistant Clerk, Carol Hicks, Westminster Resident, Retired, Nurse

Directors

Marta Albizu, Fitchburg Resident
Anwar Arenas, Fitchburg Resident, Real Estate
Jay Bry, Worcester Resident, Vice President for Finance & Administration, Fitchburg State University, Finance
Phil Duffy, Clinton Resident, Town Planner for Clinton, Architect
Luis Feliciano, Gardner Resident, Small Business
Beatrice Kabaya, Fitchburg Resident
Pamela Lawrence, Fitchburg Resident
Emily MacRae, Fitchburg Resident, Faith Based Coalition
Maritza Rivera, Fitchburg Resident

NewVue Communities is the ideal developer for this project for three reasons:

First, we are local and know the area. NewVue Communities is led by community members of diverse incomes and backgrounds. We develop quality housing, create economic opportunities, and foster civic engagement in North Central Massachusetts. We envision healthy neighborhoods where residents choose to live, work and invest.

NewVue Communities has multiple connections with Athol. Our director of Small Business, Ray Belanger, is a long-time resident of Athol. Furthermore, through our Liabilities to Assets program, NewVue has worked closely with the town to acquire vacant homes that we will renovate. Our first project will be on Freedom Street. NewVue routinely assists small businesses and first-time homebuyers in Athol. Finally, through the Federal Home Loan Bank, NewVue sponsored a team that oversaw a team of students from multiple Universities in Boston that won second prize in the student competition.

NewVue was founded nearly 40 years ago in Fitchburg. In 1986, we expanded to the City of Leominster and were known as the Twin Cities Community Development Corporation. In 2015 we changed our name and our service area to cover the 22 communities in North Central Massachusetts, stretching from Athol to Harvard. We have a staff of thirteen and an annual operating budget of just over \$1,500,000. Our main office is on Main Street in Fitchburg. NewVue Communities has four lines of business:

- **Housing Development.** We develop affordable housing. We have 140 apartments that we own in Fitchburg and Leominster. We are currently building the Carter School apartments in Leominster that will add an additional 39 affordable apartments to our portfolio in early 2020. We also build affordable homes. Over the past few years we have built 18 affordable

single-family homes and four two-family homes in Fitchburg and Leominster. We have site control over our first single family home in Athol and we are also working on projects in Leominster and Fitchburg through our Liabilities to Assets program.

- **Housing Services.** NewVue's housing services department helps our tenants purchase their first home, provides financial coaching and helps prevent foreclosure. In 2018, NewVue educated 163 tenants and helped 84 of them purchase their first home. We helped 129 households through our financial coaching program as well. Over the past five years, we have helped eighteen residents of Athol purchase their first home (including one this year).
- **Small Business.** NewVue also assists small business. We provide technical assistance to small businesses, primarily those businesses that have fewer than five employees. Last year we helped 112 small business to create or retained 138 jobs. NewVue helped thirteen of those businesses receive financing through worth \$1,035,000. Three Athol businesses have received assistance from NewVue since 2017.
- **Community Organizing.** NewVue's community organizing department works primarily in the North of Main neighborhood in Fitchburg, where we actively work with residents of the neighborhood to improve one of the poorest neighborhoods in the region. We have a new community stewards program that helps develop resident leaders.

As a local organization we are very responsive to the needs of our community. NewVue will be very responsive to the needs of the project while it is in development, under construction and in operations.

First, NewVue understands the unique challenges and opportunities of our region, because we are really at the edge (or beyond) of the Boston real estate market. While many state housing resources are designed for eastern Massachusetts, we understand how to develop real estate in our market, which has lower rents and less resources than the Boston metro market.

Second, NewVue has a great track record developing affordable housing in the region. Over the past ten years, NewVue has tripled its housing portfolio from 39 apartments to 140 apartments, and as mentioned previously, we are finishing construction on an additional 39 apartments in Leominster. We have used New Market Tax Credits, Low Income Housing Tax Credits, and various soft subsidies from the state Department of Housing and Community Development and MassHousing to develop these apartments. We have an experienced staff with an excellent track record of building projects of comparable size. We also understand the issues that are particular to North Central Massachusetts; we have an experienced set of local vendors and contractors who have a commitment to providing excellent service in North Central Massachusetts and are committed to our region. We have contracted with an experienced property management company, Wingate Management. Wingate is a national company, with over 14,000 apartments under management (over 2,700 of which are senior apartments). Wingate also has a strong local presence and excellent reputation for managing senior and family housing (including the social services connected to it). Wingate manages over two hundred apartments in the region. With such a large presence in the region, we have the resources to quickly respond to an emergency.

Finally, NewVue's strategic plan calls for it to develop housing in communities outside of Fitchburg and Leominster, and so we have been waiting and searching for opportunities such as this. We have followed the redevelopment of the schools since the original RFP was released and have deepened our ties to Athol during that time. As noted above, we sponsored a group of students through the Federal Home Loan Bank that won second prize in the regional competition. We learned a lot about the town and the buildings through that process.

The Athol Schools also fits in well with NewVue's development pipeline. With one major project completing construction and another applying for funding for the state this year, this project will be well timed to move forward in our development pipeline. If we are fortunate enough to secure the state historic tax credits that have been abandoned with the conversion of the Union Twist into a marijuana facility, we can move forward more quickly. Expanding our housing to Athol will allow us to provide additional complimentary services in Athol including assisting homeowners, small businesses and those in need of financial coaching.

We are providing examples of three relevant projects.

The first relevant project is 470 Main Street. This is a mixed-use, mixed-income historic renovation of a former bank building in Fitchburg. We used New Market and Historic Tax Credits as well as various types of soft housing debt, and built this project at the start of the great recession in January 2008. The total cost of the project was approximately \$13,436,000. The project finished on budget, and although construction was slightly behind schedule as the economy made construction more difficult, NewVue made up the time during rent-up and successfully completed construction in August of 2009. Rent-up was completed shortly thereafter, which was unusual for a mixed income building in Downtown Fitchburg.

Our second reference project is Water Mill Apartments. This LEED-certified project consists of 40 units of affordable family housing in Leominster, and was financed with Low Income Housing Tax Credits, Historic Tax Credits and various soft funding debt. NewVue had to remediate part of the site, which was a former gas station as part of the work. It completed construction in September 2012 at a cost of \$15,505,000. The project was finished on time and on budget, and rented up ahead of schedule. This project had a local preference during rent up.

We note that it is most advantageous for the town to determine whether it wants to have a local preference at the time that the project is permitted. As part of NewVue's efforts to seek permitting under either 40B or 40R, NewVue will work with the town to design a preference that will pass federal and state scrutiny.

Finally, we are currently under construction with Carter School. This project started construction in July of 2018, and will create 39 units of affordable housing in Leominster at a former junior high school located at 261 West Street. This historic rehabilitation uses Low Income Housing Tax Credits and Historic Tax Credits to fund the project as well as hard and soft debt, and is projected to cost approximately \$17,317,000. This project will be certified under the Enterprise Green Communities standard.

IV – Organizational Structure

The organizational structure of the development team starts with the developer: NewVue Communities. Anne Reitmayer will serve as primary contact for the project. All communication between the town and the developer will flow through Anne. She will then approach the appropriate team member to work with the town whether it is an architect, contractor, property manager, or development consultant or another member of the NewVue team.

The structure of the team is as follows:

- As the owner, the developer will oversee:
- The architect, contractor, the property manager, attorneys and development team members.
- The architect will oversee all members of the design team, including the engineers (MEP/FP, Civil and Structural), as well as the landscape design team.
- The contractor will serve as a general contractor and will oversee all of the subcontractors.
- The property manager will oversee all aspects of managing the property, rent-up, lottery and marketing.
- The development team will consist of NewVue staff members Anne Reitmayer, Steve Cook, Director of Housing Development and Anne Mola, Chief Financial Officer, Marc Dohan, Executive Director.

Neither NewVue Communities, nor any of its affiliates have any legal or administrative actions, past, pending or threatened that could relate to the conduct of NewVue Communities, its principals or any of its affiliates. There are no local, state or federal taxes that are due and outstanding for NewVue Communities or any constituent of NewVue Communities.

V – Project Developer References

Please refer to our project references in section 9 of the Proposal.



WOMEN-OWNED BUSINESS ENTERPRISE (WBE)

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

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

SUSTAINABLE DESIGN

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

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

RECOGNITION

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

LEGAL NAME OF CORPORATION

ICON Architecture, Inc.

ADDRESS

101 Summer Street
Boston, MA 02110



Education

Bachelor of Architecture,
University of Minnesota, 1985

Bachelor of Environmental Design,
University of Minnesota, 1985

Registration

Massachusetts (7399)

Affiliations

CHAPA
Preservation and
Production Committee

AIA MA Government Affairs
Committee, Member

Boston Society of Architects

BSA Renovate for Recovery
Registered Design Professional

U.S. Green Building Council

Speaking Engagements

ABX 2012: Survival Strategies for
Existing Buildings

ABX 2012: Living on Track

ABX 2019: Rethinking Reality -
Preservation Path to
Affordable Housing

Relevant Experience

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

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

Principal-in-Charge, **Anderson Park**, Boston, MA: Modernization of a 64-unit affordable housing development. Updates include the replacement of the building's windows, roof, and HVAC systems in order to improve energy performance, safety, and accessibility. Construction in this fully occupied building is expected to be completed in 2016 with minimal disruption to residents.

Principal-in-Charge, **Franklin Highlands**, Dorchester, MA: A 270 unit, 14 building development in Dorchester. This scattered site development is an occupied rehab and modernization project. Focused on envelope repairs, exterior recladding, and masonry restoration.

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

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

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

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

Principal-in-Charge, **Veterans Transition House**, New Bedford, MA: The redesign of an existing program, which will serve to help homeless and at-risk veterans along with their families in the Massachusetts South Coast area. This project entails the preservation of affordability and program services which includes outreach programs for the greater veterans community.

Principal-in-Charge, **Fitchburg Arts Community**, Fitchburg, MA: The BF Brown School renovation, as part of the greater Fitchburg Arts Community, is providing approximately 60 units of mixed income rentals along with artist live/work spaces within three historic former municipal buildings. The site is located in downtown Fitchburg, directly adjacent to the Fitchburg Art Museum. A variety of living unit configurations will be provided including 1, 2 and 3-bedroom apartments, along with studio/workspaces and other artist amenities for the greater community.

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



Education

Bachelor of Architecture, Penn
State University, 2014

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

Registration
Massachusetts

Affiliations
American Institute of Architects
(AIA)

Boston Society of Architects
(BSA)

Greenbuild 2017

Boston Preservation Alliance

HomeStart Fundraising Captain
(iCycle, Boston Marathon)

Relevant Experience

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

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

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

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

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

Construction Administration, **Lakeway Commons**, Shrewsbury, MA: A 250-unit development of apartments located on the old Spag's Department Store site. The new development will mix commercial, retail and residential buildings. Resident amenities include a 8,500 SF clubhouse with fitness center, screening/game room, outdoor patio and pool.

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

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

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

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

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

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



Education

Master of Architecture
University of Colorado at
Denver

Bachelor of Science
University of South
Dakota

Registration
MA, NY

Affiliations
FHLB Competition
American Institute of
Architects
NCARB
LEED AP, BD+C

Relevant Experience

Project Manager, **Simon C. Fireman Community Renovation**, Randolph, MA: ICON is currently working on the the accessibility upgrades and window replacements of this 3 story, 160 unit Senior Living Facility owned by Hebrew Senior Life.

Construction Administration + QA/QC, **Washington Village - Phase 1 + 2**, Norwalk, CT: Following the devastation of Hurricane Sandy and heightened FEMA restrictions, this housing development required a renewed community. This project provides a 1-to-1 replacement of the current 131 units with an additional 200 apartments in five buildings, mixing townhouses and midrise buildings.

Project Manager, **Olmsted Green Homeownership**, Boston, MA: Design development/construction documentation for the design of 47 units of new mixed-income housing on the former Boston State Hospital Site. Focused on connectivity and bringing the Olmsted Community together with more development.

Concord Highlands, Cambridge, MA: Developed a Capital Needs Assessment for this single new construction building. Worked with the owner and building management team to identify life cycle costing for a rental building as it relates to use and abuse while considering durability's and warranties.

*Construction Administration, **Rindge Tower Apartments**, Cambridge, MA: Renovation of a 22 story apartment building containing 273 affordable units, management offices, fitness center, community room and meeting rooms.

*Project Architect, **Burbank Garden Apartments**, Boston, MA: Completed Capital Needs Assessment for existing conditions which evolved into design drawing scope and funding documents for Massachusetts Housing Application. Renovation of a 4-story apartment building containing 52 affordable units, requiring full building accessibility upgrades including all common areas, main entry retrofits, a full elevator replacement, community room upgrades, and select unit renovations.

*Project Architect, **George Close Building**, Boston, MA: Accessibility upgrades to 61 affordable units with historic funding. Project included a lobby redesign, window replacements, and facade refinishing.

*Project Architect, **Viviendas Apartments**, Boston, MA: Renovation of the envelope for 146 affordable units in 11 multifamily town home style apartment buildings through phased construction. Phase 1 included installing through building storm drains related to a storm water management system as well as replacement of exterior stucco and roofing systems.

*Project Architect, **West Newton Street Apartments**, Boston, MA: Renovation and reconfiguration of 181 affordable units across 28 buildings in historic brownstone buildings.

*Project Architect, **Linwood-Squirrel Apartments (Capital Needs Assessment)**, Cambridge, MA: Renovation of 65 affordable units across 10 buildings. Also consisted of building 3 new buildings, including 23 new units and 1 net-zero building.

*Project Architect, **Carriage House**, Brooklyn, NY: Land-marked carriage house converted into high-end residential units in Park Slope.

QUALIFICATIONS FOR CHA

CHIA





Amanda Sawyer, AIA, LEED GA

Project Manager | Senior Architect

Amanda has 20 years of experience delivering architectural and construction projects on time, within budget, and in strict accordance with established specifications. Her project portfolio comprises small to large-scale commercial and residential properties. She has repeated success identifying and acting upon untapped opportunities to deliver substantial cost savings, ensure compliance, and achieve stakeholder satisfaction. Amanda is well versed in building/design codes and permit acquisition processes. Representative project experience includes:

Education

*University of North Carolina, NC,
Bachelor of Architecture*

Registrations & Certifications

*Registered Architect - MA
LEED Green Associate*

Affiliations

*American Institute of Architects
Boston Society of Architects
Old Kings Highway Historic District
Committee Member
Sandwich STEM Academy Arts
and Humanities Advisory Board
Member*

High Brewster, Private Residence, Brewster, MA*

Hydrangea Walk, Private Residence, Chatham, MA*

Great Harbor View, Private Residence, Falmouth, MA*

Salem Academy, Cyber Cafe & Lounge, Winston-Salem, NC*

Biltmore Estates, Biltmore Estates Winery, Asheville, NC*

Perry Brokerage, Master Plan Development in Hingham, MA

Plymouth Mobile Estates, Sewer Upgrade

Academy Bus LLC, Braintree-Pond Street

Bristol Brothers Development, Derby Street (from Pond Park Road to Cushing Street)

Jumbo Capital Management, Hingham-29 Shipyard-Site Planning



Education

*University of Lowell, MA, B.S. in
Civil Engineering*

Registration & Certification

Professional Engineer - MA, WA

Memberships & Affiliations

*American Society of Civil
Engineers*

*Design Build Institute of America
Granite State Septic Designers and
Installers*

*Home Builders Association of
Western Massachusetts*

*International Council of Shopping
Centers*

*Massachusetts Recreation & Parks
Association*

*NAIOP-Commercial Real Estate
Development Association*

Kelly Killeen, PE

Civil Engineer

Kelly has over 30 years of experience in stormwater management design, roadway layout and site design. He is responsible for design, permitting, quality control, and construction documents on land development and infrastructure projects. Representative project experience includes:

Stratford Capital Group, LLC:

- Coady School Residences - Bourne, MA
- School Street Residences - Athol, MA
- Simpkin School Residences - Yarmouth, MA
- Oxford Residence Multifamily Rental Units - Fairhaven, MA
- Littleton Landing Site Development - Westford, MA
- Governor Prentice Residences - Eastham, MA
- Fulton School - Weymouth, MA

IKEA Property, Inc., Stoughton Parking Lot Retaining Wall

Herb Chambers Companies:

- Brookline Audi Site Engineering
- Holliston Collision Center

Bristol Brothers Development, Derby Street from Pond Park Road to Cushing Street

Pioneer Valley Hotel Group, Hadley Site Engineering

Turtle Rock LLC, Olde Shrewsbury Village Site Upgrades

Town of Hardwick, MA, Patrill Hollow Culvert Design

Continuing Care Management, LLC, Sharon Assisted Living Facility

Old Post Road Holdings, Inc., Old Post Road-Design and Permitting Multi-family

University of Massachusetts at Amherst, Design and Construction Administration for an Electrical Substation

Williams College, Weston Athletic Complex

John M. Corcoran & Co., Multi-family Residential Complex

Massachusetts Development Finance Agency, The Keystone Site Development



Donald A. Rose, PE

Civil Engineer

Don has 17 years of experience in site plan development. He has been responsible for design projects including small subdivisions, new commercial site, reuse of existing commercial, new multi-family developments, and wastewater treatment plants. He performs soil evaluations and calculations for pipe hydraulics and site hydrology. Don is part of the production team for Construction plans and specifications and reviews calculations for other civil engineers. Representative experience includes:

Education

*University of Pennsylvania, PA, B.S.
in Civil Engineering*

*M.E. in Environmental and Water
Quality Engineering*

Registration & Certification

Professional Engineer - MA

Memberships & Affiliations

*American Society of Civil
Engineers*

Boston Society of Civil Engineers

Design Build Institute of America

Title 5, MA

Stratford Capital Group, LLC:

- Coady School Residences - Bourne, MA
- Simpkin School Residences - Yarmouth, MA
- Eastham Residences - Tee Time
- Oxford Residence Multifamily Rental Units - Fairhaven, MA
- Chelmsford Woods

Herb Chambers Companies:

- Brookline Audi Site Engineering
- Lexus Dealership Site Engineering

Ocean Edge Resort, Brewster, MA, Brewster Ocean Edge WWTP Expansion

Bristol Brothers Development, Hingham, MA, Derby Street Reconstruction

Continuing Care Management, LLC, Sharon Assisted Living Facility

Morris Switzer, Springfield, MA, Mercy Medical Cancer Center Expansion Site Design

DAI Property Management, Inc., Weymouth, MA, New Mid-Rise Residential Building Site Design

Turtle Rock LLC, Shrewsbury, MA, Olde Shrewsbury Village Site Upgrades

Bristol Brothers Development, Weymouth, MA, Permitting Services for Jacobs Lane

Park Square Revival Corp, Quincy, MA, Panera Bread-Site Planning

Canterbury Street LLC, Hingham-Patterson Estates-Site Design & Permitting

Town of New London, Newport Road Parcel Preliminary Zoning Analysis



The Public Archaeology Laboratory, Inc. (PAL) is a cultural resources management firm based in Pawtucket, Rhode Island. PAL assists clients in successfully navigating complex historic preservation review and planning processes by providing expert consultation services and historic resources documentation.

PAL's team of architectural historians, industrial historians, preservation planners, and archaeologists provides clients with the insight and guidance needed to secure project approvals and clearances from local, state and federal agencies, State Historic Preservation Offices, the National Park Service, and local historic district commissions. PAL's staff has extensive experience in assisting clients with historic preservation planning and compliance, and architectural design review. We are expert in interpreting Section 106 of the National Historic Preservation Act, Chapter 254 of the Massachusetts General Laws, and related local, state, and federal regulations and guidelines affecting historic resources. PAL has assisted numerous project proponents and their design teams in meeting the Secretary of the Interior's *Standards for Rehabilitation*. We maintain strong professional relationships with the National Park Service and the State Historic Preservation Offices.

PAL's staff advises owners and developers of older and historic buildings through the development process, helping them secure state and federal historic tax credits. Services include preparation of Parts 1, 2 and 3 applications, National Register nominations, and construction oversight. PAL facilitates consultation with the client and review agencies through project planning/design, preliminary approval, and construction to project completion.

Our primary historic tax credit service area extends throughout the Northeast, but we often conduct projects in other regions of the United States, including the Mid-Atlantic. Maureen Cavanaugh, Senior Planner, previously worked at the Massachusetts Historical Commission (MHC), where her responsibilities included reviewing historic tax credit applications. Alisa Augenstein, Senior Architectural Historian and Maureen's collective experience has resulted in the preparation of state and federal historic tax credit applications for over 120 projects representing a total investment of over \$2 billion and the allocation of over \$225 million in state and federal credits.

Recent and ongoing school projects include the BF Brown Middle School and Academy Street Schools in Fitchburg, James Carter School in Leominster, Dracut Centre School, Woonsocket Middle School in Woonsocket, RI and the Livingston School in Albany, NY. In addition, PAL is currently working with the City of Boston to undertake a historic inventory for over 80 Boston Public Schools constructed prior to 1955.



ALISA M. AUGENSTEIN

SENIOR ARCHITECTURAL HISTORIAN

EDUCATION

MA, History and
Archaeology, University of
Rhode Island, 2008

BA, History and
Anthropology, University of
Rhode Island, 2004

EXPERIENCE

Years with PAL: 1
Years of Experience: 11

PROFESSIONAL DEVELOPMENT

Section 106 Essentials
Course, Advisory Council on
Historic Preservation
May 2018

PROFESSIONAL AFFILIATIONS

National Trust for Historic
Preservation

Society of Architectural
Historians

Preservation Massachusetts

Providence Preservation
Society

Ms. Augenstein is a Senior Architectural Historian with over ten years of professional experience in cultural resource management and historic preservation planning. Ms. Augenstein serves as a planner and Project Manager for multi-disciplinary projects involving environmental impact assessments and documentation, Section 106 of the National Historic Preservation Act, Chapter 254 of the Massachusetts General Laws, and related state and federal environmental laws, regulations, and guidelines affecting historic resources, including the National Environmental Protection Act (NEPA) and Massachusetts Environmental Protection Act (MEPA).

Ms. Augenstein has special expertise in the utilization of state and federal rehabilitation investment tax credits in Massachusetts, Connecticut, Rhode Island, New York, New Jersey and Pennsylvania, and has managed multiple historic tax credit projects for private and non-profit developers. Her work has included the rehabilitation and adaptive reuse of historic schools, offices, banks, department stores, apartment buildings, and mill complexes, as well as public housing developments and courthouses.

In her capacity as a preservation specialist and architectural historian, Ms. Augenstein provides guidance to developers and architects on appropriate methods and materials for complex redevelopment and adaptive reuse projects that meet the Secretary of the Interior's Standards for Rehabilitation. Her expertise in the fields of architectural history and preservation planning, coupled with her strong professional relationships with the National Park Service and State Historic Preservation Offices, provide a unique perspective within a redevelopment team and ensures successful outcomes for historic building rehabilitation projects.

Prior to joining PAL, Ms. Augenstein served as an Architectural Historian and Preservation Planner at VHB and Epsilon Associates. In these positions, Ms. Augenstein prepared state and federal rehabilitation investment tax credit applications, as well as environmental analysis and regulatory compliance documents for review by the National Park Service, state historical commissions, and local planning boards and historical commissions. She was also responsible for conducting archival, land record and deed research, cultural landscape analyses, architectural surveys, and the compilation of National Register of Historic Places nominations and eligibility assessments in Rhode Island, Connecticut, Massachusetts, New Jersey, New York, and Pennsylvania.

Ms. Augenstein is a recipient of the Paul E. Tsongas Award from Preservation Massachusetts as an emerging leader in the preservation community (2018). She serves on several boards and committees, including the Providence Preservation Society's Historic House Marker and Public Engagement committees, and is a member of the National Trust for Historic Preservation and Society of Architectural Historians. Ms. Augenstein meets the Secretary of the Interior's Qualifications for Architectural History.

MAUREEN A. CAVANAUGH

SENIOR PLANNER

EDUCATION

MA, Urban Affairs – 1987
Boston University

BFA, Art History – 1981
BS, Nursing – 1981
University of Rochester

EXPERIENCE

Years with PAL: 1
Years Experience: 34

AFFILIATIONS/ MEMBERSHIPS

Preservation Massachusetts
Board of Directors 2017-
Present

National Park Service
Boston Harbor Islands
Advisory Council, 2006 –
Present, Chair/Vice Chair
2009–2015

National Park Service
Boston Harbor Islands
Partnership 2006 – Present

Women's Transportation
Seminar, Public Art
Committee

Wayland Community
Preservation Committee,
2010 - Present

Maureen is a leading authority on best practices for successfully navigating the complex historic preservation landscape and well-respected throughout the regulatory and development communities. She has a wealth of professional experience in developing environmental planning documents for an array of public and private real estate projects. She has special expertise in cultural resource management, historic preservation planning, state and federal rehabilitation investment tax credits, and preparation of environmental analysis and regulatory compliance documents for review by the National Park Service, Advisory Council on Historic Preservation, state historical commissions, and local planning boards and historical commissions.

Ms. Cavanaugh has served as Project Manager for numerous multi-disciplinary projects involving environmental review, planning, and cultural resources. She has extensive experience in implementing Section 106 of the National Historic Preservation Act, Chapter 254 of the Massachusetts General Laws, and related state and federal environmental laws, regulations, and guidelines affecting historic resources, including National Environmental Protection Act (NEPA) and the Massachusetts Environmental Policy Act (MEPA). Ms. Cavanaugh assists clients in meeting regulatory requirements through consultation with state and federal agencies and the preparation of environmental impact assessments and documentation, Section 106 and Section 4(f) evaluations, and memoranda of agreement. She has established working relationships with numerous municipal, state, and federal agencies, the development community, architectural and planning firms, and private organizations involved in cultural resource management.

Ms. Cavanaugh has teamed with developers and architects to complete numerous historic rehabilitation projects utilizing federal and state historic tax credits. Her familiarity with interpreting the Secretary of the Interior's Rehabilitation Standards and depth of experience working with State Historic Preservation Offices ensures the successful outcome of these and other types of historic building rehabilitation projects.

Ms. Cavanaugh has worked on projects throughout the Northeast and in New York, Pennsylvania, Kansas, Colorado, and Puerto Rico.

Ms. Cavanaugh is a recipient of the Paul E. Tsongas Award from Preservation Massachusetts for contributions to historic rehabilitation projects (2014) and the Niki & Paul Tsongas Award from Preservation Massachusetts honoring women in historic preservation (2016). She serves on several boards, including the National Park Service Boston Harbor Islands Partnership, appointed by the Secretary of the Interior. Maureen meets the Secretary of the Interior's Qualifications as a Historic Preservation Professional.



Corporate Profile

2019

ABOUT US & OUR EXPERIENCE

About Us

Wingate is differentiated by its experienced team of professionals who implement effective management practices to maximize opportunity and value for property owners and investors.

- 56 years of demonstrated success
- Experienced professionals that focus on the financial objectives of ownership
- Strives to enhance the quality of living for residents

Our Experience

Wingate manages almost 15,000 multifamily apartment homes in 17 states. These 161 properties are both owned by affiliates and on behalf of our clients.

- Demonstrated success in managing apartment homes for individuals, families and the elderly
- Portfolio includes both urban and suburban properties including high rise, low rise, garden and townhouses
- Affordable programs administered by state and federal agencies including HUD, Mass Housing and Rhode Island Housing. This includes 51 LIHTC Properties.
- Over 122 properties in the Wingate portfolio are financed, insured or subsidized by HUD.
- Affordable programs include Project Based Section 8, Section 8 Vouchers (enhanced), Project Based Vouchers, Section 236, Home Funds, Section 13-A, NSP, Section 42 LIHTC, MassHousing, MRVP, Section 202, SHARP, 40B and Workforce Housing Properties.
- Over 3,500 apartment homes in the Wingate portfolio are market rate or include market rate homes.



THE RIGHT PEOPLE. THE RIGHT REAL ESTATE. THE RIGHT RESULTS.

Last Updated: Aug-19

Management Services

Wingate has experience in all phases of the development and construction process as well as the transition to routine management operations.

- An understanding of the owner's objectives, which are then reflected in the budget process and onsite operations
- Exceptional on-site management policies and procedures including compliance, routine and preventive maintenance programs
- Tailored reporting packages for owners, agencies and lenders
- Exceptional financial budgeting and multi-year forecasting
- Multi-year capital improvement programs with reserve replacement analysis
- Efficiencies in purchasing supplies, utilities and insurances
- Quality accounting practices with internal controls
- Resident Service Programs
- Proactive REAC procedures to ensure optimum scores
- Rental and leasing initiatives to maintain highest occupancy levels
- Energy efficient auditing and mechanical system enhancements
- Effective strategies to maximize the efficiency of operating costs
- Tax-assessment analysis in partnership with tax professionals; aimed at minimizing property tax liability
- Risk-management analysis and competitive property insurance resources
- Development of specifications for capital improvements, property renovation and construction
- Strategic marketing programs designed to attract qualified residents and increase occupancy levels

Focus

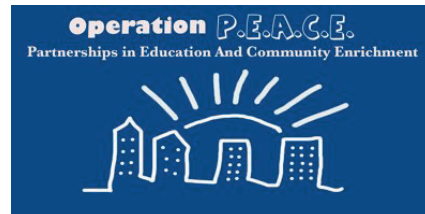
Wingate's experienced real estate professionals are uniquely qualified to achieve short- and long-term objectives of ownership.

- Specifically designed management plan to meet the owner's objectives
- Enhancing revenues by maximizing rental rates through the various state and federal programs
- Maximizing revenues through laundry agreements, resident service charges and other ancillary income
- Reduce operating expenses through effective bidding processes, energy purchasing and efficient personnel management
- Compliant with the Low-Income Housing Tax Credit Program (LIHTC Section 42)
- Aggressive marketing and occupancy programs specifically designed for each properties' needs

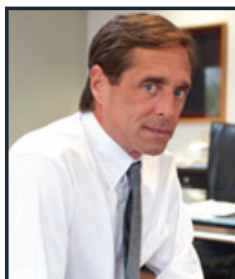
Social Awareness

Wingate is dedicated to bringing positive changes to the communities it serves through the promotion of health, wellness and educational programs. This is accomplished through the support of many organizations. Two of the organizations are:

- *Operation P.E.A.C.E. (Positive Education Always Creates Elevation)* is a program that promotes academic achievement, computer literacy, as well as social, vocational and technical skills. Operation P.E.A.C.E. was founded in 1995 in Wingate's Bedford Pines Community in Atlanta, GA. In 2001, Wingate opened a second location in Boston, MA.
- *Hospitality Homes* provides short-term housing for out-of-town families who have loved ones undergoing medical treatment in the Boston area. In 2003, Wingate donated the use of an apartment at Reservoir Towers in Brighton, MA, which has since hosted more than 70 families.



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Mark S. Schuster*Principal*

Mark Schuster, Principal, is responsible for the overall investment strategy of Wingate and its affiliates—a group that has been involved in the successful acquisition, development, ownership and management of real estate for over 50 years.

The company and its affiliates currently own and operate approximately 12 million sq. ft. of multifamily homes and commercial office properties in the eastern United States and Texas, and have acquired, developed, financed and sold approximately \$1.5 billion of commercial office and multifamily real estate. The current portfolio includes over 14,000 apartment units and 500,000 sq. ft. of office properties that are either owned by affiliates or managed on behalf of both private and institutional clients.

Prior to forming Wingate/Bluestone Holdings, Mark held various executive positions with Continental Wingate Company. He served as President of Continental Wingate Capital Corp., Executive Vice President of Wingate Development, and President of Wingate Management Company from 1978 through 1990.

Mark has served or currently serves on the Boards of Continental Wingate Company, the National Housing Rehabilitation Association, the Hebrew Rehabilitation Center, the Recuperative Center, The Rivers School (Weston, MA), Tufts University Board of Overseers, Tufts University Entrepreneurial Leadership Committee, and the President's Council of Wheaton College. He has continuing involvement with the National Kidney Foundation, Brigham & Women's Hospital, and Dana Farber.

Mark graduated from Tufts University in 1978.



WINGATE MANAGEMENT TEAM

Michael Martin
President



Michael Martin, President of Wingate Management Companies, has over 30 years' experience in the management of mixed income, assisted family, and senior housing in a variety of urban and suburban settings. At Wingate, he oversees all property operations throughout the entire Wingate portfolio.

Prior to joining Wingate, Michael was the Senior Vice President at WinnResidential, where he worked for 20 years. Michael has extensive experience working with HUD and state housing finance agencies. He has managed market-rate housing, student housing and is well-versed in HUD Section 8, Section 236, Public Housing, HOME and LIHTC programs.

Throughout his career, Michael has developed expertise in many areas of property management, most notably: budgeting; personnel development; training; maintenance/capital planning; compliance; administrative procedures; agency reporting and relationship building.

Michael's commitment to affordable housing is evidence by his tenure of over 25 years on the Board of The Neighborhood Developers in Chelsea, Massachusetts. At various times, he has served as President, Treasurer and currently chairs the development and finance committees. Michael attended Boston University, where he earned his BA and Northeastern University where he earned his Masters in Business Administration.

Melissa Koseski
Regional Vice President



Melissa Koseski joined Wingate Management in December 2010 with the acquisition of the 17 PRI sites. As the Regional Manager of the Providence Realty Portfolio she oversees all aspects of the portfolio's operations, including property operations, subsidy compliance, housing authority relations, personnel and human resources, staff training, risk management, administrative, financial oversight and capital improvements.

Prior to joining Wingate, Melissa was employed with Equity Residential for 15 years. For the most recent 4 years she was the Regional Manager of a 20-site portfolio which included 10 Massachusetts sites recently acquired by PRI. Prior to being a Regional Manager, she spent 5 years as a Senior Financial Service Manager (FSM). As an FSM she analyzed operational performance, creating annual budgets for Equity's New England portfolio, acquisition pro-formas, initial office set up and computer systems training. She received

her BA from the University of Massachusetts, South Dartmouth 1991.

Melissa's membership affiliations include CHAPA, NAHMA/NEAHMA and NCHM.



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Jocelyn Arn*Regional Manager/ Compliance Specialist*

Jocelyn Arn, Regional Manager/ Compliance Specialist in Wingate's Providence Realty Portfolio, has dedicated herself to numerous roles & responsibilities held over the past 14+ years in the Property Management industry.

Jocelyn joined Wingate Management in April 2011 as a multi-site Property Manager. She now assists the Senior Vice President in the development & monitoring of company & program policies, recruitment, property operations, as well as on-site training for 13 properties throughout Rhode Island and Massachusetts.

Prior to Wingate, she was the OneSite Superuser/Trainer & Property Manager at Property Advisory Group where she was responsible for company-wide technical support and training of the OneSite software program as well as HUD & LIHTC Compliance. Jocelyn has notable experience with Affordable Housing, Public Housing Authorities, HUD, and Low-Income Housing Tax Credits. Additional areas of expertise include owner/agency reporting, compliance, personnel development, and lease-ups & tax credit rehabs in various states. The relationship she holds with Section 8 & LIHTC Departments at Rhode Island Housing & MassHousing has helped create and maintain Wingate's strong reputation.

Jocelyn holds the following designations: IREM (ARM Member), NCHM (Tax Credit Specialist & Certified Occupancy Specialist), NAHMA (Specialist in Housing Credit Management), and RealPage (OneSite Trainer).

Peter A. Nowak*Corporate Controller*

Peter A. Nowak, Corporate Controller of Wingate Companies, is responsible for all financial and tax reporting as well as financial compliance with HUD, state housing and finance agencies, and other lenders. He is also involved in mortgage financing and rental assistance payment contract renewals. Peter has more than 25 years of experience in the real estate industry, including management, acquisition, development, construction, rehabilitation and operation of commercial, retail, residential and multifamily housing properties.

Prior to joining Wingate in 2002, Peter served as Corporate Controller from 1996 to 2002 at Towermarc Corporation, a real estate development and management company with property in Massachusetts, Florida and Tennessee. Before working with Towermarc Corporation, Peter was employed in the public accounting industry where he held various supervisory and management positions.

Peter is a CPA and a member of the American Institute of Certified Public Accountants and the Massachusetts Society of CPAs. He received a BS degree from Bentley University in 1987.



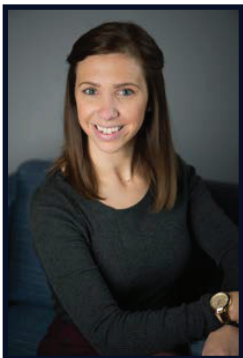
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Joy Agnelli*Affordable Programs Administrator*

Joy Agnelli, Affordable Programs Administrator, is a dedicated professional with thirty-one years of experience in the affordable housing industry. Joy started her career with Wingate 31 years ago and meritoriously worked her way up from Property Manager, to Supervisor of 1000 units in the Northeast Region, to supervising a staff of 25 people. Joy's broad perspective has enabled her to facilitate interdepartmental success.

Joy's expertise in the various aspects of subsidy management and compliance are an asset to Wingate's operations. She ensures the accurate and timely execution of subsidy processing, in accordance with the Department of HUD regulations. In addition, she provides on-going guidance, while instructing and supporting company-wide personnel to meet the complex demands of the affordable housing industry. Her specific responsibilities include oversight of occupancy maximization, rent and subsidy collection, processing rent increases and special claims, and minimizing vacancy loss. Joy is highly regarded within Wingate for her ability to interpret industry regulations and troubleshoot complicated scenarios in order to meet agency audits and expectations.

Joy possesses extensive knowledge in Section 8, LIHTC and HOME programs. She holds numerous industry designations, including Advanced Certified Occupancy Specialist, Tax Credit Specialist, and Certified Fair Housing Coordinator.

Meaghan Fahey*Asset Manager*

Meaghan Fahey, Asset Manager, is responsible for overseeing the asset management of Wingate's multifamily portfolio and works directly with the Chief of Operations, Senior Vice President and Corporate Controller to develop long-term strategies for individual properties. She is also responsible for providing financial data analyses to support operations and identify opportunities to maximize value.

Meaghan's specific responsibilities include special projects related to property and portfolio operations, financial project management, tracking and analyzing capital improvement programs, performing underwriting functions on potential project initiatives as well as refinance and acquisition analysis. Meaghan is also responsible for developing procedures to improve the company's efficiency, as well as overseeing training to ensure productivity and effectiveness. Additionally, she successfully led the strategic planning and implementation of a major accounting software conversion.

Meaghan has her Bachelor's degree in Business Administration from the Isenberg School of Management at the University of Massachusetts.



Michael Worrick*Senior Vice President of Facilities*

Michael Worrick, Senior Vice President of Facilities, has nearly 35 years' experience with maintenance, facilities, and construction management. He currently oversees Wingate's facilities operation for 14,500+ apartments.

Mike provides leadership that sets and sustains Wingate's routine and preventive maintenance standards by ensuring value for all capital expenditures and by monitoring the physical condition of each property in the portfolio. This focus on facilities management satisfies ownership, management, lender and agency objectives. Due to his longevity in the industry, Mike's responsibilities are wide-ranging and comprehensive. They include oversight of all maintenance and capital improvement projects; management of Wingate's contract bidding procedure; as well as

development and training of procedures for agency inspection protocols. Mike has cultivated a high level of expertise in his maintenance routines such as landscaping, plumbing, painting, HVAC and exterior improvements, etc.

At Wingate, Mike directly oversees all Regional Facilities Coordinators throughout the organization. Through a maintenance committee, he develops programs and provides training to maintenance and management personnel in order to ensure his teams are knowledgeable and licensed in all required areas of proficiencies.

Prior to joining Wingate in 2014, Mike worked at WinnResidential for most of his career. As the Vice President of Maintenance for Winn, he was responsible for a portfolio of over 35,000 apartments.

Mike is a Certified Manager of Maintenance (NCHM), Advanced Instructor of Maintenance Operations (NAAEI) and he has a Credential for Green Property Management (NAAEI & NAHMA).



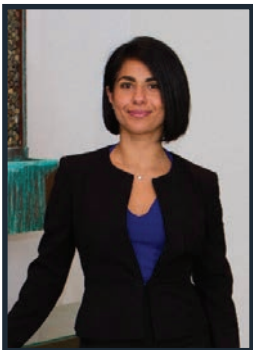
Erin Rodrigues*Vice President of Marketing & Revenue Management*

Erin Rodrigues, Vice President of Marketing & Revenue Management, has nearly 20 years of experience in the property management industry. She is responsible for the overall integrity of Wingate's Corporate Marketing and Property Operations brand by exercising top-notch strategies in customer service, design, pricing, financial reporting, and maximizing portfolio profitability.

Erin is an integral member of the residential team with regards to development, acquisitions, renovation, turnaround of underperforming assets and third-party management. When integrating new clients and properties into the Wingate portfolio, she is skillfully adept in lease ups, pricing strategies, design, marketing budgets, projected absorption schedules, stabilized income and expense projections, unit mix analysis, area comps, and generating on-line and in print marketing tools. Erin is also responsible for

implementation of residential marketing and public relations strategies and managing their impact on the company's overall corporate profile.

Erin began with Wingate as a Regional Manager in 2011. She was then promoted to Regional Vice President with a portfolio of 16 market-rate communities with 2,500+ apartments across 4 states. She successfully provided customized property management services to ten clients with varied business objectives. Prior to joining Wingate in 2011, Erin was with Equity Residential for nearly 10 years as their New England Regional Area Manager.

Amberin Khan*Vice President of Quality Assurance & Administration*

Amberin Khan, Vice President of Quality Assurance & Administration, is responsible for increasing administrative efficiency and performing organizational assessments at Wingate Companies. Much of this endeavor is accomplished through planning, developing and implementing company policy independently or via committee. Amberin works with all departments and regions on varied projects to carry out the following functions: assess operational efficiency; identify issues; make recommendations for improvement; and propose new and novel solutions. She is also heavily involved with the Human Resources and Training operations, and is responsible for new business proposals and special projects. In addition, she manages a wealth of corporate information for the company.

Prior to joining Wingate in 2013, Amberin gained nearly 10 years of experience in the Real Estate industry at WinnResidential in Boston. As Executive Assistant, she worked for the Executive Vice President on myriad matters throughout all departments and regions, and the cornerstone of her role was managing client relations. As Training Coordinator, she developed expertise in Learning Management System administration and general training support. Then as Special Projects Coordinator she developed a comprehensive repository of Requests for Proposals—a major function of acquiring new business. She has served a variety of roles within her previous positions; therefore, offers her wide-ranging experience as a generalist to improve Wingate's administration and organization.



THE RIGHT PEOPLE. THE RIGHT REAL ESTATE. THE RIGHT RESULTS.

MA PROPERTIES

Property	# of	Town	State	Program
12 Summer Street Apts	21	Manchester-by-the-Sea	MA	Affordable & Market
24 Merrimack	47	Lowell	MA	Market
30 Haven	53	Reading	MA	Affordable & Market
402 Rindge Apartments	273	Cambridge	MA	Affordable
470 Main Street	31	Fitchburg	MA	Affordable & Market
808 Memorial Drive	300	Cambridge	MA	Affordable & Market
Academy Street	7	Fitchburg	MA	Affordable
Alewife Condominiums	12	Cambridge	MA	Affordable
Amiff Housing	96	Dorchester	MA	Affordable
Bowdoin School	35	Boston	MA	Affordable & Market
Brown School	61	Peabody	MA	Affordable
Canton Estates	65	Canton	MA	Market
Cedar Glen	114	Reading	MA	Affordable
CHA – Ashton	12	Cambridge	MA	Affordable
CHA – Condos	27	Cambridge	MA	Affordable
CHA Essex Street Condo	14	Cambridge	MA	Affordable
CHA – Porter Road	26	Cambridge	MA	Affordable
CHA – Prospect	20	Cambridge	MA	Affordable
Chestnut Glen	130	Abington	MA	Affordable
Claflin House	40	Framingham	MA	Affordable
Clarendon Street	6	Fitchburg	MA	Affordable
Clinton Apartments	25	Cambridge	MA	Market
Comaven Apartments	89	Brighton	MA	Affordable
Dorchester Housing	47	Mattapan	MA	Affordable
Fairmount Street	9	Fitchburg	MA	Affordable
First Lowell Rehab	47	Lowell	MA	Affordable
Garand Court Apartments	115	Springfield	MA	Affordable
Gardner Terrace	92	Attleboro	MA	Affordable
Glen Grove	125	Wellesley	MA	Affordable
Gosnold Grove	33	East Falmouth	MA	Affordable
Governor Apartments	87	Allston	MA	Affordable
Grant Manor	179	Roxbury	MA	Affordable & Market
Green Acre Estates	48	South Grafton	MA	Affordable
Hastings Village	52	Wellesley	MA	Affordable & Market
Hebron Mill	52	Attleboro	MA	Affordable
Hebron Village	83	Attleboro	MA	Affordable
Heritage Green	130	Fiskdale	MA	Affordable
Longfellow Glen	120	Sudbury	MA	Affordable
LSA – Lancaster	65	Cambridge	MA	Affordable
Main Street Condo Trust	10	Cambridge	MA	Affordable

MA PROPERTIES (cont.)

Property	# of	Town	State	Program
Marshall Street	3	Fitchburg	MA	Affordable
Millhouses of Adams	98	Adams	MA	Affordable
Nehoiden Glen	61	Needham	MA	Affordable
Noonan Glen	18	Winchester	MA	Affordable
Noral Housing	57	Dorchester	MA	Affordable
Norton Glen	150	Norton	MA	Affordable
Norway Housing	136	Boston	MA	Affordable & Market
Old Mill Glen	50	Maynard	MA	Affordable
Olympia Square	44	Lynn	MA	Affordable
Our Father's House	12	Fitchburg	MA	Affordable
Peterborough Housing	220	Boston	MA	Affordable
Plymouth Street	12	Fitchburg	MA	Affordable
Prichard Street	14	Fitchburg	MA	Affordable
Prospect Apartments	32	Cambridge	MA	Market
Reservoir Towers	244	Brighton	MA	Affordable & Market
Rockmere Gardens	72	Lynn	MA	Affordable
SCC - Bow Street	18	Somerville	MA	Affordable
SCC - Sewall Place	14	Somerville	MA	Market
SCC - Linden Street	42	Somerville	MA	Affordable
SCC - Walnut Apartments	12	Somerville	MA	Affordable
SCC - Gilman Street	6	Somerville	MA	Affordable
SCC - Saint Polycarp Village I	24	Somerville	MA	Affordable
SCC - Saint Polycarp Village II	29	Somerville	MA	Affordable
SCC - Saint Polycarp Village III	31	Somerville	MA	Affordable
SCC - 75 Cross Street	8	Somerville	MA	Affordable
SCC - Union Square	35	Somerville	MA	Affordable
Silver Lake Homes	50	Kingston	MA	Affordable
Southwick Block	28	Lowell	MA	Affordable
Summer Street	3	Fitchburg	MA	Affordable
The Hills at Paxton Village	50	Paxton	MA	Affordable
The Longwood	147	Boston	MA	Market
The Residences at the YMCA	106	Cambridge	MA	Affordable
The Village at 815 Main Street	49	Wareham	MA	Affordable
Townhouse of Lowell	96	Lowell	MA	Affordable
The Tremont	66	Boston	MA	Market
Upton Inn	34	Upton	MA	Affordable
Warren Gardens	227	Roxbury	MA	Affordable
Watermill Apartments	40	Leominster	MA	Affordable
Waterway Apartments	89	Leominster	MA	Affordable

4

RELEVANT EXPERIENCE

NewVue Communities

NewVue Communities has developed or rehabilitated 164 Units of housing over the past 15 Years.

Three Completed Project References and One Project in Construction:

470 Main Street, 470 Main Street, Fitchburg, MA--Completed



Mixed Use (Residential/Office), Adaptive Re-Use, Historic substantial renovation

31 Residential Apartments, with Office Space (NewVue offices, TB Bank Branch)

Start Date: January 2008

Completion Date: August 2009

Total Development Cost: \$13,436,000

Development Team:

Architect: Resolution Architects, Randy Johnson, 508-315-3666, rj@resolutionarchitects.com

General Contractor: Colantonio Inc, George Willwerth, 508-429-8666 x223, GWillwerth@colantonioinc.com,

Lenders: MHIC, Kathy McGilvray, (617) 850-1008, mcgilvray@mhic.com

TD Bank, Thomas McColgan, (860) 757-5242, Thomas.McColgan@td.com

DHCD, Carrie Knudson, 617-573-1325, carrie.knudson@state.ma.us

Property Manager Wingate Companies, Candace Branca, 781-707-9159, cbranca@wingatecompanies.com

Watermill Apartments, 142 Water Street, Leominster MA--Completed



Residential, Adaptive Re-Use, Historic substantial renovation of a factory building

40 Residential Apartments, with Community Space

Start Date: November 2011

Completion Date: September 2012

Total Development Cost: \$15,505,000

Development Team:

Architect: Davis Square Architects, Cliff Boehmer, 617-764-3700, CBoehmer@davissquarearchitects.com

General Contractor: Dellbrook Construction, Ed Sople, 781-380-1636, ESople@dellbrookjks.com

Lenders: MHIC, Kathy McGilvray, (617) 850-1008, mcgilvray@mhic.com

TD Bank, Thomas McColgan, (860) 757-5242, Thomas.McColgan@td.com

DHCD, Carrie Knudson, 617-573-1325, carrie.knudson@state.ma.us

City of Leominster, Mayor Mazzarella, (978) 534-7500

Property Manager Wingate Companies, Candace Branca, 781-707-9159, cbranca@wingatecompanies.com

Lower Prichard Street Apartments, 50-64 Prichard Street, Fitchburg MA--Completed



Residential, Substantial Renovation

7 Residential Apartments

Start Date: November 2011

Completion Date: October 2012

Total Development Cost: \$1,337,000

Development Team:

Architect: Resolution Architects, Randy Johnson, 508-315-3666, rj@resolutionarchitects.com

General Contractor: Scott and Scott, Rick Scott, (978) 297-0510

Lenders: MHIC, Kathy McGilvray, (617) 850-1008, mcgilvray@mhic.com

Property Manager Wingate Companies, Candace Branca, 781-707-9159, cbranca@wingatecompanies.com

Carter School Apartments, 241 West Street, Leominster MA--*In Construction*



Residential, Adaptive Re-Use, Historic substantial renovation of a former school building

39 Residential Apartments, with Community Space

Start Date: June, 2018

Completion Date: *In Construction*

Total Development Cost: \$17,317,000

Development Team:

Architect: Davis Square Architects, Cliff Boehmer, 617-764-3700,
CBoehmer@davissquarearchitects.com

General Contractor: Hutter Construction, Lars Traffie, (603) 344-2300

Lenders: MHIC, Kathy McGilvray, (617) 850-1008, mcgilvray@mhic.com
DHCD, Carrie Knudson, 617-573-1325, carrie.knudson@state.ma.us
City of Leominster, Mayor Mazzarella, (978) 534-7500

Property Manager Wingate Companies, Candace Branca, 781-707-9159, cbranca@wingatecompanies.com

ICON ARCHITECTURE:

AFFORDABLE HOUSING PROJECTS

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

THE COADY SCHOOL RESIDENCES, BOURNE MA:

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

SIMPKINS SCHOOL RESIDENCES, SOUTH YARMOUTH MA:

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

FULTON SCHOOL RESIDENCES, WEYMOUTH MA:

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

SCHOOL STREET RESIDENCES, ATHOL MA:

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

WALDEN FIRE HOUSE RESIDENCES, REVERE MA:

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

BROWN SCHOOL RESIDENCES, PEABODY MA:

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



The Coady School Residences



Simpkins School Residences



Fulton School Residences



School Street Residences



Walden Fire House Residences



Brown School Residences

TYPE	SCHOOL	YEAR COMPLETED	TOTAL CONSTRUCTION COST	RESID SF vs COMMON AREA GSF	UNIT COUNT
Senior	Fulton School Residences Weymouth, MA	2009	\$9,000,000	N/A	63
Senior	School Street Residences Athol, MA	2010	\$8,000,000	66,600 SF	50
Senior	Brown School Residences Peabody, MA	2008	\$8,800,000	50,000 SF	61
Senior	Coady School Residences Bourne, MA	2017	\$13,400,000	62,000 SF	53
Senior	Simpkins School Residences Yarmouth, MA	2014	\$11,000,000	78,000 SF	65
Family	Oxford School Residences Fairhaven, MA	[In Design]	\$12,000,000	N/A	52
Family	Coyle School Residences Taunton, MA	[In Design]	N/A	N/A	50
Family/Artist	BF Brown School Stables and Annex Fitchburg, MA	[In Design]	N/A	N/A	60
Artist	Artblock 731	2006	\$18,000,000	85,000 SF	54
Family/Artist	St James, St. Mary's Salem, MA	[In Design]	N/A	N/A	N/A

REPRESENTATIVE LIST OF: AFFORDABLE HOUSING PROJECTS

- **APPLETON MILLS**, BOSTON, MA
- **SMITH HOUSE**, ROXBURY, MA
- **WASHINGTON ELMS**, CAMBRIDGE, MA
- **MORVILLE HOUSE**, BOSTON, MA
- **THE BOX DISTRICT**, CHELSEA, MA
- **HIGHLAND TERRACE**, CHELSEA, MA
- **SPENCER ROW**, CHELSEA, MA
- **PUTNAM GREEN**, CAMBRIDGE, MA
- **MAVERICK LANDING**, EAST BOSTON, MA
- **WASHINGTON BEECH**, ROSLINDALE, MA
- **ROXSE HOMES**, BOSTON, MA
- **WHITNEY TOWERS**, WATERTOWN, MA
- **ANDERSON PARK**, BOSTON, MA
- **ORIENT HEIGHTS**, BOSTON, MA
- **TEMPLE LANDING**, NEW BEDFORD, MA
- **WEST BROADWAY**, SOUTH BOSTON, MA
- **QUINNIPIAC TERRACE**, NEW HAVEN, CT
- **COLUMBIA WEST**, BOSTON, MA
- **RESIDENCES AT CANAL BLUFFS**, BOURNE, MA
- **ARTBLOCK 731**, BOSTON, MA
- **EGLESTON CROSSING**, ROXBURY, MA
- **CARLTON WHARF**, EAST BOSTON, MA
- **CENTRE 50 & ENSO FLATS**, BROCKTON, MA
- **DARTMOUTH HOTEL**, ROXBURY, MA

For more information regarding ICON Architecture's Affordable Housing projects, please visit us on the web at www.iconarch.com



Appleton Mills



Washington Beech



The Box District



Artblock 731



Putnam Green

REFERENCE INFORMATION

Project: Smith House**Developer:** Madison Park Development Corp.**Unit Count:** 132 (1 Building)**Construction Value:** \$13,574,703**Reference:**

Russ Tanner | Madison Park Development Corp.
rtanner@madison-park.org | 617.849.6245

Project: School Street Residences**Developer:** SCG Development**Unit Count:** 50**Construction Value:** \$8,000,000**Reference:**

Keith McDonald | SCG Development
KJM@scgdevelopment.com | 978.535.5600 x119

Project: Harbour Lafayette**Developer:** North Shore CDC**Unit Count:** 30 (2 Buildings)**Construction Value:** \$4,000,000**Reference:**

Ilene Vogel | North Shore CDC
ilene@northshorecdc.org | 978.745.8071

Project: Washington Elms**Developer:** Cambridge Housing Authority**Unit Count:** 175 (18 Buildings)**Construction Value:** \$28,070,614**Reference:**

Margaret Moran | Cambridge Housing Authority
mmoran@cambridge-housing.org | 617.864.3020

Project: Franklin Highlands**Developer:** Maloney Properties**Unit Count:** 270 (14 Buildings)**Construction Value:** \$24,000,000**Reference:**

Felicia Jacques | Maloney Properties
fjacques@maloneyproperties.com | 617.209.5404

Project: Simon C Fireman**Developer:** Hebrew Senior Life**Unit Count:** 160 (1 Building)**Construction Value:** \$12,000,000**Reference:**

Carmine Bruno | Hebrew Senior Life
CarmineBruno@hsl.harvard.edu | 617.363.8000



Dates:
2013-2018

Location:
Bourne, MA

Services:
Civil Engineering/Site Design
Survey
Permitting
Construction Administration

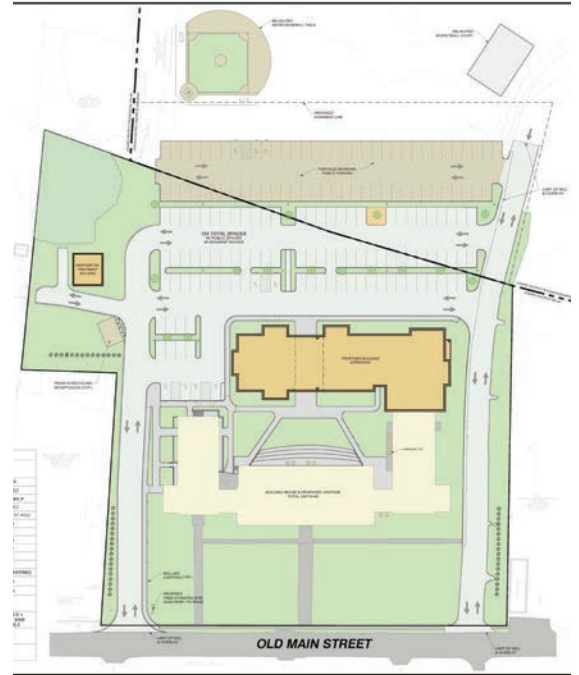
Coady School Residences

Redevelopment for Affordable Residential Housing

CHA has worked with Stratford Capital for over the past 10 years, providing site engineering, land surveying, environmental permitting and transportation engineering services for numerous projects. The majority of these projects entailed the redevelopment of a publicly owned piece of property (typically a historic K-12 school) into residential housing that is to be offered as affordable and/or over 55 housing.

The most recent of these is the Coady School Residences located in Bourne, Massachusetts. This project consisted of the reuse, low-impact redevelopment of an existing historical two-story brick masonry school building with a significant building addition to the historic school building. The development is contained on a 4.4 acre lot adjacent to the original ballfield. The site supports 58 age qualified rental units all serviced by an individual wastewater treatment plant.





Dates:

2010 - 2014

Location:

Yarmouth, MA

Services:

Civil Engineering/Site Design

Surveying

Permitting

Simpkins School

Stratford Capital Group

CHA was contracted by Stratford Capital to provide design and permitting services for four of the company's projects in Massachusetts. The projects involved the reuse of historic buildings. In each case, those buildings are former school buildings; one of those includes the Simpkins School in Yarmouth. CHA has also provided surveying and site design engineering services for each of the projects.

CHA's civil engineers prepared site plans detailing building layout, parking layout, grading, drainage, utility connections and construction details. In addition, engineering reports were prepared that discussed the impact of the developments upon the infrastructure and environment. These reports were submitted to regulating agencies for review. CHA provided bid and construction oversight services including preparation of bid documents and attend construction meetings and perform inspections during the construction process.



Dates:

2009-2010

Location:

Weymouth, MA

Services:

Topographic Survey

Engineering Design Plans

Environmental Permitting

Construction Documents

Construction Administration

Fulton School Residences

Stratford Capital Group

The project consisted of the reuse, low impact redevelopment of an existing historical two-story brick masonry school building on a 5.9-acre lot within the Town of Weymouth. The existing school building was redeveloped into 31 studio units and 14 one-bedroom units. A new 3-story building addition consisting of 12 one-bedroom and 6 two-bedroom units to bring the total of 63 units. The site layout included parking facilities for 108 vehicles, access drives, and sidewalks for pedestrian access. Total impervious area was reduced by approximately 2,500 sf. The site amenities included landscape treatments, site lighting, and associated utilities to serve the improvements.



Dates:

2009-2010

Location:

Athol, MA

Services:

Topographic Survey

Engineering Design Plans

Environmental Permitting

Construction Documents

Construction Administration

School Street Residences

Stratford Capital Group

The project consisted of the renovation of the existing historical (1937) 2-½ story brick Athol Middle School building on a 3.5-acre lot within the Town of Athol. The surrounding neighborhood is mostly composed of single and multi-family houses from the late 19th century. The renovation of the 1937, 2-½ story brick building included demolition and removal of the existing floors, wall, and ceiling systems and finishes, and upgrades to the electrical, plumbing, and mechanical systems to make the building suitable for 50, apartment style residences. The development included the addition of a 50-space parking lot for tenant parking. The roadway that loops around the North side of the building was upgraded and 25 parking spaces were added. A closed-conveyance pipes system was implemented to transport stormwater runoff to a subsurface infiltration system with multi-stage outlet structures to control peak rates of runoff and promote a reduction in runoff volumes over existing, unmitigated levels.

5

CONCEPTUAL DEVELOPMENT PLAN



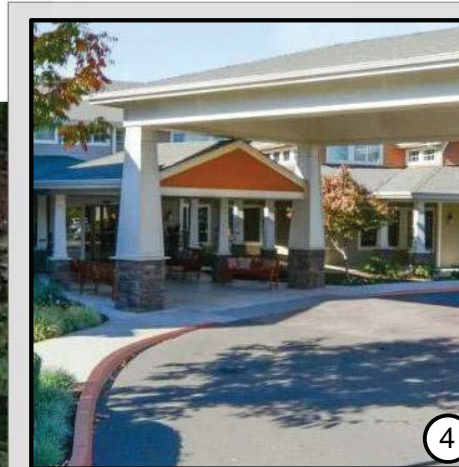
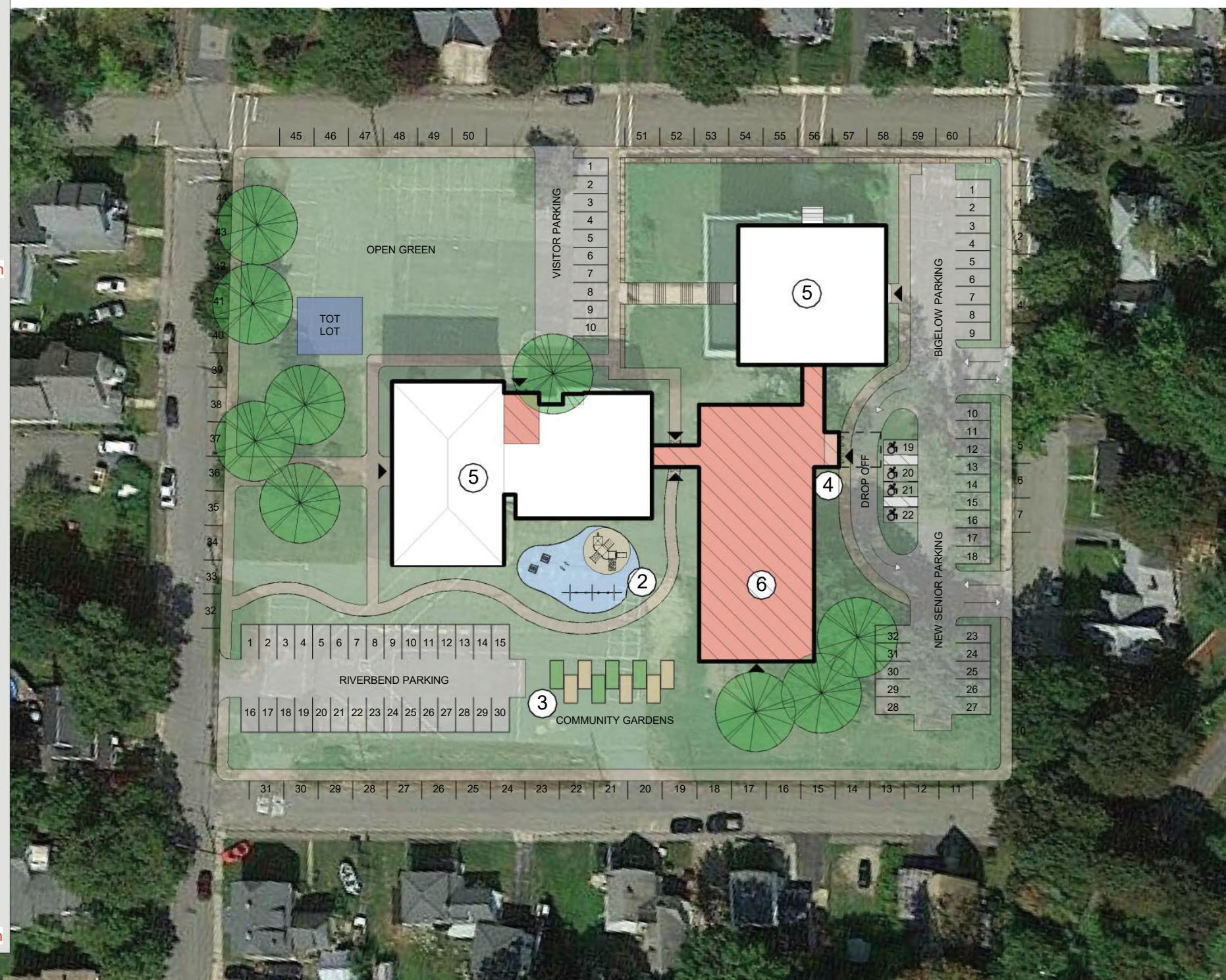
Community preservation-Historic preservation



Community Playground for Enjoyment by All



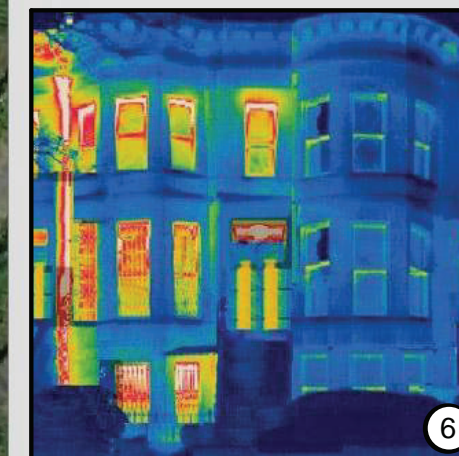
Accessible raised beds in Community Garden



New Zero curb accessible entry approach



Integrate historic character in new living space



Sustainable design -Enterprise Communities

Residences at the Park

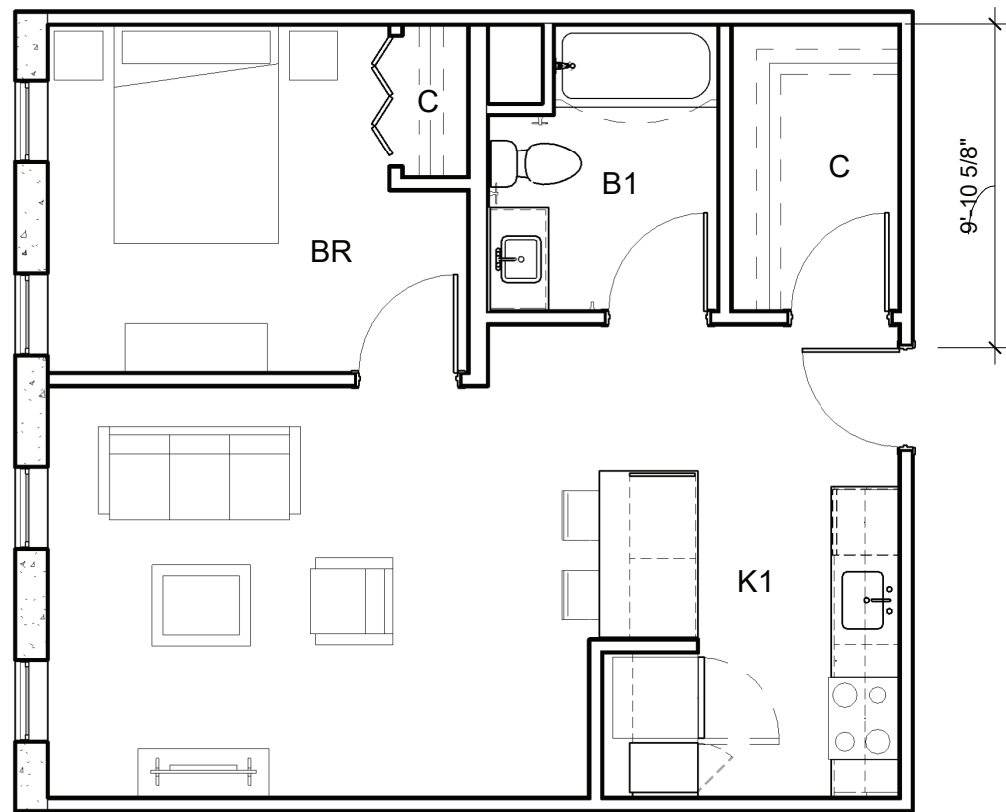
[intergenerational living at the BIGELOW-RIVERBEND Schools]



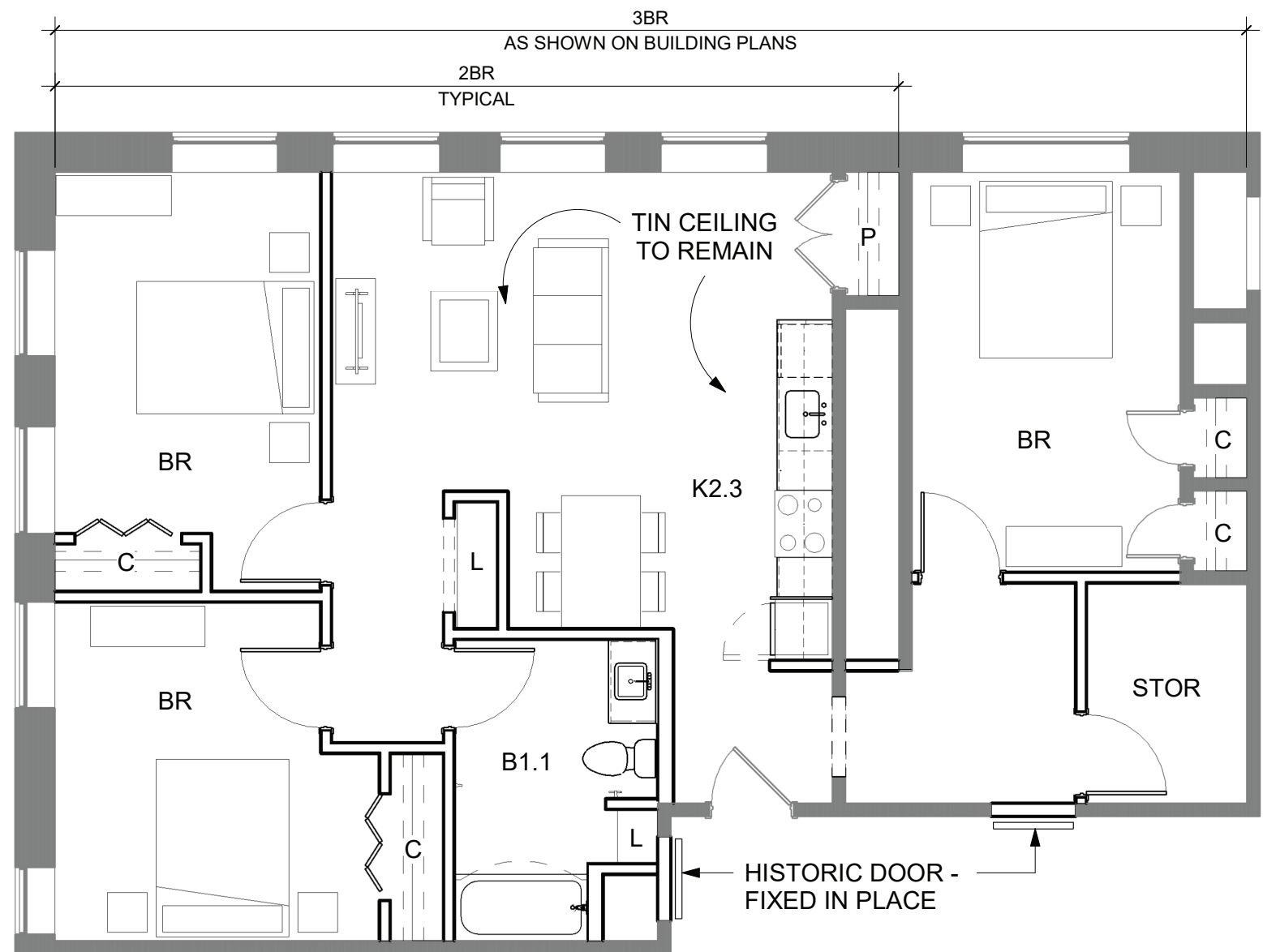
SITE PLAN

A-100
09/12/19





1 TYPICAL 1BR NEW CONSTRUCTION IN
SENIOR LIVING
3/16" = 1'-0"



2 TYPICAL 2BR (3BR UPPER FLRS) IN
BIGELOW SCHOOL
3/16" = 1'-0"

Residences at the Park

[intergenerational living at the BIGELOW-RIVERBEND Schools]

UNIT PLANS

A-501

09/12/19





Residences at the Park

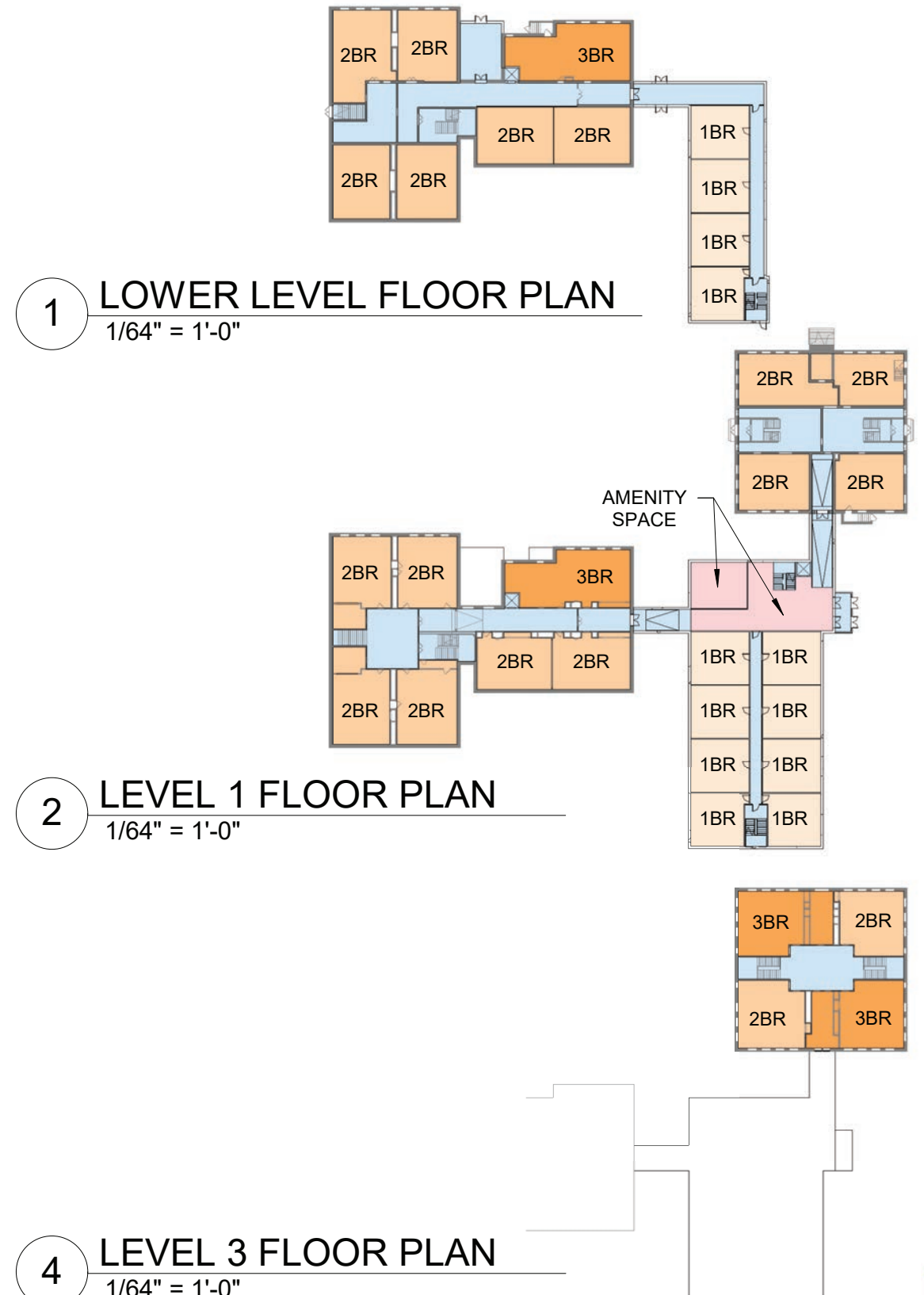
[intergenerational living at the BIGELOW-RIVERBEND Schools]

PROPOSED HOUSING

A-201

09/12/19





Residences at the Park

[intergenerational living at the BIGELOW-RIVERBEND Schools]

TYPICAL BUILDING PLAN

A-101

09/12/19



6

PROJECT SCHEDULE

	NewVue Communities		
	Workplan and Timetable for Bigelow/Riverbend		
		Date	Assumptions and Notes
1	Award of Property	January, 2020	this date assumes that award of the Riverbend and Bigelow Schools will not require approval at Town Meeting. If the latter is not the case, then disposition will occur later.
2	Preliminary Design and Site Plan	March, 2020	this date assumes that NewVue will begin design work prior to the disposition of the property so that the Athol Community will have the opportunity prior to Town Meeting to learn about NewVue's proposed development plan
3	Community Meeting to Introduce the development. If necessary we will introduce the proposal to town meeting.	April, 2020	
4	Zoning and Regulatory Approval	July, 2020-February, 2021	this time period assumes that Zoning Approval will entail a Special Permit and potentially a variance. We have not determined at this time whether to pursue the project under a Comprehensive Permit.
5	Funding Applications: State Funding Department of Housing and Community Development. Applications for permanent loan	October, 2020-February, 2022	this assumes that we submit a pre-application to DHCD in October 2020 and are invited to submit a full application in February 2021. It also assumes that we will not be funded by the state on the first application and that we will have to resubmit a preapplication in October 2021 and a second full application in February 2022.
6	Funding Applications-Federal and State Historic Tax Credits	August 2020-April 2022	This assumed time period takes into account that typically Mass Historic Commission awards no more than \$300,000 of credits. We assume that we would file an application for both schools in each round as separate projects. If the town can speed up that delivery process of state historic credits, this process can be sped up as well.
7	Completion Bid -Level Construction Documents	September, 2021	
8	Contractor Selection	December, 2021	
9	Funding Secured from DHCD and Mass Historic Commission	June, 2022	
10	Secure Investors for Low Income Housing Tax Credits and Historic Tax Credits	June, 2022-September, 2022	this time frame is based on our experience that investors want to look at deals after the DHCD funding is committed and that there is usually an internal investment committee approval process.
11	Funding Closing	January, 2023	
12	Start Construction	March, 2023	Building Permit issued; note if funding closing occurs earlier and pricing permits, construction will commence earlier than projected here
13	50% Construction Completion	October, 2023	
14	Begin Marketing Apartments	November, 2023	Wingate Communities, LLC will oversee all marketing
15	Construction Completion	June, 2024	Certificate of Occupancy
16	Final Rent-Up	October, 2024	

7

PRELIMINARY FINANCING PLAN

SUMMARY OF FINANCING PLAN:

Total Unit Count	53
Section 8 units	8
60% ami units	32
80-110% ami units	13
Total Development Cost	\$20,361,203
Acquisition	\$25,000
Construction	14,729,000
General Development costs	3,443,685
Capitalized Reserves	375,000
Developer Fee and Overhead	1,788,518
Total Sources of Funds	20,361,203
Permanent Loan	\$525,000
Tax Credit Equity LIHTC and	
Historic	15,867,181
Deferred Developer Fee	487,490
Grant Funding	100,000
Subordinate Soft Debt	3,381,532
Total Effective Op. Income	608,943
Total Operating Expenses	536,555
Net Operating Income	72,388
Annual Debt Service	36,829

SOURCE OF FUNDS:

SOURCES	TOTAL	PER UNIT	CREDIT	RAISE	INTEREST RATE	NOTES
Permanent Loan	\$525,000.00	\$9,905.66			5.00%	Amortization period is 25 years.
Low Income Housing Tax Credit 9%	8,189,181.00	\$154,512.85	900,000	0.91		
MA Low Income Housing Tax Credit	2,642,500.00	\$49,858.49	700,000	0.755		
Federal Historic Tax Credits	2,565,000.00	\$48,396.23	2,700,000.00	0.95		
MA Historic Tax Credits	2,470,500.00	\$46,613.21	2,700,000.00	0.915		
Developer's Fee Loaned	487,490.00	\$9,197.92				
NeighWorks (Grant)	100,000.00	\$1,886.79				
DHCD Community Based Housing	131,532.00	\$2,481.74			0%, 30 yrs	
Mass Housing Workforce Housing Program	1,300,000.00	\$100,000.00				\$100,000 per workforce housing unit
Affordable Housing Trust Fund	1,200,000.00	\$22,641.51			0%,45 yrs	
DHCD Housing Stabilization Fund	750,000.00	\$14,150.94			0%, 50 yrs.	
Total Permanent Sources	\$20,361,203.00					
SURPLUS/GAP OF DEVELOPMENT FUNDS	\$0.0					

ATHOL SCHOOLS - DEVELOPMENT BUDGET:

USES	TOTAL	PER UNIT	NOTES	
ACQUISITION	25,000.00	471.70		
DIRECT CONSTRUCTION				
direct construction	13,390,000.00	252,641.51		
contingency	1,339,000.00	25,264.15		
subtotal: Construction	14,729,000.00	277,905.66		
		-		
GENERAL DEVELOPMENT		-		
architecture & engineering	937,300.00	17,684.91		
surveys and permits	140,900.00	2,658.49		
owner's representative	112,000.00	2,113.21		
environmental engineer	90,000.00	1,698.11	includes asbestos tenting and monitoring	
bond premium		-	in construction cost	
legal	200,000.00	3,773.58		
Title and recording	75,000.00	1,415.09	includes title insurance	
Accounting and Cost Cert	35,000.00	660.38		
Marketing and Rent Up	60,000.00	1,132.08		
Real Estate Taxes		-		
Insurance	400,000.00	7,547.17		
Relocation		-		
Appraisal & Market Studies	28,000.00	528.30		
Security		-		
Construction Loan Interest	750,000.00	14,150.94		
Inspecting Engineer	26,500.00	500.00		
Utility Backcharges	50,000.00	943.40		
Development Consultants	180,000.00	3,396.23	development and historic consultants	
Syndication Due Diligence	50,000.00	943.40		
Financing Fees	110,000.00	2,075.47		
Furniture, Fixtures, Equipment	35,000.00	660.38		
Soft Cost Contingency	163,985.00	3,094.06	5% of soft costs	
SUBTOTAL GENERAL DEVELOPMENT	3,443,685.00	64,975.19		
		-		
Capitalized Reserves	375,000.00	7,075.47		
Developer Overhead	894,259	16,872.82		
Developer Fee	894,259	16,872.82		
		-		
TOTAL DEVELOPMENT COST	20,361,203.00	384,173.64		
			Calculation of Developer's fee and overhead	
			15% * first 3,000,000=	450,000.00
			12.5% X next 2,000,000=	250,000.00
			10%X (Construction+General Development-5,000,000)	1,317,268.50
			5%Xacquisition=	1,250.00
			Less Consultants and Syndication Due Diligence	(230,000.00)
			DHCD Maximum Allowable Developer Fee	1,788,518.50

UNIT MIX:

Unit Mix	# of Units	Gross Rent	Utility Allowance	Net Rent	Income Limits	Annual Gross
Section 8						
1BR/ 1Bath	2	785.00	35.00	750.00	30%	
2BR/1Bath	3	1,045.00	40.00	1,005.00	30%	
3BR/1.5 Bath	3	1,407.00	53.00	1,354.00	30%	
60% AMI						
1 BR/1Bath	13	800.00	35.00	765.00	60%	
2BR/1Bath	15	975.00	40.00	935.00	60%	
3BR/1.5 Bath	4	1,200.00	53.00	1,147.00	60%	
80-110% AMI						
1 BR/1Bath	5	850.00		850.00	80-110%	
2BR/1Bath	6	1,450.00		1,450.00	80-110%	
3BR/1.5 Bath	2	1,575.00		1,575.00	80-110%	
Total						
1BR/ 1Bath	20					
2BR/1Bath	24					
3BR/1.5 Bath	9					
	53					
TOTAL GROSS INCOME						638,826.00
vacancy	Section 8	3%				3,087.72
	60% AMI	5%				17,134.80
	80-110% AMI	5%				9,660.00
TOTAL EFFECTIVE INCOME						608,943.48

OPERATING EXPENSES / PERMANENT LOAN:

		Per Unit
TOTAL EFFECTIVE INCOME	608,943.48	11,489.50
OPERATING EXPENSES		
Management fee (6%)	46,505.00	877.45
Payroll Admin with taxes etc	36,300.00	684.91
Legal	6,000.00	113.21
Audit	15,000.00	283.02
Marketing	4,000.00	75.47
Telephone	6,000.00	113.21
Office Supplies	5,500.00	103.77
Accounting	5,000.00	94.34
Investor Servicing		-
DHCD Monitoring Fee	1,200.00	22.64
		-
Subtotal Administrative	79,000.00	1,490.57
		-
Payroll Maintenance with taxes	66,500.00	1,254.72
Janitorial Materials	7,500.00	141.51
Landscaping	8,000.00	150.94
Decorating	4,000.00	75.47
Repairs	25,000.00	471.70
Elevator Maintenance	10,000.00	188.68
Trash Removal	8,000.00	150.94
Snow Removal	10,000.00	188.68
Extermination	5,000.00	94.34
		-
Subtotal Maintenance	144,000.00	2,716.98
		-
Resident Services	40,000.00	754.72
		-
Security	5,500.00	103.77
		-
Electricity	55,000.00	1,037.74
Natural Gas	21,200.00	400.00
Water/Sewer	26,500.00	500.00
		-
Subtotal Utilities	102,700.00	1,937.74
		-
Replacement reserve	23,850.00	450.00
		-
Real Estate Taxes	50,000.00	943.40
Insurance	45,000.00	849.06
		-
Subtotal: Taxes, Insurance	95,000.00	1,792.45
		-
TOTAL EXPENSES	536,555.00	10,123.68
NET OPERATING INCOME	72,388.48	
debt service	36,829.00	
NET CASH FLOW	35,559.00	
debt service coverage yr one	1.97	
Permanent Loan	525,000.00	



MANAGEMENT PLAN

MANAGEMENT PLAN / OWNERSHIP

NewVue Communities envisions that, if it is the successful proponent under the RFP, it will acquire the project site from the Town of Athol through a single purpose corporation. At the point at which project financing is secured and we are in the stage of working toward a full financial closing (which precedes commencement of project construction), the project will be conveyed by the single purpose corporation to a Limited Partnership or a Limited Liability Corporation which will be created pursuant to the requirements of the investment entities which will purchase the Low Income Housing Tax Credits and the Historic Tax Credits and the requirements of the public and private funders to the project and in accordance with the Laws of the Commonwealth of Massachusetts.

Wingate Management Company will provide property management of the project. At the time of the full financial closing, Wingate will enter into a management agreement with the limited partnership or limited liability corporation which will own the project and that management agreement will meet the requirements of the investors and the funders to the project. Wingate will oversee the entire rent up process for the property with input from NewVue as project sponsor and in accordance with the requirements of the project funders. A detailed management plan prepared by Wingate follows and described the full scope of Wingate's responsibilities in connection with the operation of the project.

Wingate
Management
Company

Sample
Management
Plan

Affordable Housing Proposal
Town of Athol, MA

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Wingate Management Company Overview

Wingate Management Company specializes in managing multifamily apartment homes with a track record of results. For over 50 years, Wingate has managed, acquired, developed, financed and sold approximately \$1 billion of multifamily and office properties since inception.

Currently, Wingate owns and manages over 14,000 apartment homes in 16 states held by more than 148 separate partnerships. Included in our portfolio are communities that benefit from tax credit and rental assistance programs, suburban garden properties, urban luxury high rises, and others. Wingate also manages 34 senior properties totaling over 2,700 units in multiple states.

Our corporate headquarters is located in Newton, Massachusetts.

Description of Property

The following is the proposed management plan for a 53 unit affordable housing apartment community in Athol, Massachusetts.

The proposed unit mix will consist of one, two and three bedroom units; some market units (or those which will be for incomes between 80 and 110 % AMI) with the majority of units as under 60% AMI. We are hoping to serve both families as well as senior residents.

The Owner is responsible for all aspects of the development of the property, while Wingate Management Company will serve as Property Manager to facilitate the Owners' directives. The management company is responsible for qualifying prospective residents, ensuring that leasing conforms to federal and state Fair Housing requirements, and completing annual income certification of residents and inspection of units in conformity with DHCD requirements. Wingate will ensure compliance with affordability requirements of the Town's Subsidized Housing Inventory program.

As the Managing Agent for the Property, Wingate Management Company ("Wingate") will be responsible for the following tasks: rent-up and marketing, daily operations, maintenance and repairs, budgeting, accounting and resident relations. The President, Michael Martin, at Wingate, is responsible for all of Wingate's management activities. Candace Branca reporting to Michael Martin will be the Regional Vice President assigned to the property. Senior Property Manager, Pat Hickey, will supervise the full-time Property Manager who will have direct responsibility for its oversight including, but not limited to:

- a. hiring, training and supervision of maintenance personnel and other staff members, if any;
- b. preparing and enforcing all rental procedures and reports;
- c. coordinating all community and resident relations including resident organization meetings;
- d. supervising all repairs, redecoration, and maintenance projects;
- e. preparing all accounting, occupancy, marketing, equal opportunity and operational reports and;
- f. preparing the annual budget.

All of the above functions will be performed in accordance with generally accepted professional standards, federal, state and local agency guidelines, and the Management Agreement.

Staffing

Wingate assigns a team to this property that is inclusive of a Property Manager and a superintendent. The cost of these staff members will be paid from operations of the property. The staff will be supervised by a Wingate Regional Vice President and a Wingate Regional Facilities Manager. The salaries of the regional staff will not be paid from the operations of the property, but rather from the Wingate Management Company. Wingate staff at the site will be located at the site. Regional staff, accounting staff and technical support functions will be located at 100 Wells Ave, Newton, MA.

Wingate conforms to the equal employment opportunity requirements in its hiring and promotional practices. Applicants will be interviewed and their qualifications judged without regard to race, color, age, sex, or handicap.

Full-time personnel will be eligible for benefits such as medical insurance, vacation and sick pay. All expenses relating to employment of the Property Manager and the staff will be paid for by the property.

The Regional Vice President will visit the site at least monthly and will be in regular contact with the site management office. There is also a Wingate Management office in Fitchburg that serves applicants and residents of a portfolio that the Senior Property Manager currently oversees. The Fitchburg office is approximately 30 minutes from Athol which allows for more frequent site visits by the SPM and other support staff.

Equal Employment Opportunity Policy

It is the policy of Wingate to provide equal employment opportunity for all applicants and employees. The Company prohibits discrimination on the basis of race, color, religion, sex, gender identity, national origin or ancestry, veteran status and National Guard or reserve unit obligations, handicap, disability, age, sexual orientation, genetic information or any other characteristic protected by applicable, federal, state or local laws.

In addition, in accordance with applicable federal, state and local law protecting qualified individuals with known disabilities, Wingate will attempt to reasonably accommodate qualified disabled persons. Any qualified applicant or employee with a disability who requires an accommodation in order to perform the essential functions of their job should contact their supervisor or manager to request an accommodation. You may also contact our Human Resources email inbox at humanresources@wingatecompanies.com. All requests for an accommodation will be reviewed by the President at Wingate, 100 Wells Avenue, Newton, MA, 02459, Telephone: 781-707-9100.

At Wingate we provide a work environment where individuals are respected and encouraged to reach their highest level of productivity and achievement. We expect employees to respect their co-workers and actively support our workplace values. It is the responsibility of every employee to conscientiously follow this policy.

This policy applies to all areas of employment, including recruiting, hiring, company-sponsored training, promotions, transfers, layoffs, compensation, benefits and all other terms and conditions of employment.

Marketing

We are confident that the experienced professionals who make up our management team set us apart. At Wingate every employee takes part in The Wingate Way: a Wingate generated training program for exceptional customer services and sales/marketing. All members of the Wingate Team are guided by our talented Vice President of Marketing and Revenue Management, Erin Rodrigues. Wingate will utilize their marketing strengths to ensure a successful rent-up:

Our marketing team will shop comparable properties in the local market in order to learn how to best utilize the project's competitive advantages and effectively convey our marketing messages to prospective residents. Our years of experience in the area provide us with the tools necessary to maximize the value of the property.

Market surveys are completed routinely and all leasing professionals will physically shop the competition regularly.

The marketing center will be open set hours in order to provide the most convenience for existing and prospective residents. Hours of operation may vary, depending upon the time of year and the traffic pattern. The schedule among the on-site team will be determined in such a manner that the office will have ample coverage to successfully lease apartments while maintaining a strong presence within the community through different outreach efforts.

Marketing Plan

Prospects interested in leasing at the Athol property have a variety of ways of expressing interest. They can contact us directly through any of our ILS (Internet Listing Services) sites, via e-mail, by telephone or in person. The Leasing Team responds to each lead, typically within one business day to work with the prospect in determining if the project would be a good fit for their needs. At this point, a tour is typically scheduled. During the property tour, a prospect is encouraged to apply for an available apartment home or for our Priority Waitlist, if we do not currently have an apartment available that suits them. Follow up continues regardless of whether a prospect applies until either the prospect completes an application/signs a lease, tells us they have found another home or have failed to respond to 4 attempts to establish follow up communication.

Through the marketing materials we will establish a public persona (brand promise) for the project. All materials will be consistent with the brand promise and deliver the key messages within the context of the brand to our targeted audiences creating a loyal following. Included in the marketing objective is a strategy on how to introduce and reinforce the smart living/transit friendly choice at the project to the community and the marketplace.

The use of the internet, strategically placed public relations articles, signage, appropriately timed social events and proclamations of the buildings success as it happens are all methods to create a market buzz.

Advertising

Advertising sources are analyzed on a semi-annual bases by the Vice President of Marketing and Revenue Management and the Regional Vice President to determine if they need to be adjusted.

Internet: Internet presence is growing more and more crucial. We will create a website for the project that is in line with the overall vision for the property. The website will utilize the connection with Wingate to attract more prospective residents from other Wingate managed properties in the area. This website will also offer information about the community, printable floor plans, applicable contact information, photographs, etc. We will monitor and manage website optimization as well as Search Engine Optimization to create the greatest visibility and overall conversion of leads to leases for the website. We will also place online ads to further cast our net of qualified prospective residents. Other websites worthy of consideration for the project will include:

Apartmentfinder.com
Apartments.com
ApartmentGuide.com

Craigslist.com
Facebook.com
Zillow.com

Collateral: We will utilize our in-house design team to establish collateral consistent with the overall concept and feel of the project. This will consist of flyers, floor plan flyers, letterhead, business cards, banners, a-frames, postcards, etc. This material will be used during our community outreach and direct mailings as well as distributed to visitors to the property.

Community Outreach/Sponsorship: In order to make the greatest connection with the community, we will host and/or sponsor many community outreach events. There are many local businesses to connect with and build long lasting relationships. These events offer a low cost (often free) attraction and typically result in local media coverage. Sponsorships of events within the neighborhood will assist to further brand the community. The Agent will implement the project's approved Tenant Selection Plan. The Managing Agent will follow federal, state and local laws prohibiting discrimination as described in the Management Agreement.

The Agent will follow the Affirmative Fair Housing Marketing Plan (AFHMP) or the local requirements for filling vacancies to ensure the units are made available to prospective tenants in compliance with all state and federal Fair Housing requirements

The Agent will advertise in the daily paper and newspapers serving the minority community and language-minority residents of the area. Applicants will be solicited from the local city and town agencies that service households requiring accessible apartments. Translation services will be provided, in accordance with federal LEP law, for any applicants who have limited English proficiency to enable them to complete a housing application.

When the number of applicants for a particular bedroom size dictates that the wait list should be opened, advertisements will be placed in area and local newspapers. Government and non-profit organizations will be contacted and mailings sent to interested parties. Tenant selection and screening will provide the project with qualified residents. To accomplish this, the Property Manager will conduct interviews with applicants, review qualifying criteria and verify information from third party sources. The Property Manager will also explain procedures and answer questions on operational features of the units and property. Topics covered will include rent and maintenance policies, as well as planned activity programs and services. The lease and rules and regulations will be explained in detail; if necessary, a translator will be provided.

Upon selection, each resident will receive an explanatory Resident Handbook reviewing all of the Property's policies. The Property Manager will inspect the apartment with the resident utilizing a checklist which both will initial. Care of the unit, operation of appliances and emergency situations will be discussed.

The Property Manager will be trained in and follow all regulations related to leasing units. S/he will make an initial determination of the applicant's household income based on a preliminary application and interview.

The Manager will have the applicant sign the necessary consent forms to secure third party verification of income, credit and landlord information. Once information has been verified, the appropriate Certification form will be completed. If the applicant is income eligible and has acceptable credit and landlord references, s/he will be accepted for tenancy.

Target Market

The project will target individuals and families in Athol, Massachusetts and surrounding area.

Initial Rent-up and Lottery

If this Plan is approved for use in connection with the initial rent-up of a development following completion of construction, or with the re-occupancy of a significant number of housing units following the substantial rehabilitation of a development, the Agent shall conduct a lottery as necessary to establish an initial Waiting List from which selection of the initial residents shall be made.

The lottery shall be conducted in accordance with guidelines described below:

Lotteries

Initial Resident selection must generally be based on a lottery, although in some cases it may be based on another fair and equitable procedure approved by the Subsidizing Agency. A lottery procedure is preferred over a "first-come, first-serve procedure," as the latter procedure may disadvantage non-local applicants. Applications are accepted in person and via first class mail.

The lottery application must address a household's:

- income
- assets
- unit size and composition
- date of birth to determine age qualification
- accessibility needs
- minority status (optional disclosure by the household)
- eligibility for preference of homeless or risk of becoming homeless
- intent of moving into unit as a primary residence

Only applicants who meet qualification requirements and have completed the application in its entirety will be included in the lottery.

Lottery Procedure

The application Lottery for the units will take place approximately 2 weeks after the application deadline at location (to be determined). Applicants do not have to be present. Staff from Wingate Management and associated agency will assist in the administration of the Lottery.

Applications will be available starting (to be determined) via email, mail and at local locations. Applicants will have until (to be determined) to return applications, via email, mail or in person to designated locations. Only fully completed, signed forms will be considered for eligibility. Applications will be reviewed income eligibility. Eligible applicants will be placed in the Lottery. Applicants who are not eligible will be notified within 14 business days.

An applicant's placement in the Lottery does not ensure that housing will be offered, rather the lottery will dictate the order in which applications will be processed.

Before the lottery takes place, all applicants information will be listed on a computer program. At the start of the lottery, a control number will be assigned to each application. Each control number will also be deposited into one lottery receptacle.

Staff will draw the aforementioned tickets one at a time until lottery numbers have been assigned to all applications.

As each card is drawn, the number of the draw will be announced and written on a master list contained in a bound book with columns indicating preferences, the control "ticket" and also entered into a laptop computer.

The managing agent will use the master list in assigning each application to its appropriate pool. The applications will be pooled as applicants for each bedroom size and a separate pool for local residents and applicants needing accessible units, then sorted lottery number preferences. Each applicant's rank order from the master list will determine where his/her application fits in the appropriate pool.

Applications for housing will be processed in the order in which the lottery process dictated for each unit and preference size/type. Should an applicant NOT respond in reasonable time, the next applicant will be contacted for processing. During the entire process, 7 days will be considered "reasonable" timing for an applicant to respond to requests for information and verifications.

Units will not be assigned at the lottery. Applicants will be notified of their lottery ranking as soon as practical following the public lottery. Unit placement will be administered in accordance with management protocols and processing.

Annual and Ongoing Functions

The Property Manager will be responsible for the annual recertification process. The Property Manager will be trained in all associated regulations and will assure that the process is carried out in conformance with requirements. The Property Manager will lease, manage and operate the property in a manner that complies with the affordability program and all associated regulations.

Inspections

Unit inspections will be performed by the Property Manager and the tenant at initial occupancy, and at least once annually in accordance with the building inspection schedule (or more frequently if required) and prior to move out. The Unit Inspection Form will be used to record the results of the inspection. The Property Manager and the tenant will sign and date the Inspection Report, indicating their agreement of the condition described.

The Property Manager will inspect the public areas of the building on a monthly basis. On an annual basis, a third-party contractor will be hired to inspect all fire and safety equipment.

Eviction Procedures

Evictions will be initiated for non-payment of rent or repeated or substantial violations of the lease, including any approved Rules and Regulations, which may be attached as an addendum to the lease. The property's collection policy will be strictly enforced.

Creation and Maintenance of the Wait Lists

All applicants will be required to submit a completed application form and signed consent forms to be placed on the waiting list and considered for an available apartment. Wingate will create and maintain the waiting list all assisted units in the project. A wait list will be created for each of the categories listed below according to apartment size and income qualification. The wait lists will be administered as follows:

The waitlist for non-assisted apartments will be maintained by Wingate. The waitlist for "assisted apartments" will be created and maintained by the Wingate Waiting List Administrator in keeping with the requirements of any and all programs. Households with a professionally determined eligibility or preference under the will not be required to submit a determination at the time of application, but the Administrator will accept any application stating a need for services. However, the applicants for these apartments must income qualify as described below. The Administrator will place these applicants on a wait list in the order received. The applicant will be placed on a waiting list into each of the categories for which they qualify based on apartment size and income eligibility. The Administrator will not pre-screen or qualify any applicants for these apartments. When an assisted apartment becomes available, Wingate will

review the names of qualified applicants from the existing waiting list. It is at this point that the information on the application will be verified and processed.

Processing Applications

Applications for assisted apartments will be processed from the waiting list by Wingate. Applicants will be screened by Wingate for income eligibility and a Criminal Records (CORI) check will be required. There will be no verification of eligibility for preference categories until an apartment becomes available and the service agency identified in this plan verifies eligibility of the households.

Wingate will use the same screening process and criteria for applicants with and without housing assistance. As with all parts of the application process, applicants may request a reasonable accommodation to the process in securing and using the information obtained to determine eligibility. The need for reasonable accommodations may be raised by the applicant or advocate at any time during the application process or tenancy. Credit checks for applicants for assisted apartments will not be used to determine the applicant's ability to pay carrying charges. Information from all credit checks will be used to verify prior addresses. It is understood that not all applicants will have good credit reports and housing histories. Therefore, conventional references will not be the only information used to determine an applicant's ability to comply with all the requirements of the lease. Applicants may supply references from social workers, clergy, teachers and other people in the community who know the applicant household and can provide information on their ability and willingness to conform to all the terms of the lease.

Rent and Occupancy Requirements

Unless the lease agreement provides otherwise, rents are payable monthly on the first of the month. The Property Manager must pre-approve partial rent payments or payment on rental arrearages. Rent payments are received by the Property Manager who records the payment and enters the amount of the payment in the site's software recordkeeping system. A receipt may be provided to tenants, upon request. Residents who are in arrears will receive a late rent notice on or after the first of the month. The Property Manager will discuss late payments directly with the individual involved. A list of residents in arrears will be provided to the Regional Manager monthly.

Each resident will be provided a lease of not less than one year, with a renewal option on a month to month basis. Resident are required to provide a security deposit of one month's rent upon signing the lease agreement.

Resident Services

Wingate strives to promote a lifestyle for all its residents. Wingate will work with local and regional resources to facilitate resident programming and initiatives that promote resident engagement.

Programs and resources may include health, recreation, education, job training, financial capability, youth after-school initiatives, as well as programs focused on the elderly and disabled.

The facility will include space for health care professionals to provide regular on-site services and/or support so that residents are given the opportunity to be successful in all aspects of their lives.

Resident Grievance Procedures

Any resident with a grievance against management must contact the Property Manager to explain the problem. If the resident is not satisfied with the response received, the resident may request a hearing with the Regional Manager.

A grievance hearing will be held within 15 days of the initial request. The hearing officer may be the Regional manager or another Wingate officer. The Hearing Officer may seek additional information from the resident and from the Property Manager, and from anyone else, in order to understand the situation that is being presented.

The purpose of the grievance hearing is to determine a fair and reasonable outcome to the resident's grievance. Following the hearing the Hearing Officer must deliver a written decision to the resident no later than 30 days from the date the hearing was requested. There is no appeal from the decision of the Hearing Officer.

Emergency Procedures

The 24-hour a day emergency procedure manuals will be provided to Wingate staff, who will be required to familiarize themselves with the material. Residents are briefed on emergency procedure upon moving in. Emergency evacuation maps will be posted in all buildings, as well as in every apartment. Fire drills will be held periodically to test the evacuation procedures of the building.

Energy Conservation Measures

Management will have direct control over the site lighting, office utilities and office water. On-site lighting will be monitored to prevent excess usage. Office heating and lighting will be maintained at the lowest practical levels to conserve energy.

The Owner will provide energy efficient buildings to reduce heat loss to meet the Massachusetts requirements. Tenants will be encouraged to adopt additional energy conservation measures.

Maintenance

The Property Manager and Maintenance Team will test and inspect the property's mechanical equipment and appliances. Improperly installed or inoperative equipment and appliances will be brought to the attention of the Owner.

The Property Manager will make an inventory of mechanical equipment, appliances, spare parts and cleaning materials along with a schedule of preventive maintenance in accordance with company procedures. Normal use and care of appliances by the residents will be reviewed during resident orientation and also detailed in the Resident Handbook.

The Property Manager will schedule daily and periodic building and grounds maintenance tasks which will be performed by the Superintendent: grounds will be policed for litter; entrance areas, sidewalk, and parking areas cleaned as required; trees and shrubs fed and pruned as required; snow and ice removed from sidewalks.

Trash: Residents will dispose of garbage and deposit trash in covered receptacles. If required, the Maintenance Team will bring the trash containers out to the street location and then return them back to the storage area.

Move-outs: Prior to move-out, the Property Manager will inspect the apartment with the current resident, listing cleaning, repairs, and painting to be performed. Turnover work will be performed immediately after the unit is vacated in order to minimize vacancy loss. All damages will be noted and reported for possible charges to the former resident. In accordance with Massachusetts law, the return of the security deposit, plus appropriate interest, will be refunded net of any charges.

Repair: Routine and/or minor repairs will be made by the Maintenance Team whenever possible. Electrical, plumbing and heating repairs, etc., which require the services of a licensed

contractor, will be contracted for. Major repairs will be reviewed in advance with the Owner. All work will be inspected by both the Property Manager and someone from the Maintenance Team.

Repair and maintenance requests will be recorded on a work order form which will include the following information: the date of the request, work order number, name and apartment number of resident, description of work, date work is scheduled, date of work completion, and signature of resident signifying acceptance. The work orders will be entered in numerical order in a log for easy reference. Residents will report emergencies by calling the office. An answering service will be available to receive calls outside of business hours. Maintenance requests will be handled promptly during normal working hours; emergencies will be covered on a twenty-four (24) hour basis.

Purchases: The Maintenance Team will be authorized to make purchases or to order repairs up to \$100.00 (emergencies excepted) unless such items have previously been scheduled as part of the preventive maintenance program. Purchase orders will be written in triplicate by the Property Manager: one copy to the vendor upon order of purchase, the second and third copies will be retained until the merchandise has been delivered or the repair completed and a bill received. Approval will be noted by the Property Manager on the form and one copy, along with the bill, will be sent to the Managing Agent for payment by its Accounting Department.

Unit Inspections: Unit inspections will take place at least annually by the Property Manager and someone from the Maintenance Team. The inspection will include all mechanical equipment and systems, plumbing fixtures, and electrical fixtures, as well as damage to walls, ceilings, windows, screens and flooring. Housekeeping practices by residents will also be noted on the inspection report. All items requiring corrective action will be completed by the manager and maintenance person.

Emergencies: All residents will be instructed on the proper procedures to follow in the event of a general maintenance, fire or medical emergency. Twenty-four (24) hour emergency response will be provided.

Preventive Maintenance: A detailed preventive maintenance ("PM") schedule will be developed by Wingate's Facilities Manager. Each task on the schedule will have written instructions for reference by the Maintenance Team. Each month the Property Manager will write work orders for each PM task scheduled for that particular month and will monitor their completion.

Purchasing, Budgeting and Financial Accounting

All accounting and reporting functions relating to property management are managed by the Wingate staff. Purchases are managed and controlled through a purchase order system. Purchases may only be from an approved vendor. Vendor approval can be done by the Vice President of Facilities, Chief of Operations and/or President. Purchase order requests are entered into the purchase order system as required. Upon entry, the purchase order is forwarded automatically to an approver. The number of approvers and individual approving the PO is based upon the dollar value of the purchase order. Approvals are made electronically through the purchase order system. After the final approval is received, the PO is forwarded to the accounts payable associate. If an invoice has been received, the accounts payable associate will print a check and make copies of the check, purchase order and invoice. Based upon certain dollar values, checks must also be signed/approved by an executive senior staff member.

Wingate is responsible for purchasing and maintaining liability and property insurance in accordance with lender and investor requirements.

The Wingate and the Owner will meet monthly to review the performance of the partnership, which will include a budget to actual analysis. On a monthly basis the owners will review the budget for the current fiscal year in comparison to actual performance. The Wingate will be responsible for timely external financial reporting to third party lenders and investors, in addition to tracking and monitoring the project's compliance with program requirements.

Annually, the Wingate and the Owner will prepare and approve a project budget based upon the pro forma figures and previous year's performance. The annual budget will be prepared and approved to allow for third party review and approval as required.

Annual audits of the project performance will be prepared by a reputable independent accounting firm in accordance with lender requirements, and each annual audit will be made available for review to lenders and investors.

9

REQUIRED FORMS



Creating Communities Where We Choose to Live, Work & Invest

September 9, 2019

Town of Athol
Attention: Town Manager
584 Main Street, Room 17
Athol, MA. 01331

RE: Request for Proposals
Former Neighborhood Elementary Schools
Athol, Massachusetts

This letter will serve an authorization to the Town of Athol to verify financial and other qualifications of the Proposer in response to the above referenced Request for Proposals.

By:

A handwritten signature in blue ink, appearing to read "Marc Dohan", written over a horizontal line.

Marc Dohan, Executive Director
NewVue Communities, Inc.

ATTACHMENT "E"

REQUIRED FORMS AND DISCLOSURES

Disclosure of Beneficial Interests in Real Property Transaction

This form contains a disclosure of the names and addresses of all persons with a direct or indirect beneficial interest in the real estate transaction described below. This form must be filed with the Massachusetts Division of Capital Planning and Operations, as required by M.G.L. c7, § 40J, prior to the execution of a lease for the real property described below. Attach additional sheets if necessary.

1. Public agency involved in this transaction: Town of Athol

2. Complete legal description of the property: approximately 3.25 acres of land bounded by Allen, Riverbend and Congress streets and Park Avenue, in Athol, together with two vacant former elementary schools thereon: (a) Ellen Bigelow Elementary School, located at 125 Allen Street, and (b) Riverbend Elementary School, located at 184 Riverbend Street.

3. Type of transaction: RFP for Disposition (Sale) and Reuse

4. Seller: Town of Athol

Purchaser: NewVue Communities, Inc.

5. Names and addresses of all persons who have or will have a direct or indirect beneficial interest in the real property described above. Note: If a corporation has, or will have a direct or indirect beneficial interest in the real property, the names of all stockholders must also be listed except that, if the stock of the corporation is listed for sale to the general public, the name of any person holding less than ten percent of the outstanding voting shares need not be disclosed.

Name

Address

none

None of the persons listed in this section is an official elected to public office in the Commonwealth of Massachusetts except as noted below:

Name

Title or Position

none

6. This section must be signed by the individual(s) or organization(s) entering into this real property transaction with the public agency named in item 1. If this form is signed on behalf of a corporation or organization, it must be signed by a duly authorized officer of that corporation or organization. The undersigned acknowledges that any changes or additions to item 4 of this form during the term of any lease or rental will require filing a new disclosure with the Division of Capital Planning and Operations within 30 days following the change or addition. The undersigned swears under the pains and penalties of perjury that this form is completed and accurate in all respects.

Certificate of Non-Collusion: The undersigned certifies under penalties of perjury pursuant to M.G.L. c.30B, §10, as amended that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals

Tax Attestation: The undersigned certifies under the penalties of perjury pursuant to M.G.L. c.62C, §49A, as amended that, to the best of my/their knowledge and believe that I am/we are in compliance with all of the laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support

Certification of no outstanding amounts due the Town: The undersign certifies under the penalties of perjury, that hereby certify that the proposer is current on its real estate taxes, water, sewer, and/or any other obligations with the Town of Athol.

7. GIVE FULL NAMES AND RESIDENCES OF ALL PERSONS INTERESTED IN THE FOREGOING PROPOSAL. (NOTICE: Give first and last name in full; in case of corporations, give corporate name and names of President, Treasurer, and Manager; and in case of firms give names of the individual:

Name

Address

Zip Code

none

I hereby certify, under the penalties of perjury, that the information on this form is correct.

NewVue Communities, Inc
Organization Name

Mmm
Authorized Representative Signature

Marc Dohan
Print name

Executive Director
Title

470 Main St.
Address

Fitchburg, Ma. 01420
Address

978-342-9561
Telephone

September 9, 2019
Date

PROPOSER REFERENCES

1. Mayor Dean Mazzearella City of Leominster; Leominster City Hall 25 West Street, Leominster, MA 01453; (978) 534-7500 for the projects WaterMill Apartments and Carter School.
2. Massachusetts Housing Investment Corporation (Kathy McGilvray) 21 Custom House Street, 8th floor, Boston, MA 02110; (617) 850-1008 for the projects WaterMill Apartments; Carter School and 470 Main Street
3. City of Fitchburg: Mayor Stephen DiNatale 166 Boulder Drive, Fitchburg, MA 01420 (978) 829-1801 for the project at 470 Main Street.



101 SUMMER ST
BOSTON MA
02110

ICONARCH.COM
617.451.3333

Athol Board of Selectman
Attention: Town Manager
584 Main Street, Room 17
Athol, MA 01331

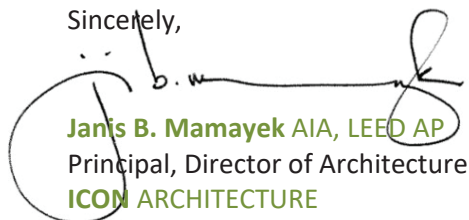
September 06, 2019

RE: Request for Proposals
Former Neighborhood Elementary Schools
Athol, Ma. 01331
Issued July 31, 2019

To the Athol Board of Selectman:

The undersigned represents ICON Architecture, a member of the team assembled by NewVue Communities, which is a respondent to the above referenced Request for Proposals. This letter is to confirm that ICON Architecture has the intent to work as a member of the team assembled by NewVue Communities and will perform the requisite work as a team member.

Sincerely,



Janis B. Mamayek AIA, LEED AP
Principal, Director of Architecture
ICON ARCHITECTURE



September 6, 2019

Athol Board of Selectman
Attention: Town Manager
584 Main Street, Room 17
Athol, MA 01331

RE: **Request for Proposals**
 Former Neighborhood Elementary Schools
 Athol, Ma. 01331
 July 31, 2019

To the Athol Board of Selectman:

The undersigned represents CHA Consulting which is a member of the team assembled by NewVue Communities, which is a respondent to the above referenced Request for Proposals. This letter is to confirm that CHA Consulting has the intent to work as a member of the team assembled by NewVue Communities and will perform the requisite work as a team member.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kelly Killeen', written over a light blue rectangular background.

Kelly Killeen, PE
Sr. Project Manager
CHA Consulting



HEADQUARTERS

100 Wells Avenue
Newton, MA 02459

T 781.707.9100 • F 781.707.9199
www.WingateCompanies.com

September 5, 2019

Athol Board of Selectman
Attention: Town Manager
584 Main Street, Room 17
Athol, MA 01331

RE: Request for Proposals
Former Neighborhood Elementary Schools
Athol, Ma. 01331
July 31, 2019

To the Athol Board of Selectman:

The undersigned represents Wingate Management Company, LLC which is a member of the team assembled by NewVue Communities, which is a respondent to the above referenced Request for Proposals. This letter is to confirm that Wingate Management Co., LLC has the intent to work as a member of the team assembled by NewVue Communities and will perform the requisite work as a team member.

Sincerely,



Michael Martin
President, Wingate Management Co., LLC

ATLANTA • AUSTIN • BOSTON • DALLAS • GRAND RAPIDS • NEW YORK



September 4, 2019

Athol Board of Selectman
584 Main Street, Room 17
Athol, Massachusetts 01331

Attn: Town Manager

Re: Request for Proposals
Former Neighborhood Elementary Schools
Athol, MA 01331
July 31, 2019

To the Athol Board of Selectman:

The undersigned represents The Public Archaeology Laboratory, Inc. (PAL), which is a member of the team assembled by NewVue Communities, which is a respondent to the above referenced Request for Proposals. This letter is to confirm that PAL has the intent to work as a member of the team assembled by NewVue Communities and will perform the requisite work as a team member.

Sincerely,

A handwritten signature in purple ink that reads 'Deborah C. Cox'.

Deborah C. Cox, RPA
President

