



Finance/Purchasing Department
City Hall, 1 Junkins Avenue
Portsmouth, NH 03801

**RE: RFQ 62-17 Development Partnership with the City of Portsmouth for the Federal McIntyre Property
Portsmouth, NH**

To Whom it May Concern:

Michael J. Simchik and 100 Market Street LLC are interested in providing a response to the Request for Qualification (RFQ) 62-17 Development Partnership with the City of Portsmouth for the Federal McIntyre Property. Please see the attached requested information.

Contact Information:

Company Name: 100 Market Street LLC
Postal Address: PO Box 1267, Portsmouth, NH 03802
Physical Address: 100 Market Street, Suite 501, Portsmouth, NH 03801

Representative: Michael Simchik
Title: Principal
Mobile Phone: (603) 502-7824
Work Phone: (603) 422-0822
Work Email: msimchik@100market.com

100 Market Street LLC appreciates the opportunity to respond to this request and we look forward to working with the City of Portsmouth. If you have any questions or concerns regarding our submission, please do not hesitate to contact me via the above listed information.

Best regards,

100 Market Street LLC

A handwritten signature in black ink, appearing to read 'M. Simchik', written over a large, stylized, handwritten 'S' or similar flourish.

Michael J. Simchik
Principal

1) Statement of Interest

Mr. Simchik would like to formally state his interest to enter into a Development Partnership with the City of Portsmouth for Reuse and Redevelopment of the Thomas J. McIntyre Federal Property. Currently, it is contemplated that the Development Partner will be Michael J. Simchik (or a single-purpose limited liability company expressly formed for this Partnership).

Mr. Simchik has resided in Portsmouth or Rye, NH since 1979. He owned and led a highly successful residential/industrial distribution firm based in Portsmouth with a customer base not only within the region, but extending to Australia, New Zealand and Western Europe from 1979 to 1996. In 1996, he sold the domestic firm while continuing the foreign operations until 2003. Through 100 Market Street LLC, in 1997, he developed, constructed, leased and still manages the 54,000 square foot property at 100 Market Street, Portsmouth, NH. This development (described in more detail later in this response) is well-known throughout the region for its true Class A construction and finishes and significant list of notable local, regional and national office and retail tenants in addition to the well-established 100 Club. 100 Market was extremely challenging to develop and construct and necessitated working through Portsmouth's system of approvals and permitting process. As such, he has an experienced understanding of what it takes to navigate through the local arena and deliver a Class A development that is not only highly profitable, but which sets the standard for excellence and has become the model that other developers have striven for since its completion in 1999.

A successful public-private partnership is where each party is only interested in both entities being successful. As such, it is paramount for each to fully understand, respect and strive to maximize the goals of the other. Mr. Simchik not only can "talk that talk", but he is experienced in "walking that walk" as evidenced by his successful partnership with the City of Concord in developing the 104,000 square foot Capital Commons building and the attached 516-space Capital Commons Parking Garage which is owned by the City of Concord. He strongly suggests reaching out to Thomas Aspell, Concord City Manager, for a reference on his capability, follow-through and integrity in delivering an "as-promised" product that is a win for both the public and private sectors.

It is necessary to look no further than the impact 100 Market has had on the commercial real estate landscape of Portsmouth since opening in 1999. National and regional as well as local tenants have realized the value inherent in residing at this Class A development. Its mixture of office and retail is unparalleled in the area. In addition, Portsmouth was able to more easily facilitate bonding for an expansion of the High Hanover Parking Facility by nearly one third due to a lease arrangement with 100 Market Street LLC. Most importantly, 100 Market has set the bar extremely high in general for any and all commercial developments occurring since 1999.

To further emphasize Mr. Simchik's interest in the project, please see the following response prepared for the U.S. General Services Administration's Request for Information for the Optimization of the Thomas J. McIntyre Federal Building and Private-Sector Development Opportunity. Mr. Simchik engaged Ai+ Architecture early to help conceptualize how a complete redevelopment of the Thomas J. McIntyre Federal Building could meet the needs of the many stakeholders for the site, a suite of studies which also satisfies the City of Portsmouth's primary objectives presented in this RFQ:

- *To capitalize on the rare opportunity to shape redevelopment of a downtown block in the City's best interests by promoting public/non-profit/commercial use of its ground floor, re-connecting the site with Daniel, Penhallow, and Bow Streets via new pedestrian ways, introduction of open space and public parking uses, and revitalizing the area with new uses;*
- *To ensure redevelopment of the site that meets the city's economic development goals; and*
- *To accomplish the above in a fiscally prudent manner, through a public-private partnership.*

John Dugan
Office of Real Property Utilization & Disposal
U.S. General Services Administration
10 Causeway Street, Room 1010
Boston, MA 02222

**RE: Response to RFI – Thomas J. McIntyre Federal Building
Portsmouth, NH**

Dear Mr. Dugan:

100 Market Street LLC is interested in providing a response to the Request for Information (RFI) for the Optimization of the Thomas J. McIntyre Federal Building and Private-Sector Development Opportunity.

While I understand the response date for responding to the RFI has now passed, I still feel compelled to provide the GSA with my thoughts and insight with regards to this redevelopment opportunity. As the Principal of 100 Market Street LLC, a successful Portsmouth-based real estate development and management company, I believe I am uniquely positioned to address many of the questions raised in your RFI. I have outlined my response using the template provided in the RFI and I hope that you will also afford me the opportunity to provide you with an oral presentation.

The requested information is as follows:

Company Name: 100 Market Street LLC
Postal Address: PO Box 1267, Portsmouth, NH 03802
Physical Address: 100 Market Street, Suite 501, Portsmouth, NH 03801

Representative: Michael Simchik
Title: Principal
Mobile Phone: (603) 502-7824
Work Phone: (603) 422-0822
Work Email: msimchik@100market.com

In addition, please see the attached:

- brief description of the company, size of company, years in business, and type of entity;
- response to Section VII. Request for Information Questionnaire; and
- initial concept designs.

Once again, 100 Market Street LLC appreciates the opportunity to respond to this request and we look forward to working with the U.S. General Services Administration. If you have any questions or concerns regarding our submission, please do not hesitate to contact me at the address below or via phone/email.

Best regards,

100 Market Street LLC



Michael J. Simchik
Principal

Brief description of the company, size of company, years in business, and type of entity:

Michael J. Simchik, through his ownership interests, develops, owns, and manages investment-grade real estate properties in various US communities. In addition, Mr. Simchik has invested in properties personally either for development or on a buy/sell basis. Mr. Simchik's investment philosophy is long-term, resulting in most properties being held in either his personal or his company's portfolio. It is also his desire to be involved in only one real estate development project at a time, thereby being able to channel and focus his energies accordingly. As well, he is only interested in projects that are stimulating due to their uniqueness when coupled with an opportunity to be the focal point or the signature development within a community or business sector. Mr. Simchik finds fascinating the challenge of "thinking outside the box" as concerns property use and the mix of tenants within any particular development. Due to his mind-set of long-term ownership, he is most concerned in optimizing both tenant- and use-mix, not just for the initial lease terms, but for the foreseeable future.

Michael J. Simchik has in excess of \$50MM of Class A assets under management.

Michael J. Simchik has been involved in the real estate industry since 1983.

All properties are held in single-purpose limited liability corporations and any future real estate development would be held in a yet-to-be formed limited liability corporation. Current developed/owned/managed properties are as follows:

<i>Property</i>	<i>Locations</i>	<i>Size (ft²)</i>	<i>Description</i>
Capital Commons	Concord, NH	104,000	Class A Mixed-Use Building
100 Market	Portsmouth, NH	54,000	Class A Mixed-Use Building
135 Daniel Webster Highway	Manchester, NH	8,500	100% Occupied by Bank of America & Yoga Balance
1255 South Willow Street	Manchester, NH	6,600	100% Occupied by TD BankNorth

Additional personal and professional information for Michael J. Simchik is as follows:

Education

Harvard University, Graduate School of Business Administration, MBA, 1979
Colgate University, BA, 1975

Professional

2003 – Present	Capital Commons LLC, Principal (Development & Management, Commercial Real Estate Investments)
1996 – Present	100 Market Street LLC, Principal (Development & Management, Commercial Real Estate Investments)
1983 – Present	Investor (Residential & Commercial Real Estate)
1996 – 2005	Standard Supply International, Ltd., President (International Distribution of Engineered Products for the Power Industry)
1979 – 1996	Vice-President, Standard Supply Corporation (Wholesale Mechanical Products, International Distribution)

Affiliations

Co-Founder & CEO, PS It Matters, York, ME (For-Profit Entity with a Mission of Helping End Hunger in America)
Founding Board Member, Centrix Bank & Trust, Bedford, NH (Acquired by Eastern Bank, Boston, MA in 2014)
Investor, Board Member & CEO, Ensnocce Data Technology, LLC

100 Market Street
Portsmouth, NH

Five floors totaling 52,000 square feet in downtown Portsmouth, in the center of the Historic District, surrounded by historic buildings (and a horse chestnut tree planted upon the signing of the Declaration of Independence in 1776), and other turn-of-the-century buildings (some with fragile rubble foundations), as well as sixteen feet of ledge that had to be excavated via blasting—these are just a few of the issues that 100 Market Street LLC had to hold in delicate balance in order to be able to develop a Class A mixed-use property in Portsmouth, NH.

First, the site. Nearly one-third of an acre (a large single site by Portsmouth standards) bordered by the historical Moffat-Ladd House and the aforementioned tree. Across Market Street were buildings, some with rubble foundations, constructed approximately one hundred years ago. The local Historic District Commission also wanted us to construct the building “up to the street”, in the fashion of the rest of the neighborhood. To accomplish this involved intensive engineering of the blast site and the blasting as well, a consultant from the Arnold Arboretum (Jamaica Plain, MA) to make sure the tree would be safe, and the utilization of contractors of the highest caliber throughout the construction aspect of the project.

Next, the building. Over eighteen months in the municipal development approval process including multiple meetings with Portsmouth’s Historic District Commission, Zoning Board of Adjustment, Planning Board, and the Building Inspection Department. While our ideas and concepts remained virtually intact, we are pleased to note that each of these groups made suggestions that were not only incorporated into the finished building, but were positive contributions as well—for example, the setback on the fifth floor to make the building appear smaller to the person on the street, the size of brick and color of mortar utilized, and the type of fire protection used to allow construction up to the lot lines. In particular, the Historic District Commission requested not that we design and build a building from the 1800s, but rather, that we design and construct a building of today that would complement the rest of the neighborhood. This “freedom with constraints” approach allowed us the flexibility to develop a property that was responsive to both its surroundings as well as to the needs of today’s tenants.

And, last but not least, parking. Ease of parking has always been a dilemma in downtown Portsmouth. 100 Market Street LLC spent over one year in constructive good faith negotiations with City of Portsmouth’s officials, eventually arriving at a mutually beneficial lease arrangement which facilitated bonding for an expansion of the High Hanover Parking Facility by nearly one third and, at the same time, meeting the needs of tenants at 100 Market Street.



Capital Commons
Concord, NH

Another example of working on a signature project which has been extremely impactful to the community and its surroundings is Capital Commons. Completed in 2007 after fourteen months of construction, Capital Commons is a 104,000 square foot building attached to a 516-space parking garage in downtown Concord. This development (like 100 Market Street) had its challenges as well—not the least of which was the fact that the site was on the fringes of the City and somewhat “outside the pale” for a Class A development.

First, the site. It was encumbered by a dilapidated Sears, Roebuck & Company building, which had been abandoned for years. The building had to be demolished and the site mitigated of asbestos and other hazardous materials. This part of the project was done in collaboration with the City of Concord.

Next, the building. Designing a property with a 22-foot grade change from front to back demanded creativity as to the usage at the lower two levels, which had no windows and backed up to the proposed parking garage—what better solution than a three screen movie theater? An upscale restaurant with a private club component comprised the majority of the ground floor with a bank occupying the balance of that level. From there, it was logical to fill the balance of the building with upscale tenants (law firms, insurance firms, and financial services). As a result, the project energized a heretofore “tired” area of Concord, shifted the center of commerce from the State House to the opposite end of Main Street, and encouraged more upscale buildings to be developed—the result was a true “game changer”, both for Concord’s economic vitality as well as from its cultural perspective.

And, last but not least, parking. The parking garage provided additional challenges. The City wanted to build 333-space parking garage, but the development team found a way to build a 516-space parking garage for the same price by closing an adjacent street and keeping the garage at a lower profile so as to augment views from the building as well as by neighboring stakeholders. While not owning the garage, Capital Commons LLC undertook the development and construction oversight for the garage on behalf of the City of Concord. The garage was funded by the formation of a TIF district after, collectively, creating a “dirt condo” for the land with the City and Capital Commons LLC as members of the condominium association. The experience of working hand-in-hand with the municipal administration was rewarding as well as enlightening—and a process, given this and other experiences, would bring great value going forward.

An additional challenge was that Capital Commons was going through the stabilization process during the worst US economic downturn since the 1920s. Successfully and rapidly achieving stabilization for Capital Commons during this timeframe speaks volumes to the tenacity, creativity, and financial stability of the developer’s team.



Response to Section VII. Request for Information Questionnaire:

1. *Taking into consideration federal construction and setback requirements (see Section I above), describe where you would propose locating the New Facility within the Delineated Area. Elaborate on why any specific location(s) would be optimal as compared to other locations.*

The optimal building location for a New Facility within the Delineated Area is along Daniel Street and Bow Street. Frontage along these two streets will complete the street wall and retail uses on the ground floor will enhance the pedestrian experience. It is more difficult to locate buildings along Penhallow Street due to the grade change or along the northeastern portion of the site due to the lack of immediate street access. In an effort to provide additional public amenities to tenants and the general public, an internal public open space bisected by the continuation of Commercial Alley and the reinstatement of Jaffreys Court / Linden Street Court will provide a high level of internal connectivity. It is intended that this public open space will be programmed and privately-funded through sponsorship, partnerships and special event fees so as to minimize City funds for on-site security and grounds keeping. Based on the federal construction and setback requirements discussed in “Section I Overview” and the PBS-P100: Facilities Standards for the Public Buildings Service (March 2016), the optimal location for Government tenants is on the southeastern portion of the site fronting Daniel Street. This location will provide frontage onto Daniel Street and the internal public open space. It will allow for a more than sufficient setback from the road/parking on three sides with room to move the building northwest further into the site away from Daniel Street, if needed. Some initial conceptual designs have been provided in the Appendix at the back of this package.

2. *Of the three examples of transaction structures discussed in Section III above, explain which of the three would be preferable and why.*

The most preferable of the transaction structures discussed in “Section III Possible Transaction Structures” is “1 - Exchange for Newly Constructed New Facility within the City of Portsmouth Central Business District”. First, it makes sense for Government tenants to remain on the Property. This prevents the need for employees and visitors to adapt to a new location. Second, having the Government as an already committed tenant is highly desirable and will aid in financing the construction. And third, losing a critical mass of centrally-located downtown workers would adversely impact the downtown economy.

3. *Are there possible transaction structures that could more effectively accomplish the goal of obtaining a New Facility, other than the transaction structures described in Section III?*

While this might not classify as an exchange, a potential long-term ground lease for the Property from the Government should be considered. The Property has long been sought by the City of Portsmouth and has the potential to become highly politicized during the City’s development approval process. A potential long-term ground lease will more effectively accomplish the goal of obtaining a New Facility by streamlining the development approval process through negotiation and allow for a swifter groundbreaking and completion. To be clear, the utilization of a long-term ground lease between the GSA and 100 Market Street LLC is not to circumvent local ordinances or control, but, rather, to expedite the development process and reduce development duration to an acceptable and industry-standard timeframe. By doing so, the development process will be less-costly and substantially more expeditious (allowing for reduced costs and shortened implementation times for all parties). In this manner, it can easily be seen how this project will reach completion and stabilization in just a few years versus the extraordinarily long and litigious development process that has recently become the norm in Portsmouth.

4. *Describe your general financing strategy for the construction of the New Facility in light of the proposed transaction structure.*

By utilizing the approach delineated in “Question 3” (above), general financing strategy for construction of the New Facility can easily be accomplished via traditional (and readily available) sources—another beneficial advantage that will lend speed, efficiency, and effectiveness to both the pre-construction, construction, and stabilization aspects of the development.

5. *How would receiving title to the Property after completion of the New Facility impact the transaction? Would a different approach, aside from those described within this RFI, be more beneficial? If so, why?*

While receiving title to the Property post-completion of the New Facility would negatively impact the transaction by complicating the securing of construction financing (and thereby increasing both development and construction costs and risks), a long-term ground lease and subsequent facility lease with the GSA under commercially reasonable terms can be structured in order to actually be beneficial and expeditious to the process as a whole.

6. *How do the existing improvements on the Property factor into future development decisions?*

The value of the Property is in the land and its location, not the existing improvements. In fact, the existence of the current facility on the site is a huge detriment to the Property's value as it must be razed. Costs associated with this effort and the attendant (and almost certain) need to remediate environmental issues will be substantive. As such, the below-grade parking would be the only portion of the site potentially retained or reconstructed as part of future development decisions.

7. *How would you view the U.S. Postal Service interest in leasing back approximately 5,000 square feet at the Property post-conveyance and how would this impact the future development and/or value of the exchange?*

The U.S. Postal Service would be a valuable tenant in the New Facility in terms of leasing space, providing an amenity that does not exist anywhere else downtown, and creating ground floor activity. Impact on the future development would be the need for more expensive fit-out due to specifications other than traditional retail needs.

8. *Identify any concerns or risks with the proposed transaction structures (Section III) that would affect your potential interest in the Property. Are there any concerns about market risk, transaction timeline/phasing or any other key execution risks that could impede successful implementation of the proposed transaction structure?*

As previously mentioned, the Property has long been sought by the City of Portsmouth and has the potential to become highly politicized during the City's development approval process. Transfer of the Property under the proposed transaction structures discussed in "Section III Possible Transaction Structures", has the potential to impede the development approval process. Slowing down this process has the potential to miss the current development cycle, affect the ability to obtain financing, and push out the delivery timeframe of the New Facility. As well, the likely potential for this process to be drawn out for multiple years would greatly lessen interest in developing this property given a developer's lack of interest in being stymied for an extended period of time. This project is challenging in and of itself for many reasons already; the additional aggravation, risk, and financial burden of litigation or community unrest would render the project even more difficult and, very possibly, negate the ability to obtain market-rate financing. It is strongly suggested that the GSA carefully review the recent history of development projects in Portsmouth and the attendant delays caused by community activists utilizing the courts to delay projects interminably. In that regard, the approach delineated in this response, as represented by the included conceptual designs (which should need no variances and fall well-below what is allowed by-right on the parcel), will proceed rapidly through the approval process with the backing of both the City and the community activist groups. Alternatively, a project which attempts to maximize the parcel's development potential, while attractive on the surface, will be stalled for years both during the approvals process and then in the court system. (Please note well, the Library project in Portsmouth, the pending municipal garage [where there have been years of debate simply on where to locate it], and the HarborCorp project as glaring examples of proposals that have been delayed interminably. In addition, there have been even more promising projects that have either not reached fruition or where developers have simply walked away due to the costly and aggravating delays which, regrettably, have become synonymous with development in the Portsmouth community.)

9. *What information would you need about the construction services that the Government seeks to receive as consideration for the exchange to prepare as part of your response to a solicitation?*

Information needed about the construction services which the Government seeks to receive as consideration for the exchange and to prepare for a solicitation are as follows:

- Assuming all Government tenants are in one building, are there any preference to floor number, locations, adjacencies to other tenants, etc.?
- If below-grade parking is provided, will the Government want dedicated parking spaces, level and/or garage?
- Are there any specific layouts or loads that will affect the structural design of the New Facility?
- Are there any unique design/security considerations that should be considered as part of the design process for Government tenants?
- Will the Government tenants require on-site parking for the New Facility immediately or will temporary off-site parking be acceptable until permanent parking is completed?
- Are there on-site amenities the Government tenants will want/prefer?
- Are there any requirements for furnishings included for Government tenants in the New Facility?

10. *Given the scope and scale of this development opportunity, what is an ideal length of time necessary to prepare a comprehensive and detailed response to any future solicitation that seeks to fulfill the strategic objectives stated in this RFI?*

Sixty days should be adequate to prepare a comprehensive and detailed response to any future solicitation so as to fulfill the strategic objectives stated in the RFI.

11. *Given the special requirements associated with the City of Portsmouth's zoning overlay of the Property, identify any concerns related to the future development of the Property that may affect the viability of the proposed exchange transaction.*

The initial conceptual designs show that a New Facility could be successful and fit well within the special requirements associated with the City of Portsmouth's zoning overlay of the Property.

- a. *What concerns, if any, do you have regarding entitlement risk? At what point in the entitlement process would the entitlement risk be sufficiently mitigated?*

The only concerns regarding entitlement risk have already been mentioned and relate to the possibility of the New Facility becoming highly politicized during the City's development approval process.

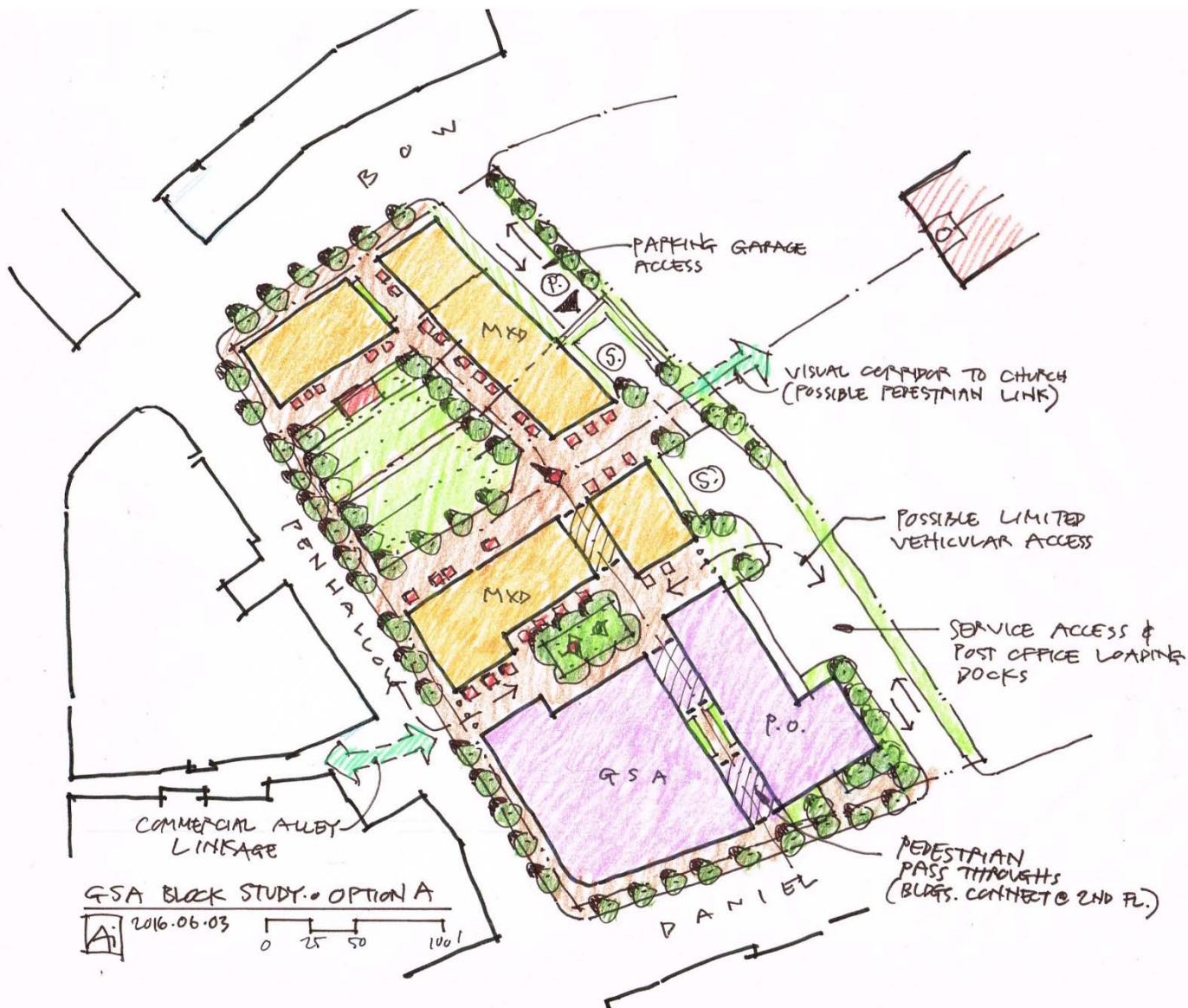
- b. *Explain whether any dimensional (height, FAR, setbacks, open space, etc.), use, parking or other requirements affect the viability of the transaction structures identified in this RFI.*

As of now, there are no dimensional (height, FAR, setbacks, open space, etc.), use, parking or other requirements that affect the viability of the transaction structures identified in the RFI.

12. *Under the Exchange for New Facility on Property owned by the City of Portsmouth scenario, do you foresee any challenges in completing a purchase with the City of Portsmouth for the identified parcel considering the conditions included with such a purchase (i.e., the length of the option period)?*

In "Section III Possible Transaction Structures", under "3. Exchange for New Facility on Property owned by the City of Portsmouth", it is highly likely that, since the City of Portsmouth is not as specialized or focused as a private sector developer, the City could slow down the process two-fold, during the Exchange and the development approval process. This also appears to overcomplicate what could be a straight-forward Exchange. In addition, there are additional drawbacks to the Bridge Street lot. While there has been some discussion around relocating the Government tenants to the Bridge Street location, this appears to be wholly unnecessary as both entities can easily be accommodated on the current Daniel Street site. As well, in discussions with a group of vocal and involved community stakeholders, it has become obvious that many in this group are not in favor of the Bridge Street location being utilized for the New Facility as they have other thoughts/plans in mind for that site. From past experience, this group can be highly litigious and its members are prone to actively contest any development to which they object. Some recent examples where this has occurred are: the new Portsmouth library, which took twenty years to gain full approvals; the new parking garage, which has dragged on for over five years and with no end in sight; and two downtown development projects, which have each been effectively stymied for over four years each due to this group's efforts. Therefore, it is necessary for this group to be positively engaged so that there are no roadblocks to moving forward. In that regard, individuals forming the informal leadership of this group have already been approached multiple times and are very favorable to the attached concepts.

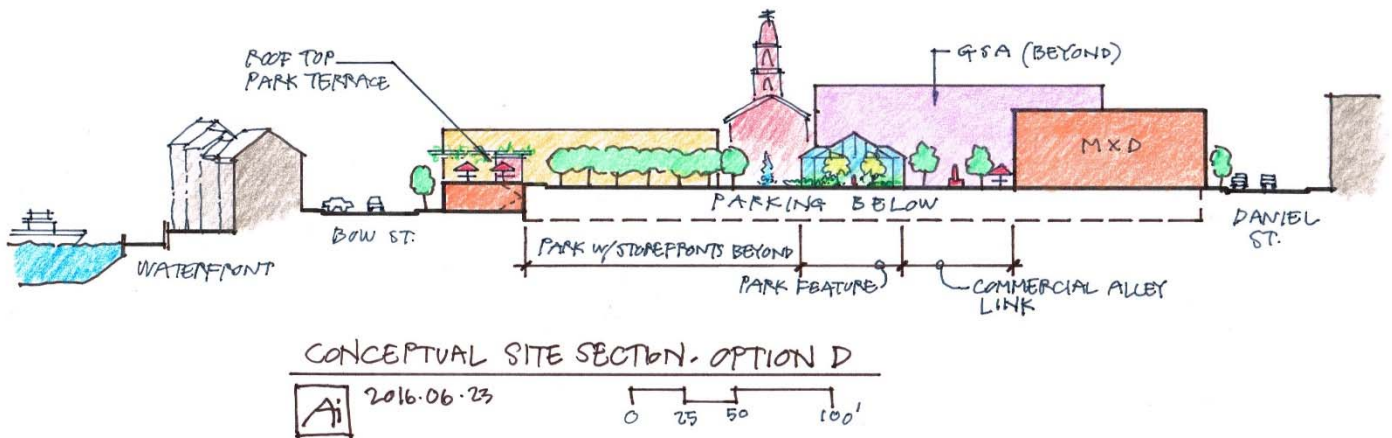
Appendix: Option A



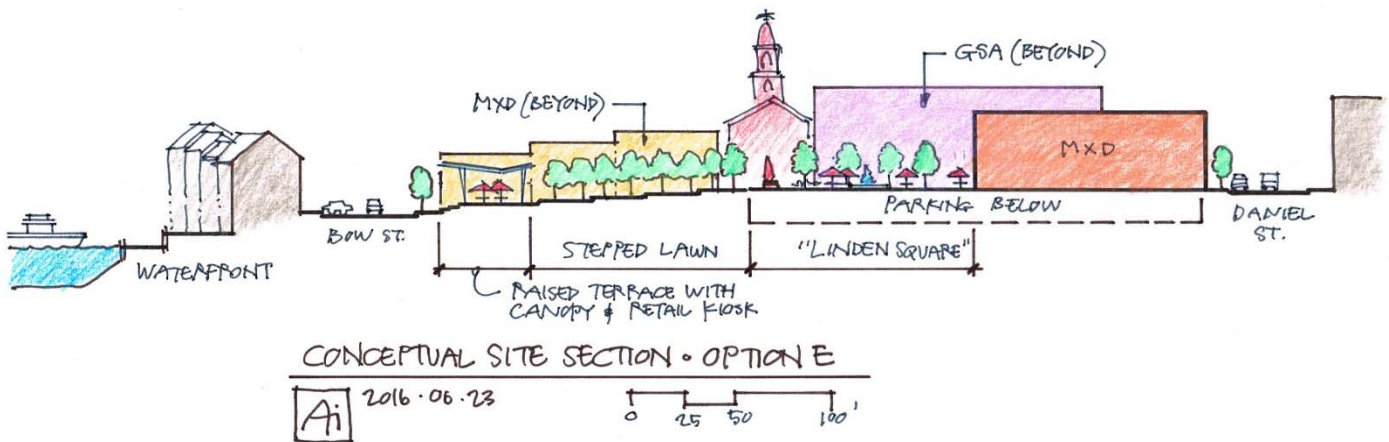
CONCEPTUAL SITE SECTION • OPTION A

2016.06.03

Appendix: Option D



Appendix: Option E



2) Comparable Development Experience

Michael J. Simchik, through his ownership interests, develops, owns, and manages investment-grade real estate properties in various communities. In addition, Mr. Simchik has invested in properties personally either for development or on a buy/sell basis. Mr. Simchik's investment philosophy is long-term, resulting in most properties being held in either his personal or his company's portfolio. It is also his desire to be involved in only one real estate development project at a time, thereby being able to channel and focus his energies accordingly. As well, he is only interested in projects that are stimulating due to their uniqueness when coupled with an opportunity to be the focal point or the signature development within a community or business sector. Mr. Simchik finds fascinating the challenge of "thinking outside the box" as concerns property use and the mix of tenants within any particular development. Due to his mind-set of long-term ownership, he is most concerned in optimizing both tenant- and use-mix, not just for the initial lease terms, but for the foreseeable future.

Mr. Simchik has in excess of \$50MM of Class A assets under management.

Mr. Simchik has been involved in the real estate industry since 1983.

All properties are held in single-purpose limited liability companies and any future real estate development would be held in a yet-to-be formed limited liability corporation. Current developed/owned/managed properties are as follows:

<i>Property</i>	<i>Locations</i>	<i>Size (ft²)</i>	<i>Description</i>
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135 Daniel Webster Highway	Manchester, NH	8,500	100% Occupied by Bank of America & Yoga Balance
1255 South Willow Street	Manchester, NH	6,600	100% Occupied by TD BankNorth

As mentioned above, Mr. Simchik's entity for this development would be a single-purpose limited liability company. This would be a very "flat" organization with Mr. Simchik taking the overall role of Managing Partner directly leading the strategic, financial and leasing efforts. All other architectural, engineering, contractors and service providers would report to either Mr. Simchik. As municipalities normally have inherent constraints and partnership requirements, Mr. Simchik is flexible as to how this entity will be melded with the City of Portsmouth so as to make such a partnership mutually beneficial for both the public and private sectors. Due to the aforementioned "flat" structure, ultimate flexibility and response from Mr. Simchik's entity can be expected by the City.

100 Market Street LLC is located at 100 Market Street, Suite 501, Portsmouth, NH 03801 and all members of the project team will be able to use this location as a satellite office to handle this project.

3) Comparable Management Experience

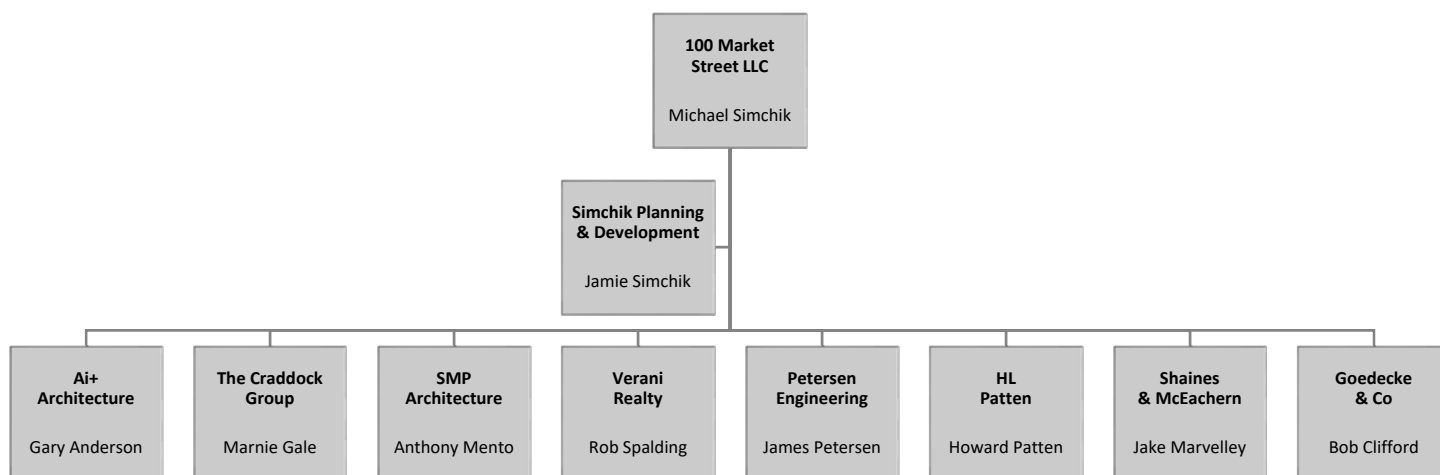
As Managing Partner, Mr. Simchik would be the overall Developer/ Property Manager / Project Manager. Please refer to the attached resume and the descriptions of 100 Market and Capital Commons for the qualifications of Mr. Simchik and his relevant project experience. Further references as to Mr. Simchik’s ability to manage such a project are available upon request.

The following chart shows the company and key member for each discipline:

<i>Discipline</i>	<i>Company</i>	<i>Key Member</i>
Developer / Property Manager / Project Manager	100 Market Street LLC	Michael Simchik
Assistant Project Manager / Planner	Simchik Planning & Development	Jamie Simchik
Urban Designer / Landscape Architect / Planner	Ai+ Architecture	Gary Anderson
Federal Real Estate & Strategic Consultant	The Craddock Group	Marnie Gale
Architect	SMP Architecture	Eric Palson
Real Estate Broker	Verani Realty	Rob Spaulding
MEP Engineer	Petersen Engineering	James Petersen
General Contractor	HL Patten	Howard Patten
Legal Counsel	Shaines & McEachern	Jake Marvelley
Financial Partner	Goedecke & Co	Bob Clifford

As Mr. Simchik initially responded with Ai+ Architecture to the U.S. General Services Administration’s Request for Information for the Optimization of the Thomas J. McIntyre Federal Building and Private-Sector Development Opportunity, our team values an integrated approach to all aspects of this project, specifically planning, architecture, landscape architecture and urban design. While most teams hold meetings to bring all the project team’s disciplines together, we will work this way on a daily basis. Our project team members’ clients have found this combination of vision and skills to be unusual and useful for testing concepts and advancing designs efficiently and quickly. We feel a fully integrated team capable of addressing multiple issues for this sensitive site would benefit the City in achieving the highest and best use for this project.

The following organizational chart outlines the staffing plan for this project:



The following matrix shows the project team’s experience:

<i>Company</i>	<i>Historic Preservation & Rehabilitation</i>	<i>Mixed-Use Development</i>	<i>Urban Planning & Design within Historic Districts</i>	<i>Public/Private Development Projects</i>	<i>Collaboration with GSA or other Federal Agencies</i>
100 Market Street		X	X	X	
Simchik Planning & Development		X	X	X	X
Ai+ Architecture	X	X	X	X	
The Craddock Group	X	X		X	X
SMP Architecture	X	X	X	X	
Verani Realty	X	X		X	
Petersen Engineering	X	X	X	X	
HL Patten	X	X	X	X	X
Shaines & McEachern	X	X		X	X
Goedecke & Co	X	X		X	

The following pages in this section identifies the experience of each member of the project team. Please see the appendices at the end of this response for additional information:

Appendix A: Company Profiles

Appendix B: Resumes

100 Market Street LLC

**Developer / Property
Manager / Project Manager**

Michael Simchik

Experience

Develops, owns & manages investment-grade real estate properties in various communities

Owns in excess of \$50MM of Class A assets under management

Involved in the real estate industry since 1983

Specializes in forming public/private partnerships to augment the goals of municipalities through the utilization of current best practices in real estate development

Team Members

Name	Title
Michael Simchik	Principal

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
100 Market	1999	54,000	12,500	Portsmouth, NH
Capital Commons	2008	104,000	13,155	Concord, NH
135 Daniel Webster Highway	1978	8,500	22,000	Manchester, NH
1255 South Willow Street	1978	6,600	4,186	Manchester, NH

Simchik Planning & Development

Assistant Project Manager / Planner

Jamie Simchik
AICP

Experience

10 years of involvement in master planning domestically & abroad, including project management of multiple disciplines

Assisted developers on a number of different project types

As a trained charrette facilitator, has successfully lead charrettes in reaching consensus consisting of multiple disciplines & stakeholders

Believes in providing public outreach early & often during the entirety of a development project to ensure maximum community buy-in as well as reduce projects delays

With a background in multi-modal transportation planning, enjoys working with developers to ensure all aspects of mobility and accessibility are included in the planning process

Team Members

Name	Title
Jamie Simchik, AICP	Principal

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
150 Seaport	In Design	340,000	15,500	Boston, MA
East Milton Square	In Design	Unknown	17,000	Milton, MA
Defense Logistics Agency	In Design	N/A	N/A	Anniston, AL
Defense Logistics Agency	In Design	N/A	N/A	Texarkana, TX
100 Market	1999	54,000	12,500	Portsmouth, NH
Capital Commons	2008	104,000	13,155	Concord, NH
Government of South Australia	Various	Various	Various	South Australia, Australia

Ai+ Architecture

Urban Designer / Landscape Architect / Planner

Gary Anderson
AIA, NCARB, LEED-AP BD+C

Experience

Broad domestic & international experience across a wide range of complex, mixed-use projects for private/public/institutional clients

Accomplished at collaborating with multi-disciplinary teams to provide planning, urban design, and conceptual architectural and landscape architectural design services

Experienced in working at the master planning and conceptual design phases of projects to create pedestrian-oriented urban design, define innovative development programming, execute inspired architectural design and document effective implementation guidelines

Adept at collaborating with local professionals to ensure that the design integrity of a project is effectively realized

Team Members

Name	Title
Gary Anderson AIA, NCARB, LEED-AP BD+C	Principal Architect & Urban Designer
Kevin MacNeill, ASLA	Director of Landscape Architecture
Yu Qi, LEED-AP BD+C	Planner & Architect

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
Mengwu Town Center	2017	200,000	435,600	Beijing, China
Emerald Community Center	2016	60,000	130,680	Beijing, China
Alturki Business Center, Prince Saud Bin Naif Park	2011	120,000	101,000	Al Khobar, Saudi Arabia
Changsha Masterplan	2010	800,000	1,614,586	Changsha, China
Wukesong Residential District	2008	3,000,000	1,743,753	Beijing, China
Reston Town Center, Phase 2	2000	2,500,000	1,727,000	Reston, VA
100 Market	2000	54,000	13,503	Portsmouth, NH
Visitor Reception Center & Garage	1995	285,000	63,162	Charleston, SC
Westwood Executive Center	1991	260,000	1,699,000	Westwood, MA

The Craddock Group

Federal Real Estate & Strategic Consultant

Marnie Gale

Experience

Team members have extensive experience advising federal agencies on maximizing the value of their real property through public private partnership projects, including assisting with new project identification, feasibility analysis, solicitation development & developer selection / transaction execution

Past clients of team members have included the U.S. Departments of Veterans Affairs, Defense, Energy & Transportation as well as the General Services Administration

With a previous firm, Marnie Gale and Marc Waddill advised DOT on the federal real property exchange for Volpe National Transportation Systems Center in Cambridge, MA, resulting in the government receiving \$750M in total consideration, & supported the Navy with the solicitation process for the outlease of the former prison at the Portsmouth Naval Shipyard in Kittery, ME

Team Members

Name	Title
Marnie Gale	Managing Director
Marc Waddill	Managing Director

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
Volpe National Transportation Systems Center *	In Design	~ 400,000	609,840	Cambridge, MA
Portsmouth Naval Shipyard *	N/A	293,000	505,296	Kittery, ME

* Undertaken by Marnie Gale and Marc Waddill while with previous employer

SMP Architecture

Architect

Eric Palson
AIA

Experience

SMP Architecture has specifically avoided specializing in one or two building types

Worked on many of our states great historic building preserving, restoring & adapting them for continued use

Assisted communities master plan their town center, corporations plan new headquarter facilities & revived performance theaters

Whether it is a new ground up facility, renovating & expanding an existing building, or developing long term building plans, we engage our clients in thoughtful conversations, investigate options & develop one-of-a-kind design solutions

Adaptable, flexible & creative on each and every project

Team Members

Name	Title
Jason LaCombe, AIA, NCARB, LEED AP	Principal Architect
Eric Palson, AIA	President, Principal Architect
Anthony Mento, AIA	Associate Architect, Project Manager

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
35 South Main Street	In Design	39,000	10,300	Concord, NH
61 Borough Road	2017	20,700	242,211	Penacook, NH
Project Amsterdam	In Design	43,800	10,251	Concord, NH
Barrington Town Hall	Approvals	10,296		Barrington, NH
Brady Sullivan – Taylor Group	2001	93,000	468,000	Bedford, NH
Capital Center for the Arts	2003	37,300	N/A	Concord, NH
Concord Housing Authority	2015	N/A	N/A	Concord, NH
Easter Seals NH	2017	~ 65,000	130,000	Manchester, NH
GOV Connection	2007	19,800	165,000	Merrimack, NH
Hall Memorial Library	2004			
Langdon Park South End Redevelopment	2016	~ 260,000	1,020,000	Concord, NH
National Field Representatives	2017	32,689	131,986	Claremont, NH
Phenix Block	In Design	97,335	21,800	Concord, NH
P.C. Connection	1999	113,000	320,200	Merrimack, NH
Regency Village	2017	131,088	720,931	Marrimac, MA
Rye Town Hall	Approvals	12,530	16,000	Rye, NH
Women's Rural Entrepreneurial Network	2002	9,500	13,920	Bethlehem, NH

Verani Realty

Real Estate Broker

Rob Spaulding

Experience

Rob Spaulding has 10+ years of experience in commercial real estate brokerage, finance & consulting services toward mixed-use development projects including the areas of hospitality, retail, office & residential living

Verani Commercial brokerage team has over 50 years of experience in direct development, sales & marketing for new construction commercial properties within the greater Seacoast Region

Team Members

Name	Title
Rob Spaulding	Broker Associate

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
233 Vaughan Street	2015	28,300		Portsmouth, NH
77 Hanover Street	2005			Portsmouth, NH
66 Main Street				Durham, NH
Sewer Treatment Expansion				Bourne, MA

Petersen Engineering

MEP Engineer

James Petersen
P.E.

Experience

Petersen Engineering provides complete MEP/FP engineering services, including HVAC, electrical, plumbing & fire protection engineering

Holistic approach to designing & constructing buildings improving outcomes for our clients

Collaborate closely with the architect, other disciplines & stakeholders to assure that the MEP/FP design for each project best fits the project's overall conditions, goals & objectives

Many projects have the combined goals of sustainability and historic preservation & provided MEP/FP engineering for historically sensitive renovations, including renovations of historic mill building

Team Members

Name	Title
James Petersen, P.E.	President / Principal-in-Charge
James Parkington, P.E., LEED AP	Associate Principal / Senior Project Manager
Sarah A. Carter, P.E., LEED AP BD+C	Mechanical Engineer / Project Manager
Chuck Dudas, P.E., LEED AP BD+C	Mechanical Engineer / Project Manager

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
Massachusetts Museum of Contemporary Art	2017	135,000	217,800	North Adams, MA
Peirce Island Waste Water Treatment Plant	Construct.	50,000	87,120	Portsmouth, NH
Lewis Gathering Center	2016	14,000	130,680	Kensington, NH
75 New Hampshire Avenue	2008	80,224	21,780	Portsmouth, NH
Wampanoag Mills	2011	374,616	43,560	Fall River, MA
Pandora Mill	2010	144,000	43,560	Manchester, NH
Portsmouth City Complex - Energy Audit	N/A	N/A	130,680	Portsmouth, NH
Phillips Exeter Academy - Tattersall House	2016	3,000	21,780	Exeter, NH
Bates College - Roger Williams & Hedge Hall	2011	37,000	87,120	Lewiston, ME
Amherst College Powerhouse	2014	5,000	10,890	Amherst, MA
Petersen Engineering Office	2009	2,000	8,712	Portsmouth, NH
Portsmouth Indoor Pool	2015	13,000	21,780	Portsmouth, NH

**HL
Patten**

General Contractor

Brett Patten

Experience

Provided design build, general contracting & construction management services primarily in southern Maine & New Hampshire since 1989

Operate between 10 to 20 employees and annually perform \$3MM to \$8MM in work

Our projects include private, institutional, municipal, state & federal government entities

Evolved into a more diversified contracting firm operating in the commercial, institutional, industrial & heavy civil markets

The team has consistently completed projects on time & within budget

Team Members

Name	Title
Brett Patten	Vice President / Project Manager
Dennis Nickell	Construction Superintendent

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
Shapleigh & Mitchell School Renovations	2012	20,000	100,000	Kittery Point, ME
The Commons at Epping Mall	2008	30,000	140,000	Epping, NH
Kittery and Kittery Point Fire Stations	2006	15,000	150,000	Kittery, ME
100 Market	1999	54,000	12,500	Portsmouth, NH
Kittery Point Yacht Yard Building	2014	10,000	4,000,000	Eliot, ME
Kittery Public Works Building	2010	24,000	150,000	Kittery, ME
Memorial Bridge Demo, Site Work, Harborwalk	2014	N/A	80,000	Portsmouth, NH
Prescott Park Pavilion	2014	2,000	2,500	Portsmouth, NH

Shaines & McEachern

Legal Counsel

Jake Marvelley

Experience

Represented developers in Portsmouth for over 40 years

Extensive experience in real estate development & related matters

Represented developers in the permitting, construction, leasing & sales of over 400,000 square feet of commercial & residential space in the Portsmouth Downtown during the past 11 years

Experience representing property owners seeking to further develop commercial property

Team Members

Name	Title
Jake Marvelley	Director

Relevant Projects

Project Name	Year Built	Gross Area (SF)	Land Area (SF)	Location
77 State Street	2016	27,686		Portsmouth, NH
30 Maplewood Avenue	2015	30,954		Portsmouth, NH
51 Islington Street	2013	44,311		Portsmouth, NH
99 Hanover Street	2010	55,038		Portsmouth, NH
100 Deer Street	2009	98,542		Portsmouth, NH
6-16 Congress Street	2006	25,253		Portsmouth, NH
100 High Street	2006	86,294		Portsmouth, NH
77 Hanover Street	2006	37,880		Portsmouth, NH

Goedecke & Co

Financial Partner

Bob Clifford

Experience

Since inception in 1999, Goedecke & Co. has arranged in excess of \$10.73B in real estate financing in the course of nearly 950 transactions for more than 300 different clients with nearly 200 different lenders & investors

Goedecke & Co. production during 2016 exceeded \$1.1 billion for 45 different clients in 76 transactions (one closing every 3 business days)

Financings have included construction, interim & permanent loans, as well as institutional joint ventures, participating mortgages & private equity investments

Property types have included office, retail, industrial, apartments, condominiums, hotels, biotech (lab), self storage, golf courses & marinas

Team Members

Name	Title
Bob Clifford	Principal

Relevant Projects

Type	Lender Type	Loans Amount (\$)	Location
Refinance - Permanent	Life Company	9,000,000	North Reading, MA
Acquisition - Permanent	Bank	8,300,000	Somerville, MA
Acquisition - Interim	Bank	14,500,000	Stamford, CT
Refinance - Permanent	Bank	10,250,000	Darien, CT
Refinance - Permanent	Life Company	1,897,846	Wellesley, MA
Acquisition-Interim	Bank	43,700,000	Exeter, NH
Acquisition - Permanent	Bank	7,425,000	Springfield, MA
Refinance - Permanent	Bank	9,100,000	Glastonbury, CT
Acquisition - Interim	Bank	18,700,000	Columbia, SC
Refinance - Permanent	Bank	32,000,000	Lawrence, MA
Acquisition - Interim	Bank	33,600,000	Nashville, TN
Acquisition - Interim	Bank	18,100,000	Nashville, TN
Acquisition - Interim	Bank	40,000,000	Various-Portfolio
Refinance - Permanent	Life Company	17,000,000	Somerville, MA
Refinance - Permanent	Life Company	12,250,000	Boston, MA
Acquisition - Interim	Bank	1,800,000	Berlin, MA
Acquisition - Permanent	CMBS	18,250,000	Raleigh, NC
Refinance - Permanent	Life Company	16,500,000	Newton, MA
Refinance - Permanent	Life Company	5,430,181	Portland, ME
Refinance - Permanent	Life Company	21,150,000	Wilton, CT
Refinance - Permanent	Bank	11,450,000	Westport, CT
Acquisition - Interim	Bank	3,600,000	Nashville, TN

4) Relevant Public-Private Partnership Experience

As mentioned previously, Mr. Simchik has worked in a public-private partnership with the City of Concord which led to Concord ownership of the Capital Commons Parking Garage with all development aspects of the garage handled by Mr. Simchik. As such, multiple presentations (led by Mr. Simchik and facilitated by his project consultants) were made to and with City staff to both the respective permitting authorities and the general public throughout all stages of the development and construction of both the parking garage and the Capital Commons building. In regards to attracting mixed use tenants, the tenant rolls of 100 Market and Capital Commons speak very positively as to Mr. Simchik’s ability to negotiate and execute long-term leases with national, regional and local entities coupled with the fact that Mr. Simchik’s projects are undeniably the “best of class” in both Portsmouth and Concord. Again, references (and tenant lists) are available upon request.

It is difficult to articulate a clear project management approach to the public/private partnership and the development project with the objective of ensuring transparent information, project governance, smooth negotiations and communications, as well as risk management and quality control given the unknown nature of the eventual project and the composition of the City entity with which Mr. Simchik’s entity will be interfacing. In any instance, the above aspects are essential for the public-private partnership to be successful. The experience of others with Mr. Simchik and his open, respectful demeanor are the most obvious indicators of how Mr. Simchik has handled his business and its affairs since arriving in Portsmouth in 1979. When Mr. Simchik commits to something, he follows through fully and is not the type of developer who promises one thing and delivers another. In other words, he would prefer to “ask for permission, not for forgiveness”. Again, Mr. Simchik can provide numerous references as to his transparency, cordial negotiating style, clear communications, safe jobsites and to the high quality of the architectural/engineering/construction aspects of any project with which he has been involved.

Collectively the project team has a breadth of experience relevant to this project as outlined in the following chart:

<i>Project</i>	<i>Historic Preservation & Rehabilitation</i>	<i>Mixed-Use Development</i>	<i>Urban Planning & Design within Historic Districts</i>	<i>Public/Private Development Projects</i>	<i>Collaboration with GSA or other Federal Agencies</i>
100 Market		X	X		
Capital Commons		X	X	X	
Westwood Executive Center		X			
The Farwell Block	X	X	X	X	
Livingston School	X	X	X	X	

Please see the appendix at the end of this response for projects sheets of the relevant projects:

Appendix C: Relevant Projects

5) Financial Capacity

Given that Mr. Simchik's personal financial situation is closely intertwined with his corporate financial capability (and the early and preliminary nature of this project), Mr. Simchik is not willing to divulge such information currently. It should be sufficient at this point in time to state that Mr. Simchik has in excess of \$50 million of Class A real estate assets under management as well as significant additional investments. All of these real estate assets were either developed or purchased by Mr. Simchik with very little financial participation by any other entities. Mr. Simchik can provide multiple banking references evidencing his capability to easily finance a project such as the McIntyre Property. As the City selection process moves forward with a commitment to him, Mr. Simchik will be willing to share financial information where and when necessary and apropos.

6) Project Understanding

While little information has been disseminated by the City as concerns the guidelines for the project (understandable, given that the GSA has been rather vague about timing, etc.), Mr. Simchik believes the developer's role in this project is to deliver an end-product that which generates a return sufficient to cover all costs associated with project development, downstream operations, the City's lease structure for the land (still unknown) and, most importantly, maximizes the intrinsic qualitative value of this site for the benefit of today's community and future generations. This is truly a game-changing opportunity to be the benchmark for smart development in Portsmouth with what Mr. Simchik believes is a seminal project. Anything less would be a terrible waste of such an opportunity. Tax revenue maximization must not be the priority; rather, developing a property whose use and availability can be "owned" by the local community must be paramount. Just as the City must not be swayed by the lure of high incremental tax dollars, the developer must not try to "hit a home run"—if the City and the developer can be satisfied with "singles" (and Mr. Simchik thinks they can), the local community will "hit the grand slam". None of us can ever forget that the McIntyre Property is a legacy with which we have been gifted—it is the City's and the developer's obligation to improve on that legacy and pass it along to future generations.

It is undoubtedly most difficult to directly address any initial thoughts on project tasks, financing and schedule given the lack of information and transparency of project details to date. Saying that, Mr. Simchik believes that the GSA will not be out of the site until approximately mid-2018. If the City can effect property transfer at that time, construction could potentially start then. However, Mr. Simchik feels that is unrealistic as it is unknown how long negotiations with the SHPO and National Park Service will take—or even when they will commence. For argument's sake, once the developer knows the limitations, constraints and opportunities associated with the site, Mr. Simchik would expect that working through the City approval process and public hearings could take at least two years (unless the City can expedite this process) with construction to consume an additional 18 to 24 months until the development is ready for occupancy. Once all plans are approved, leasing could commence and Mr. Simchik would expect that the project reaches stabilization within 12 to 24 months of initial occupancy.

Project tasks cannot be allocated or defined at this time.

Project financing would be undertaken immediately upon schematic approvals and, if the financial markets remain as they are currently, should be able to be secured within six months subject to final plans, project costs and an effective business plan.



Company Profiles



100 Market Street LLC *Firm Profile & Philosophy*

100 Market Street LLC is a New Hampshire limited liability company expressly formed to be an ownership entity for the development at 100 Market at 100 Market Street in Portsmouth, NH and a few additional select properties. There would be a separate single-purpose LLC formed for development of the McIntyre Property, but (given the common ownership of Michael J. Simchik) the following philosophical approach of Mr. Simchik will be the same regardless of the entity's name.

Mr. Simchik's philosophy has not changed over the years—he only wants to be involved in one significant project at a time (so that his focus can be unwavering) and he only wants to be involved in projects that have “game-changing” attributes within a community. (NB, Capital Commons in Concord, NH and 100 Market Street in Portsmouth, NH—both have not only been called the premier Class A properties in New England north of Boston, but each has had significant synergistic impact in their respective communities.)

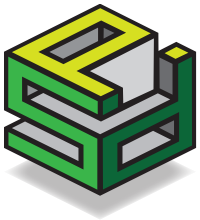
Mr. Simchik realizes that the only way to achieve “game-changing” status of his projects is to surround himself with an accomplished team of architects, engineers, financing sources, and sub-contractors. While Mr. Simchik directly oversees the first three tasks in conjunction with his Assistant Project Manager, he is cognizant that it is crucial to have an extremely capable Construction Management Team in place to effectively and efficiently deal with the sub-contractors on a daily basis. Mr. Simchik attributes a great deal of his success to formulating the best teams with the most relevant skill sets for each particular project.

In addition, Mr. Simchik feels it is critical to involve all relevant stakeholders on a project. The McIntyre Property is unique in that it has multiple stakeholders (the City, the Developer, and [most importantly] the Portsmouth community). This is due to Mr. Simchik's view that this site can, if properly developed, be the centerpiece of Portsmouth for the next 50-100 years. Input from all stakeholders will be eagerly sought with all understanding that the final product must be the result of compromise in order to achieve an end-product that works for all—in other words, both the Developer and the City need to understand that they are merely surrogates working on behalf of the present and future Portsmouth Community.

Mr. Simchik has already had conversations with City Councilors, City staff, and community activists. With each he has shared the work product of the highly-skilled and credentialed urban design firm whom he has retained for preliminary design ideas. His next step is to share this information with the general public for community “buy-in” which will allow the McIntyre Property to progress much faster than many previous Portsmouth projects in either the public or private sectors. He has informed all such parties that much more must be known about the limitations of the site as well as any Federal/State government mandates and requirements prior to formulating final designs. As such, this still is an evolving process at this point in time, but Mr. Simchik remains convinced that the optimal result for this location will be commercial, retail, and open park space—not hotels, apartments, and high-end luxury residences of which downtown Portsmouth currently has too many already.

References are available upon request.





Skills

Master Planning

- GSA Disposition, McIntyre Federal Building, Portsmouth, NH
- Defense Logistics Agency Facility Studies, U.S. Department of Defense, AL & TX
- Development Guidelines, Government of South Australia, Greater Adelaide, Australia
- Meizhou Urban Design Competitions, Guangdong, China

Transportation Planning

- Urban Mobility Planning & Permitting, 150 Seaport, Boston, MA
- Mobility Initiatives, Various Corporations, Boston, MA
- Expert Witness Testimony Research, Attorney General of Massachusetts, MA
- Transit-Oriented Development & Corridor Study, Greater Adelaide, Australia

Financial Feasibility

- GSA Disposition, McIntyre Federal Building, Portsmouth, NH
- Repositioning Analysis, Capital Commons, Concord, NH
- Redevelopment Analysis, Retail Pad Sites, Manchester, NH
- Meizhou Urban Design Competitions, Guangdong, China

Public Engagement

- Housing Study, MorningSide Neighborhood, Detroit, MI
- Capital Improvement Projects, Department of Public Works, Town of Framingham, MA
- Capital Improvement Projects, Boston Water and Sewer Commission, Boston, MA
- I-93 Fast 14 Rapid Bridge Replacement, Massachusetts Department of Transportation, MA

Charrette

- Plan NH Charrette, Allentown, NH
- ULI Advisory Services Panel, Bellevue, WA
- ULI Technical Assistance Panel, Westfield, MA
- ULI Technical Assistance Panel, West Dearborn, MI

Photography

- Multifamily Development, Matrix, Hudson, MA
- Intersection Lighting, University Station, Westwood, MA
- Seawall, Marblehead, MA
- Underpass, Medford, MA

Tools

Adobe Creative Suite, CoStar Property, ESRI ArcGIS, Microsoft Excel, Trimble SketchUp

Ai +Architecture

Firm Introduction and Credentials

Building on over 20 years of extensive experience in planning, urban design, architectural and landscape architectural design, Ai +Architecture LLC was formed in 2003 to offer a personal approach to complex planning and design challenges. With broad domestic and international experience across a wide range of complex and mixed-use projects for private, public and institutional clients, Ai +Architecture LLC is accomplished at collaborating with multi-disciplinary teams to provide planning, urban design, and conceptual architectural and landscape architectural design services. Ai is experienced in working at the master planning and conceptual design phases of projects to create pedestrian-oriented urban design, define innovative development programming, execute inspired architectural design and document effective implementation guidelines. As projects transition from the conceptual design stage through design development, construction documentation and administration, Ai +Architecture LLC is adept at collaborating with local professionals to ensure that the design integrity of a project is effectively realized.

We strive to plan and design projects that creatively meet our client's objectives, support active public realms, are environmentally responsible and that enhance their civic context. Our designs create environments that immediately improve conditions and remain relevant and useful while gracefully ageing and adapting to new conditions.



Ai+Architecture

Gary T. Anderson AIA, NCARB, LEED-AP BD+C - Principal, Ai +Architecture LLC, has extensive experience in the planning and design of mixed-use projects both domestically and abroad. His experience includes the programming and design of commercial, retail and entertainment facilities, hotels, exhibition and conference centers and related amenities for mixed-use development, civic, entertainment and resort projects in Asia, Europe and the United States.

Kevin J. MacNeill, RLA - Senior Landscape Architect, Ai +Architecture LLC, has over 20 years of experience on a wide variety of planning and built landscape projects for public, private and institutional clients in the United States and abroad.

Representative Projects

Mystic Seaport Museum

Mystic Connecticut

Master planning, architecture and landscape architectural design services were provided for the visitor reception center at this historic waterfront institution. The pavilion like structure is located as a central feature on a new courtyard within a campus-like collection of historic structures and is designed to complement their architectural design and scale. The project accommodates a variety of membership functions and exhibits of marine artifacts in a soaring gallery space framed by large windows overlooking the historic harbor. Spars from the Museum's collection of historic sailing equipment were milled to create many of the building's structural components. Guest conveniences, ticketing and administrative facilities are also housed within the timber-framed structure.

Client: Mystic Seaport Museum

Collaboration: Sasaki Associates

Canadian National Sailing Center

Kingston, Ontario

Conceptual master planning and architectural design were provided for the reactivation and reuse of a historic prison located on the Canadian waterfront of Lake Ontario. Located on a prominent site next to Kingston's Portsmouth Olympic Harbor, the venue of the famed CORK International Regatta, the project includes historic renovation for tourism venues and mixed-use commercial and residential development. Taking advantage of the site's exceptional waterfront exposure and favorable winds, a sailing center at

90 Belknap Street
Concord, MA 01742
+1 978 369 2730 tel
+1 978 369 2731 fax

ai-architecture.com

the project will include competition training and support facilities and a waterfront park with stadium venue views of the sailing courses.

Client: Canadian Sailing Excellence

Collaboration: Norris Strawbridge FAIA

Emerald Community Center

Beijing, China

Master planning, architecture and landscape architectural design services were provided to create a new community landmark surrounded by plazas, parks, courtyards and tree lined pedestrian-friendly streets. The planning and design of the project recalls the importance of using civic institutional design to create landmarks within new urban environments. A landmark structure is located at a highly visible cornerstone site beside the intersection of two principal roads of the Emerald Commons development and will be converted to community uses after the sales use concludes. Visitors arrive at Emerald Commons through a dignified public plaza that concludes at a monumental stair leading to the entrance of the Sales Center. As the focus of the plaza, the community center utilizes classical symmetry, order, rhythm and details. The vertically oriented proportions of the Sales Center are consistent with the project's established Victorian character of urban mansions and street side townhouses, and the stone cladding at ground level creates a podium visually supporting the larger windows and more detailed wall surfaces at upper levels. The building's substantial stone base is centrally accented by a projecting bay featuring loggia balconies capped by a gable pediment. Arched and rusticated main entry doors center the east and west facades and offer views and access to the entry plaza and public garden utilizing traditionally influenced landmark architecture to accommodate contemporary uses and create a dignified backdrop to Beijing's new urban lifestyles.

Client: Beijing VANKE Co., Ltd.

Collaboration: Miland Design

Ai+Architecture

Mengwu Town Center

Beijing, China

Master planning, architecture and landscape architectural design services were provided to create a town center for a new 39,000 square meter retreat-lifestyle community located on a historic mountainside site in northwest Beijing. The project is comprised of a welcome center gallery, two resort hotels, a museum, a hostel, retail and restaurant activities arranged around a pedestrian plaza. Designed to take full advantage of favorable exposures to sun and the surrounding scenic vistas, pedestrian-friendly gathering spaces and facilities include sunrise and sunset courtyards, a mountainside garden amphitheater, retail and event pavilions and a restaurant row featuring terraces, balconies and bay windows featuring scenic views of surrounding mountain ridges and historic stone terraced pear orchards.

Client: Beijing VANKE Co., Ltd.

Collaboration: Bohlin Cywinski Jackson (BCJ)

Raycom Majuqiao Community

Beijing, China

Master planning, landscape architecture and architectural design services were provided to create a new community arranged around a series of landscaped garden courtyards on a 65,000 square-meter site adjacent to the sixth ring-road in southeastern Beijing. 9 floor mid-rise blocks of condominiums and penthouses are complemented by 20 floor high-rise towers of apartment flats, and by townhouses accommodate the 2.5 FAR development program and visually define landscape spaces while maximizing views and daylight access to the units. An extensively landscaped central garden features a cascading water feature and frames a classical detail influenced 3000 square-meter clubhouse and marketing

center clad in imported limestone and accented by bronze details. The project includes a kindergarten and 5,600 park and playground.

Client: Beijing Raycom Real Estate Development Co., Ltd.

Collaboration: Beijing Newer Architectural Design, Ltd., Beijing Sunshine Landscape Co., Ltd.

Changchun VANKE Xiandonggou WhistlerTown Community

Changchun, China

Master planning, landscape architecture and architectural design services were provided to define a new resort and outdoor-lifestyle oriented community in a scenic mountain valley adjacent to Jingyue National Park. The 400,000 square-meter site accommodates a mixed-use program (1.4 FAR) featuring a waterfront retail and commercial village 456,600 and residential development that includes single family villas, town homes and apartment towers of up to 11 floors. Natural drainage patterns in the valley are used to organize a linear open space system of parks, recreational amenities and wetland areas that utilize natural filtration systems to treat and control run-off. Individual neighborhoods are defined by a system of parkways, low-speed access roads and pedestrian paths that extend from an existing light rail transit station through the site and into park and natural areas surrounding the project.

Client: Changchun Vanke Xizhigu Real Estate Development Ltd.

Collaboration: Guangzhou Atelier Y Co., Ltd, Sealand Landscape Architecture

Logan International Airport Master Plan

Boston, Massachusetts USA

Planning, landscape architecture and conceptual architectural design services were provided to establish an efficient, functional and dignified visitor and passenger arrival and entry experience at the 17th largest airport in the United States that accommodates over 1250 daily domestic and international departures. An elevated pedestrian circulation system consisting of elevated bridges, vertical circulation nodes and pedestrian passages was developed to integrate an existing network of isolated parking areas and an expanded central parking facility with a surrounding ring of existing and new passenger terminals.

Client: Massachusetts Port Authority (Massport)

Collaboration: Sasaki Associates

Alturki Business Park

Al Khobar, Kingdom of Saudi Arabia

Landscape architectural design services were provided for a new corporate headquarters development located on a prominent site in Dhahran Municipality. The project development program consists of a cylindrical office tower and an area of low-rise “lofts” for professional offices. The landscape architectural design creates both a distinctive setting for a corporate headquarters building and a landmark public space for the city of Al Khobar. The design creates an urban “oasis”, civic in scale, but comfortable when used by either two or two hundred visitors. The design incorporates a large shade structure in a faceted circular form which provides spatial definition, a protective visual screen from the surrounding roadways and a comfortable, shaded promenade for walking and sitting. Small fountains within the shade structure provide the cooling sounds of water and help to buffer traffic noise. Sculptural lighting elements are integrated with the structure, and complemented by careful accent lighting of the structure itself, create a dynamic nighttime display. The shade structure encloses the plaza “oasis” with its decorative paving patterns, benches and planting beds. A central water feature or future sculptural element provides the focal point of the plaza. The landscape and plant materials will make up a significant part of the plaza design, and the goal is to incorporate sustainable design practices to the maximum extent possible. Plants that require low water use will be

used in the roadway edge landscape or “Xeriscape”, which will provide a contemporary, sculptural setting for the building and plaza based on the local, natural landscape character.

Client: Alturki Group

Collaboration: Tariq Hajj Architects (THA)

King Abdullah Civic Center

Dammam, Kingdom of Saudi Arabia

Master planning, landscape and architectural design services were provided for the King Abdullah Cultural Center to realize the project vision to become an iconic and unique waterfront development for Dammam and the Eastern Province of Saudi Arabia. The 256,500 square-meter land reclamation is designed to create a vibrant island landmark integrated with the construction an iconic bridge to span the existing bay and alleviate growing traffic congestion along the Municipality’s waterfront. The vision of the project is to use the client’s development of publically-oriented facilities to support private sector investment and to create a vibrant waterfront public destination for residents and visitors to the region. The 197,000 square-meter development program includes a civic center and exhibition center, covered stage/theater, marketplace, maritime museum, public library and the King Abdullah Center for Cultural Understanding. Two hotels are planned; one a water-front marina club to address the family-oriented requirements of the Saudi market, and the other an international hotel to meet the expanding needs of business travelers to the region. A harbor-master facility will provide marine supervisory services and accommodates landside facilities for international fast-ferry passenger service to Bahrain. A 5000-vehicle parking program is accommodated in a series of user-friendly landside parking garden areas, and in a garage podium that features light courts and broad pedestrian portals opening out to the new harbors and waterfront promenades. The master plan, landscape and architectural design define a functional operational framework that will support a vibrant, dynamic, socially relevant and economically viable expansion of the Dammam waterfront.

Client: Dammam Municipality, Eastern Province

Collaboration: Zuhair Fayez Partnership, Tetra Tech, DHI, COWI, TEM Group

Port Ghalib Marina Village

Marsa Alam, Egypt

Located on the Red Sea coastline east of Luxor, the Marina Village at Port Ghalib is the core project of a 2400-hectare integrated resort development. The 140,000 square-meter development program includes multiple hotels totaling over 900 rooms, serviced apartments, a spa and health club, and a 25,000 square-meter entertainment-oriented resort village. A sweeping harbor side cornice terminates at a village beach and the adjacent Capitainerie complex with restaurants, lounges, an international yacht club and customs facilities. The Entertainment Island peninsula is the opposite anchor and features a densely arranged village of retail arcades, restaurant courtyards, entertainment pavilions, boutique inns, apartments and cultural institutions.

Client: Marsa Alam for Touristic Development, M.A. Kharafi Group

Collaboration: Adel Mohktar Architects, Quadtrisir Architects, Sasaki Associates

London Studio City

London, United Kingdom

The studio home to the James Bond film, Goldeneye, Episode 1 of the Star Wars film series and to Harry Potter, this 285-acre site located in the London greenbelt has been planned and designed to become an integrated destination for both film industry professionals and fans alike. Located at an historic Rolls-Royce aviation factory complex, the 2 million square-foot development program includes film studios, a studio tour and entertainment center, business and production offices, residential areas and community recreation facilities. A 740,000 square-foot entertainment center features a pedestrian retail arcade

anchored by a gateway plaza featuring a studio-tour preview & retail center and a multi-screen, stadium seat cinema complex.

Client: IDEA Co., Ltd.

Collaboration: Chetwood Associates, Derrick Lovejoy Partnership, Sasaki Associates

Related Projects

Charleston Visitor Reception & Transportation Center

Charleston, South Carolina, USA

Client: City of Charleston

Westwood Executive Center

Westwood, Massachusetts, USA

Client: Prudential

Western Marina Village and Yacht Club

Beirut, Lebanon

Client: Solidere

2004 Olympic Sailing Center & Marina Village 2004

Athens, Greece

Client: Hellenic Ministry of the Environment and Public Works

Ai +Architecture

Firm Introduction and Credentials

With over 20 years of broad experience including planning, urban design, architectural and landscape architectural assignments, Ai +Architecture LLC is highly experienced working at the earliest stages of major domestic and international projects. Ai +Architecture LLD is regularly engaged by private developers and public agencies to develop master plans and conceptual designs for sensitive and high visibility projects. Our responsibilities commonly involve work sessions, reviews and presentations with our clients and Ai's responsibilities also regularly include presentations to competition juries, governmental authorities and in public forums. Ai is well experienced at working with major international and domestic private sector developers to plan and design successful mixed-use projects that commonly include pedestrian-oriented retail districts, residential, commercial, hospitality and institutional uses. As the transition from the conceptual design stage through design development, construction documentation and implementation phases is complex and can often dilute design concepts, Ai +Architecture LLC is adept at collaborating in consecutive project stages with local public agencies and professionals to ensure that the design integrity of a project is effectively realized. A partial list of Ai's experience in projects involving public clients, audiences or forums follows.

Representative Projects - Public Agencies & Public/Private Partnerships

- Ann Arbor Ashley-William Study; Ann Arbor, Michigan
- Baiyun New Town Master Plan; Guangzhou, China
- Biogen 8 Cambridge Center; Cambridge, Massachusetts
- Charleston Visitor Reception and Transportation Center; Charleston, South Carolina
- Dou Xiang Hu Resort and Conference Center; Beijing, China
- Eastern Point: Housing, Commercial, Marina; Portland, Maine
- Fengshun City Center Urban Design Competition, Guangdong, China
- Hidaka-Cho Resort; Hokkaido, Japan
- King Abdullah Civic Center; Dammam, Saudi Arabia
- L'Sea Qinzhou Marine Resort Community Master Plan; Guangdong, China
- Logan International Terminal Area Projects; Boston, Massachusetts
- Northampton Garage Study; Northampton, Massachusetts
- Roberto Clemente Sports City; City of Carolina, Puerto Rico
- Shimao National Guest House; Xiamen Island, China
- Vail Community Center; Vail, Colorado
- Western Marina and Yacht Club; Beirut, Lebanon
- Yantai City Central Axis Area Urban Design Competition - Yantai, Shandong, China
- Yanyang Village Urban Design Competition, Meizhou Cultural Tourism Area; Meizhou, China
- 2004 Olympic Sailing Center & Marina; Athens, Greece

Representative Projects - Institutional

- American International School of Lago; Lagos, Nigeria
- Bethel College Convocation Center; St. Paul, Minnesota
- Maine Maritime Museum; Bath, Maine
- Massachusetts Medical Society; Waltham, Massachusetts
- Mid Michigan Regional Medical Center; Midland, Michigan
- Mystic Seaport Museum; Mystic, Connecticut
- Northeastern University, Warren Conference Center & Lodge; Ashland, Massachusetts
- University of Massachusetts Lowell, Mill Campus Master Plan; Lowell, Massachusetts
- University of South Carolina Math and Science Complex; Columbia, South Carolina

Representative Projects - Private Sector

- Aghios Kosmas Olympic Marina Development; Athens, Greece
- Alturki Business Park; Al Khobar, Saudi Arabia



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- Dhahran Master Plan; Dhahran, Saudi Arabia
- Doosan 100 Year Commemorative Park; Seoul, Korea
- Fidelity Properties; Dallas, Texas
- L'Sea Changsha Community Master Plan; Changsha, China
- Pier 4; Boston, Massachusetts
- Prince Saud Bin Naif Park; Al Khobar, Saudi Arabia
- Prudential Westwood Executive Center; Westwood, Massachusetts
- Pusan Waterfront Plan; Pusan, Korea
- Saehan Center; Taegu-Kyungsan, Korea
- Sanya Oval Resort Community; Hainan, China
- VANKE Whistlertown Community; Changchun, China
- VANKE Emerald Community; Beijing, China
- VANKE Huacao Stratford Residential Community; Shanghai, China
- Wukesong Olympic Residential District; Beijing, China
- 100 Market Street; Portsmouth, New Hampshire

The Craddock Group, LLC

The Craddock Group, LLC, a Service-Disabled Veteran-Owned Small Business (SDVOSB), was established in 2010 to provide professional services to federal, state and local governments. Our team is a unique combination of former members of the military, federal employees and private-sector professionals, which allows us to deliver innovative and scalable solutions using the best of public and private financial, organizational, real estate and business methods.



At the Craddock Group, we make our clients' issues our own and work to resolve them.

We understand the challenges posed by tight deadlines and competing priorities, and work with our clients to overcome them. We also recognize the importance of using all resources efficiently and effectively, particularly as our clients are being asked to do more with less. The value of our services is derived from thoughtful planning and seamless execution. We assist our clients along every step of the process.

Capabilities

The Craddock Group specializes in capital planning and maximizing the value of real property. Our team can assess real property, both individual assets and entire portfolios, to identify the most effective use of space, develop comprehensive re-investment strategies, and help the government reposition underutilized assets.

Members of our team have led the development and implementation of strategic capital planning and public-private real estate solutions for multiple federal agencies, including the U.S. Departments of Veterans Affairs, Defense, Energy and Transportation and the General Services Administration, among others. Our team members have supported transaction execution and portfolio and asset management efforts associated with military family housing privatization, in addition to performing real estate project due diligence, site analyses, market surveys and demographic studies to evaluate development opportunities nationwide. Our team members' experience also includes assistance with negotiations, transaction documents and project management in execution of Enhanced-Use Leases (EULs) across the country for the Departments of Defense and Veterans Affairs.

The Craddock Group's capabilities include the following:

- Capital Planning/Budgeting
 - Strategic capital investment planning (real estate, healthcare, financial)
 - Facility planning
 - Space and equipment planning
 - Federal budget support, OMB 300s, budgetary scoring and legislative analysis
- Real Estate Services
 - Due diligence and financial analysis
 - Transaction management
 - Public-private partnership studies and transaction execution
- Strategy/Management Consulting
 - Strategic / program development and management
 - Management and process improvement solutions
 - Training
 - Base Realignment and Closure (BRAC) consulting services
- Technology
 - Development of technology solutions for real estate and financial management

Leadership

John Craddock, President of the Craddock Group, previously served in the U.S. Army as a Major with 13 years of service in infantry and judge advocate general commissions. Mr. Craddock has been recognized as a Virginia "Super Lawyer" in Business Litigation by Law & Politics magazine from 2010 through 2016.

Representative Contracts

The Craddock Group Prime Contracts – Department of Veterans Affairs (VA)

- VA Federal Budget and Strategic Capital Investment Plan (SCIP) Support
 - FY 2018 Non-IT Business Case Applications (2016-current)
 - VA Multi-Cycle SCIP Process Support and Execution (2016-current)
- VA Program/Process/Transaction Management
 - Enhanced-Use Lease Program Management and Technical Support (2012 and current)
 - Technical, Analytic and Transaction Services Support for Enhanced-Use Lease Projects in West Los Angeles, CA (2016-current)
 - Fort Howard, Maryland Enhanced-Use Lease (2010-2012)

The Craddock Group Subcontracts – Departments of Veterans Affairs and Defense (Prime Contractor: JLL)

- VA Strategic Capital Investment Plan (SCIP) Support
 - SCIP Process Support and Execution (2012, 2013, 2014, 2015, 2016)
 - SCIP Review Panel (2012)
 - SCIP Space Analysis Support and Execution (2011)
 - SCIP Automation (2011)
- VA Federal Budget Support
 - OMB 300 Major Lease Applications (2016)
 - VA Lease Budget Model (2016)
 - VHA Activation Budget Cost Model Development/Process Improvement (2011 & 2016)
- VA Program/Process Management
 - VA Lease Program/Lease Tracking Model including Lease Process Training/Document Support (2016)
 - VA Enhanced Use Lease Program Management Technical and Strategic Support (2013, 2014, 2015)
- Department of Defense, Office of the Secretary of Defense
 - Military Housing Privatization Initiative (MHPI), Program Management Support (2016)

NAICS Codes

531390 - Other Activities Related to Real Estate

541611 - Administrative Management and General Management Consulting Services

541618 - Other Management Consulting Services

561110 - Office Administrative Services

561990 - All Other Support Services

611430 - Professional and Management Development Training

Locations

Washington, DC Metro Area; Richmond, VA; Columbus, OH; Boston, MA Metro Area

Contact

John Craddock, President and Managing Member

The Craddock Group, LLC

3033 Wilson Blvd, Suite 700

Arlington, VA 22201

(Office) 888-320-1922, ext. 1; (Cell) 757-903-6710; (Fax) 888-426-6534

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Vetbiz profile: <https://www.vip.vetbiz.gov/Public/Business/ViewBusiness.aspx?Duns=833260792>

Website: <http://www.craddockgroup.com/>

Firm Profile:



The Carriage House, home of SMP Architecture

Sheerr McCrystal Palson Architecture, Incorporated, dba SMP Architecture specializes in high quality, one-of-a-kind residential, municipal, commercial and institutional projects. Founded in 1983, our firm continues to garner recognition for outstanding community projects and enjoys an excellent reputation for delivering high quality buildings and providing personal service. We combine a high level of thoroughness, professionalism and design sophistication with the unique ability to get the most value for our clients' dollars.

We are committed to buildings that fit their settings, are thoughtfully designed and are energy efficient environments. By listening closely and understanding your goals we develop buildings specific to the needs and values of your community.

We do all this through an inclusive team approach to our overall project management system. Ultimately this is what keeps our clients happy and informed sparing them anxiety and saving time and money.

Hopefully you will see from this qualification package that SMP has significant experience working with local communities, in proactive engaging ways. An open dialogue shows a rigorous due-diligence process to the community, builds consensus around the project and yields positive support when it comes time to vote. This dialogue begins with the high level planning of the project, its site, and your needs and extends through the technical details and construction process.



Our Firm's Values:

Sustainability:

Environmental Stewardship is a core value for SMP Architecture. We incorporate sustainable thinking throughout the design and construction process with the goal of delivering a high performance building that creates a healthy environment to live, work and learn in. We select construction materials that offer the highest degree of sustainability by their superior recycling characteristics, reduced negative impact on the environment, energy efficiency, low maintenance, and reduced life cycle costs.

SMP is a long standing member of the USGBC and led the design effort on the second Gold rated building in NH, the Audubon headquarters here in Concord.



Communication:

Open communication is inherent in our daily work environment and naturally extends to our consultant team, our clients and their communities. We diligently present your project to the committee and interested parties through 3D renderings, colorful images, public appearances and simple clear language.



Please see our “Engage the Public” Page for more information on how we clearly and effectively communicate your needs, goals and vision through our design.

Preservation:

New Hampshire, and northern New England, has an extensive array of historic buildings and SMP is proud to be a part of restoring, revitalizing and rehabilitating many of them. We are proud members of the NH Historical Preservation Alliance and assist many private property owners, churches and municipalities with Historical Assessment Reports and sympathetic restoration of their buildings. We frequently reference their guiding document: *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring and Reconstructing Historic Buildings*





**BERKSHIRE
HATHAWAY**
HomeServices

Verani Realty

COMMERCIAL DIVISION

Did You Know...

The professional Advisors of the Commercial Division at Berkshire Hathaway Verani Realty have more than 100 years of commercial real estate transaction and development experience, having directly participated in more than \$1.5 BILLION dollars of commercial real estate transactions (sales and leases), as well as business dispositions and acquisitions. In 2016 alone, the Commercial Division had worked in conjunction with residential agents of the firm resulting in more than \$39,000,000 in closed commercial transactions and YTD 2017, \$42,400,000.

The BHHS Team of Commercial Advisors have significant experience working with customers and clients throughout the northeast, as well as most major markets across the country.

Whether your business owner/client is deciding between leasing, buying or building a new building, a major corporation that needs to evaluate their real requirements and objectives, or in need of a creative way to control its operating expenses, a BHHS Verani Commercial Advisor can provide solutions for you and your client. Our commercial real estate services include acquisition, disposition, landlord and tenant representation, tax deferred exchanges, asset management, valuation/opinions of value, financial analysis, lease abstraction and occupancy cost analysis.

BHHS Verani Commercial Advisors have served clients in every sector of the real estate business, including multi-family/apartment properties (5-100+ unit communities), office properties, industrial buildings, warehouse and distribution assets, research and development (R&D) facilities, retail buildings (free standing and multi-tenant shopping centers), community storefront properties offering retail, service and mixed use possibilities.

The professionals in the Commercial Division at Berkshire Hathaway Verani Realty also possess significant experience and perspective in providing business valuation services. We utilize a number of methodologies which determine the current market value of a business, identify pricing trends, and to provide strategic advice and execution to achieve client objectives.

We have significant experience providing guidance and advisory services throughout the property development process. We are able to work with developers on a project "from concept to completion", including market analysis and feasibility studies, significant entitlement experience, coordinating project management Teams, debt placement, landlord and tenant representation and property management.



**BERKSHIRE
HATHAWAY**
HomeServices
Verani Realty
COMMERCIAL DIVISION

Did You Know...

The BHHS Verani Commercial Division has an extensive array of tools, resources and database systems, as well as maintains relationships with industry experts to support every Verani Team member. These systems are available to address the needs of their business clients, investors, wealth advisors and others in their sphere of influence.

The Commercial Division consistently completes more than 100 commercial transactions annually--impressive considering the average commercial transaction takes more than 6 months to complete. BHHS Verani has more commercial property listings and advisory assignments than any firm in New Hampshire and maintains a large active database to support the needs of our agents, customers and clients throughout northern New England.



Rob Spalding
BHHS Verani Realty
Commercial Division
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ABOUT THE FIRM

Founded in 1992 Petersen Engineering, Inc. (PEI) provides design services for energy efficient and cost-effective HVAC, plumbing, and fire protection systems for a wide range of building types. Building types include: wastewater and water treatment, laboratories, hospitals & healthcare, schools & universities, commercial office buildings and multi-family housing. The firm is committed to a holistic view of buildings with particular focus on overall energy efficiency. By collaborating with partners in an integrated design approach, Petersen Engineering is able to help achieve higher levels of environmental stewardship, indoor air quality, energy efficiency, durability, occupant comfort, and ease of maintenance.

On every project Petersen Engineering brings a blend of mechanical design experience, building science knowledge, enclosure design expertise, and enthusiasm to work with the design team, to achieve a high performance building. The firm also understands the crucial importance of oversight and attention to detail during the construction phase and post occupancy in order to accomplish a successful implementation of each project's goals.

The firm's philosophy on energy is to maximize strategies that cut energy demand prior to consideration of cost effective energy supply solutions. By focusing on reducing energy requirements through increasing insulation levels, minimizing air infiltration, and effective design of HVAC and hot water systems, a building's energy consumption can be drastically reduced. When renewable energy sources are employed in high performance buildings, the percentage of energy supplied by the renewable energy system compared to the total energy consumption is significantly increased. Furthermore, when a building's heating and cooling loads are reduced, occupant comfort increases, building equipment useful life is extended and maintenance requirements are reduced.

H.L. Patten Construction is a General Contractor with offices in Kittery, ME and shop facilities in South Berwick, ME. We have provided design build, general contracting and construction management services primarily in southern Maine and New Hampshire since 1989. We operate between 10 and 20 employees and annually perform \$3MM - \$8MM in work. Our projects include private, institutional, municipal, state, and federal government entities. The company is fully insured and has an aggregate bonding capacity of \$12,000,000.00.

The company was founded and incorporated in the state of Maine by Howard Patten, following in a family tradition of commercial and residential building in the greater seacoast area.

The company has evolved into a more diversified contracting firm operating in the commercial, institutional, industrial, and heavy civil markets. H.L. Patten's ongoing commitment to local labor and local subcontractors has contributed to the growth and success of the company. The company has strived to maintain a strong core of both craft people and managers, understanding that the investment in our employees is the foundation of the company. Our craftsmen consist largely of carpenters, laborers and equipment operators. Many are licensed or certified in specialties such as hydraulics or ICF construction. Safety training is ongoing. Managers have grown with the company, in several instances for over twenty years. This team has consistently completed projects on time and within budget. The company has never failed to complete a project or been assessed liquidated damages for untimely completion.

Throughout the years the company has retained strong ties with the community. Most recently, the company donated labor and equipment to construct the concrete and steel foundation for the Thresher Memorial in Kittery. In 2009 with a commitment to green building practices H.L. Patten began recycling aggregate construction waste at its facility in South Berwick Maine. By weight, concrete and aggregate waste are the largest types of waste on a construction site. H.L. Patten can recycle 100% of this waste at its facility and reuse it as a gravel product on projects around the seacoast.

Bank Reference

TD Bank
Diane Lewis
353 Central Avenue, Dover, NH 03820
(603) 833-8279 Diane.Lewis@td.com

BONDING

Ohio Casualty Insurance Company
Agent: Jeff Schroeder - Cross Insurance
PO Box 5125, Manchester, NH 03801
(603) 669-0704 Jeff@infantine.com

SHAINES & MCEACHERN, PA
FIRM OVERVIEW

Shaines & McEachern, PA, has represented developers in Portsmouth for over forty years. We are a general practice law firm with extensive experience in real estate development and related matters. We have the depth and capacity to represent developers of large-scale projects. Our connection to Portsmouth enables us to understand and work with Portsmouth stakeholders. Our firm has represented developers in the permitting, construction, leasing and sales of over 400,000 square feet of commercial and residential space in the Portsmouth Downtown during the past 11 years, represented by the following projects: ¹

<u>Location</u>	<u>Type/Description</u>	<u>Sq. Ft.</u>	<u>Completion</u>
77 State Street	Mix-use condominium	27,686	2016
30 Maplewood Ave.	Mix-use condominium	30,954	2015
51 Islington Street	Mix-use condominium	44,311	2013
99 Hanover Street	Mix-use, incl. "British Beer Company"	55,038	2010
100 Deer Street	"Marriott Residence Inn"	98,542	2009
6-16 Congress Street	Mix-use condominium	25,253	2006
100 High Street	"Hilton Garden Inn"	86,294	2006
77 Hanover Street	Mix-use condominium	37,880	2006

We also represent property owners seeking to further develop commercial property. Of recent note, we represented SEA-3, Inc. of Newington, NH, in its successful effort to obtain approvals to expand its domestic propane rail offload capacity. The process involved appearances before municipal planning and zoning boards, the New Hampshire Superior Court, the New Hampshire Site Evaluation Committee, and the Federal Government's Surface Transportation Board. Working with the state, multiple municipalities, nonprofits, and others, SEA-3 obtained its approvals through a negotiated settlement.

ATTORNEYS

ALEC L. MCEACHERN, FIRM PRESIDENT

EDUCATION

Master of Laws in Tax Studies, Boston University School of Law
Juris Doctor, Western New England College School of Law
Bachelor of Arts, University of New Hampshire

AREAS OF PRACTICE

Real estate, construction/development, condominiums, business/corporate, municipal, litigation, estate planning, probate

RELEVANT EXPERIENCE

SEA-3, Inc.; 99 Hanover Street; 100 Deer Street; 100 High Street; 77 Hanover Street

¹ Total square footage and completion dates are approximate.

PAUL MCEACHERN

EDUCATION

Juris Doctor, Boston University School of Law
Bachelor of Arts, University of New Hampshire

AREAS OF PRACTICE

Real estate, construction/development, condominiums, business/corporate,
labor/employment, litigation, estate planning, probate

RELEVANT EXPERIENCE

77 State Street; 30 Maplewood Avenue; 51 Islington Street; 6-16 Congress Street

DUNCAN MCEACHERN

EDUCATION

Juris Doctor, University of Maine School of Law
Masters of Economics, University of New Hampshire
Bachelor of Commerce, St. Mary's University (Halifax)

AREAS OF PRACTICE

Municipal (represented Town of Kittery, Maine), real estate, estate planning, probate

DAN THORNHILL

EDUCATION

Juris Doctor, Harvard Law School
Bachelor of Arts, Ohio State University

AREAS OF PRACTICE

Municipal, real estate, business and corporate, commercial lending, estate planning, probate

PETER DOYLE

EDUCATION

Juris Doctor, Boston College School of Law
Bachelor of Arts, Providence College

AREAS OF PRACTICE

Real estate, business and corporate, commercial lending, bankruptcy, litigation

JACOB MARVELLEY

EDUCATION

Juris Doctor, Suffolk University Law School
Bachelor of Arts, University of New Hampshire

AREAS OF PRACTICE

Litigation, labor/employment, construction/development, business/corporate

DANIEL FEDERICO

EDUCATION

Juris Doctor, Quinnipiac University School of Law
Bachelor of Arts, University of New Hampshire

AREAS OF PRACTICE

Litigation, family law, labor and employment

Goedecke & Co.

REAL ESTATE FINANCE

CONTACT US
(617) 790-9000

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Goedecke & Co delivers specialized access to national and global commercial real estate debt and equity capital markets. We provide owners and developers with individualized counsel and facilitate tailored financing solutions for your commercial real estate investment properties.

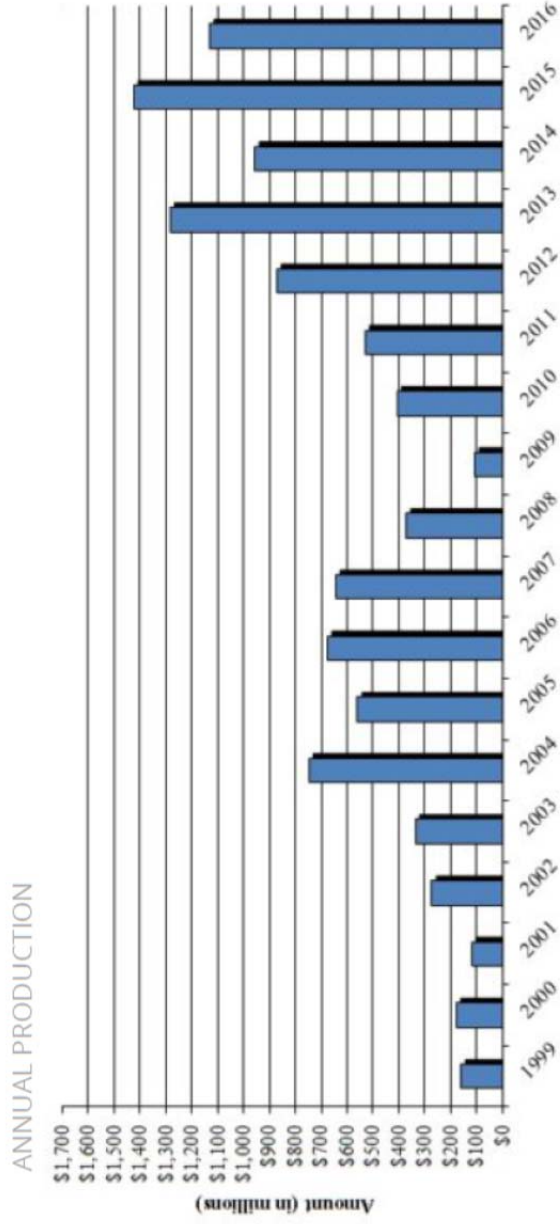
[LEARN MORE](#)



Since inception in 1999, Goedecke & Co. has arranged in excess of \$10.73 billion in real estate financing in the course of nearly 950 transactions for more than 300 different clients with nearly 200 different lenders and investors. Goedecke & Co. production during 2016 exceeded \$1.1 billion for 45 different clients in 76 transactions (one closing every 3 business days).

Financings have included construction, interim and permanent loans, as well as institutional joint ventures, participating mortgages and private equity investments. Property types have included office, retail, industrial, apartments, condominiums, hotels, biotech (lab), self storage, golf courses and marinas. Sources of capital have included life insurance companies, banks, CMBS lenders, government sponsored agencies, pension fund advisors, opportunity funds and private investors.

Loan Origination	Recapitalization	Structured Finance
<ul style="list-style-type: none"> Permanent Loans Construction Loans Interim Loans Junior Debt 	<ul style="list-style-type: none"> Discounted Payoffs Bridge Loans Mezzanine & B Loans Preferred Equity 	<ul style="list-style-type: none"> Joint Ventures Participating Loans Pre-Sales Private Equity





Resumes



Michael J. Simchik

EDUCATION

Harvard University Graduate School of Business Administration, MBA, 1979
Colgate University, A.B., 1975

PROFESSIONAL

2003 – Present Capital Commons LLC, Principal (Development & Management, Commercial Real Estate Investments)
1996 – Present 100 Market Stree LLC, Principal (Development & Management, Commercial Real Estate Investments)
1996 – 2005 Standard Supply International, Ltd., President (International Distribution of Engineered Products for the Power Industry)
1987 – Present Investor, Residential and Commercial Real Estate
1979 – 1996 Vice-President, Standard Supply Corporation (Wholesale Mechanical Products, International Distribution)

AFFILIATIONS

Founding Board Member, Centrix Bank & Trust, Bedford, NH (acquired by Eastern Bank, Boston, MA in 2014)
Investor, Board Member, CEO, Enskonce Data Technology, LLC

INVESTMENT PHILOSOPHY

Mr. Simchik, through his ownership interest in the 100 Market Street and Capital Commons LLC's, develops, owns, and manages investment-grade real estate properties in various US communities. In addition, Mr. Simchik has invested in properties personally either for development or on a buy/sell basis. Mr. Simchik's investment philosophy is long-term, resulting in most properties being held in either his personal or his company's portfolio. It is also his desire to be involved in only one real estate development project at a time, thereby being able to channel and focus his energies accordingly. As well, he is only interested in projects that are stimulating due to their uniqueness when coupled with an opportunity to be the focal point or the signature development within a community or business sector. Mr. Simchik finds fascinating the challenge of "thinking outside the box" as concerns property use and the mix of tenants within any particular development. Due to his mind-set of long-term ownership, he is most concerned in optimizing both tenant- and use-mix not just for the initial lease terms, but for the foreseeable future. Additionally, Mr. Simchik is CEO and a co-Founder of PS It Matters, a for-profit entity with a mission of helping end the hunger issue in America. In that regard, PS It Matters contributed over \$650,000 to its mission in 2015 with a 2016 target of \$1,000,000 in funding to combat the hunger issue.

PROPERTIES DEVELOPED/OWNED/MANAGED (CURRENTLY):

Capital Commons, Concord, NH: (104,000 sf, Class A mixed use building)
100 Market, Portsmouth NH: 54,000 sf, Class A mixed use building
1255 South Willow, Manchester, NH: 100% occupied by Bank of NH
135 DW Highway, Manchester, NH: Bank of America, Kelly Insurance



Jamie Simchik, AICP Principal

Experience

150 Seaport Jamie obtained South Boston Parking Freeze Permit approval from the City of Boston for a proposed 22-floor, 340,000 square foot luxury residential condo project in the Seaport District of Boston, Massachusetts. He also acted as the Massport liaison for the developer due to the multi-jurisdictional nature of the proposed development site.

Capital Commons Jamie assisted the developer with the acquisition of the Sears Block from the City of Concord, New Hampshire for the construction of an eight-floor, 104,000 square foot Class A mixed-use commercial office building and as the agent for the adjoining 516-space municipal parking garage funded by a newly created tax increment finance district. Currently, Jamie is working with the developer to identify an operator, architect and contractors to convert two office floors into Concord's first AAA Four Diamond downtown boutique hotel.

100 Market Jamie provided real estate advisory services to a portfolio of three stabilized commercial properties in New Hampshire. He was responsible for reviewing existing operating pro formas, providing suggestions for improved space layout to increase desirability and revenue, developing marketing campaign to better connect with potential tenants, reviewing existing architectural plans and reviewing most recent appraisals and financing terms.

Government of South Australia Jamie provided real estate advisory services to the Government of South Australia. He was responsible for program management and management of potential private developers through revision of development guidelines for State-owned residential and industrial estates.

Education

Master of Business Administration, University of Michigan, Ann Arbor, MI

Master of Urban Planning, University of Michigan, Ann Arbor, MI

Graduate Certificate in Real Estate Development, University of Michigan, Ann Arbor, MI

Bachelor of Arts, Economics, Colgate University, Hamilton, NY

Certifications

American Institute of Certified Planners

Charrette System Certificate, National Charrette Institute

Gary T. Anderson AIA, NCARB, LEED-AP BD+C
Principal Architect and Urban Designer

Mr. Anderson has extensive professional experience both as an architect and urban designer. His design and planning expertise ranges from initial programming and concept development to the establishment of architectural character and design guidelines. He has directed the urban planning and architectural design of numerous international and domestic commercial, mixed-use, hospitality and entertainment projects for private, institutional, and public clients.

Urban Design Experience

- Prince Saud Bin Naif Park; Al Khobar, Saudi Arabia
- Ann Arbor Ashley-William Study; Ann Arbor, Michigan
- Baiyun New Town Master Plan; Guangzhou, China
- Charleston Visitor Reception and Transportation Center; Charleston, South Carolina
- Dhahran Master Plan; Dhahran, Saudi Arabia
- Doosan 100 Year Commemorative Park; Seoul, Korea
- Emerson College; Lawrence, Massachusetts
- Fidelity Properties; Dallas, Texas
- Foshan Canal Riverside Urban Design Plan; Nanhai, China
- Pearl River Pazhou Corridor; Guangzhou, China
- Hu Qiu Canals District Master Plan; Suzhou, China
- King Abdullah Civic Center; Dammam, Saudi Arabia
- L'Sea Changsha Community Master Plan; Changsha, China
- Luogang Central Area Master Plan; Guangzhou, China
- Logan International Terminal Area Projects; Boston, Massachusetts
- Northampton Garage Study; Northampton, Massachusetts
- Pier 4; Boston, Massachusetts
- Potomac Greens; Alexandria, Virginia
- Pusan Waterfront Plan; Pusan, Korea
- Samsung Senior Intelligent Town Project; Yong-in, Korea
- Saehan Center; Taegu-Kyungsan, Korea
- VANKE Huacao Stratford Residential Community; Shanghai, China
- VANKE Whistlertown Community; Changchun, China
- VANKE Emerald Community; Beijing, China
- Wukesong Olympic Residential District; Beijing, China
- Fengshun City Center Urban Design Competition; Meizhou, China
- Yanyang Village Urban Design Competition, Meizhou Cultural Tourism Area; Meizhou, China



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Corporate Experience

- Alturki Business Park; Al Khobar, Saudi Arabia
- Biogen 8 Cambridge Center; Cambridge, Massachusetts
- 100 Market Street; Portsmouth, New Hampshire
- Digital Training Center; Maynard, Massachusetts
- Housatonic Corporate Center; Milford, Connecticut
- Prudential Westwood Executive Center; Westwood, Massachusetts

Institutional Experience

- American International School of Lagos; Lagos, Nigeria
- Bethel College Convocation Center; St. Paul, Minnesota
- Interlochen Center for the Arts; Interlochen, Michigan
- Maine Maritime Museum; Bath, Maine
- Massachusetts Medical Society; Waltham, Massachusetts
- Mid Michigan Regional Medical Center; Midland, Michigan

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Gary T. Anderson AIA, NCARB, LEED-AP BC+D

Architect and Urban Designer

- Northeastern University, Warren Conference Center & Lodge; Ashland, Massachusetts
- University of Massachusetts Lowell, Mill Campus Master Plan; Lowell, Massachusetts
- University of South Carolina Campus Master Plan; Columbia, South Carolina
- University of South Carolina Housing Study; Columbia, South Carolina
- University of South Carolina Math and Science Complex; Columbia, South Carolina
- Yale Garage; New Haven, Connecticut

Waterfront, Resort, and Entertainment Experience

- Abjar Beach Club and Hotel; Dubai, United Arab Emirates
- Aghios Kosmas Olympic Marina Development; Athens, Greece
- Aphrodite Resort Development; Cyprus
- Bois de Bouis Resort; VIDAUBAN, France
- Caribe Palms Resort; Shikoku Island, Japan
- Cheju Woobang Resort; Soomang-Li, Cheju-do, Korea
- Costa Canaria de Veneguera; Grand Canaria, Canary Islands, Spain
- Doosan Marine Resort; Chunchon, Korea
- Dou Xiang Hu Resort and Conference Center; Beijing, China
- Eastern Point: Housing, Commercial, Marina; Portland, Maine
- Fengshun Urban Design Competition, Guangdong, China
- Hidaka-Cho Resort; Hokkaido, Japan
- Kawasaki Studio City; Kawasaki, Japan
- La Manga Club Resort Extension - La Manga, Spain
- L'Sea Sanshui Baini Resort Community Master Plan; Guangdong, China
- L'Sea Qinzhou Marine Resort Community Master Plan;
- London Studio City; London, England
- Marina Del Sabalo; Mazatlan, Mexico
- Mystic Seaport Museum; Mystic, Connecticut
- 2004 Olympic Sailing Center & Marina; Athens, Greece
- Phoenix Park Mountain Resort; Kangwon-Do, Korea
- Port Ghalib Marina Village; Marsa Alam, Egypt
- Portland Waterfront Park/Ferry Terminal; Portland, Maine
- R&F Properties Group Spa Resort, Huizhou, Guangdong, China
- Roberto Clemente Sports City; City of Carolina, Puerto Rico
- Raycom Dreamtown Residential Community; Chongqing, China
- San Silencio Resort Master Plan; Caldera, Costa Rica
- Sanya Oval Resort Community; Hainan, China
- Sendai Asagami Resort; Kawasaki, Japan
- Shimao National Guest House; Xiamen Island, China
- Suwakogen Resort Master Plan; Suwa City, Nagano Prefecture, Japan
- The Boat Club; Chicago, Illinois
- Vail Community Center; Vail, Colorado
- VANKE Kunshan Residential District; Shanghai, China
- VANKE Kunshan Golf Villa Resort; Shanghai, China
- Western Marina and Yacht Club; Beirut, Lebanon
- Wilkendorf Golf Course Development; Wilkendorf, Germany
- Xunhua Agriculture Tourism Area, Conceptual Design -Xunhua, Qinhai, China
- Yantai City Central Axis Area Urban Design Competition - Yantai, Shandong, China
- Yalong Bay Mangrove Resort Hotel; Hainan, China
- Yanyang Village Urban Design Competition, Meizhou Cultural Tourism Area; Meizhou, China

Gary T. Anderson AIA, NCARB, LEED-AP BC+D

Architect and Urban Designer

Registrations & Accreditations

Registered Architect: Massachusetts, Minnesota

Certificate: National Council of Architectural Registration Boards (NCARB)

U.S. Green Building Council (USGBC) - LEED Accredited Professional (AP), Green Building Design + Construction (BD+C)

Professional Affiliation

American Institute of Architects

Boston Society of Architects

U.S. Green Building Council (USGBC)

Academic Positions

Design Business Marketing & Management: Harvard University Graduate School of Design - Professional Development Series; 2005.

Suffolk University, The New England School of Art and Design, Visiting Juror, 2003.

Boston Architectural Center, Visiting Juror, 1986.

University of Minnesota, Visiting Juror, 1980.

Harvard University Graduate School of Design, Visiting Juror, 1985, 1987, 1989, 2005.

Rotch Travelling Fellowship, Juror, 1991.

Awards

Zhongshan Changjiang Road Urban Design Competition; Zhongshan, China - 2nd Prize, 2016

International Urban Design Competition for Yanyang Integrated Service Area of Meizhou Cultural Tourism Area, Meizhou, China - First Prize, 2012

International Urban Design Competition for Fengshun, Meizhou, China - Third Prize, 2012

Boston Society, American Institute of Architects, Honor Award - Doosan 100 Year Commemorative Park; Seoul, Korea, 1999.

Boston Magazine, Dream Kitchens - Contemporary Category, Finalist - Easton/Anderson Residence, 2006

Fangshan Central Shopping District Master Plan Competition - First Prize, 2011

Foshan Pearl River Canal Riverside Master Plan Competition - Finalist, 2007

International Parking Institute, Award of Excellence - Visitor Reception and Transportation Center; Charleston, South Carolina, 1996

Luogang Central Area Master Plan Competition - Second Prize, 2006

New England Council, American Institute of Architects, Merit Award - Mystic Seaport Museum, 1988.

Harvard University Graduate School of Design, McKnight Scholarship, 1984

Publications & Exhibitions

Venice Biennale International, Architecture Exhibition (Citta' D'Aqua/Cities on Water) - Athens Olympic Sailing Center and Marina, 2004

University of Minnesota, Environmental Impact: 50 Years of Landscape Architecture - Alturki Business Park, 2017

Tsarin 125, Sasaki Associates: Pusan Waterfront Plan, October, 2002

World Architecture, Trading on the American Way, Boston Society of Architects/World Architecture Symposium: November, 1998

Boston Magazine's Home & Garden - Lincoln Residence, Summer 2006

Signature Kitchens & Bath; Cover Project - Lincoln Residence, Summer 2007

Presentations

Tsinghua University Beijing: Urban Planning & Design Institute - Planning & Placemaking, 2015

Friends of Modern Architecture FoMA: Lincoln's Alcoa House, 2015

Gary T. Anderson AIA, NCARB, LEED-AP BC+D

Architect and Urban Designer

International Golf and Resort Development; Harvard University Graduate School of Design -Professional Development Series; 1999, 2001, 2003

Harvard Asia 2000, Harvard Graduate School of Design: Destination Resort Design in Korea, 2000

Asia Week '99, Harvard Graduate School of Design; Korea in Crisis/New Opportunities, 1999

Korean National Housing Corporation; Place-Making, 1998

AsiaGSD 1998; Changing Typologies-Pusan Harbor Urban Design Plan, South Korea; Harvard University Graduate School of Design, 1998

Waterfront Development Seminar; Build Boston, 1994

Destination Resorts Seminar; Hilton Head Island, South Carolina, 1991

Community Activities

Harvard Faculty Club; Cambridge, MA - Member

Harvard Club of Concord; Concord, MA - Member

Rural Land Foundation, Lincoln, MA - Board Member & Trustee, 2004 to 2013

Education

Harvard University Graduate School of Design, Master of Architecture in Urban Design, 1985

University of Minnesota, Bachelor of Architecture, 1977

University of Minnesota, Bachelor of Environmental Design, 1977

Positions

Principal: Ai +Architecture LLC, Lincoln, MA, USA - 2003 to present

Principal: Sasaki Associates, Inc., Watertown, MA, USA - 1985 to 2003

Architect: Lee/Clark Associates, Boston, MA, USA - 1984 to 1985

Architect: HGA, Inc., Minneapolis, MN, USA - 1980 to 1983

Kevin J. MacNeill, ASLA
Director of Landscape Architecture

Mr. MacNeill is a practicing Landscape Architect with over 30 years of experience in a variety of built projects, including office, institutional, mixed-use, public, residential and resort development, and has participated in planning and master planning projects for public, institutional and private clients.

Professional Experience

Ai +Architecture LLC 2004 to Present
Concord, Massachusetts

Kevin J. MacNeill Landscape Architect 2002 - 2004
Maynard, Massachusetts

Vanasse Hangen Brustlin, Inc. /VHB 2001 Senior Landscape Architect
Watertown, Massachusetts

Sasaki Associates 1992 - 2000 Associate
Watertown, Massachusetts

Jung/Brannen Associates 1984 - 1991 Senior Landscape Architect, Associate
Boston, Massachusetts

Awards

International Urban Design Competition for Yanyang, Meizhou, China - First Place, 2012
International Urban Design Competition for Fengshun, Meizhou, China - Third Place, 2012
Southwood Landscape Design Guidelines -ASLA Merit Award, 1999
Canyon Ranch in the Berkshires -BSLA Merit Award, 1990

Education

University of Oregon, Bachelor of Landscape Architecture

Registrations

Registered Landscape Architect: Massachusetts

Representative List of Projects

Planning

- Changjiang Road Urban Design; Zhongshan, China
- City of Lynchburg Framework Plan; Lynchburg, Virginia
- Downtown Master Plan; Jackson, Tennessee
- Hardyston Ridge; Hardyston, New Jersey
- Letterkenny Army Depot Reuse Plan; Chambersburg, Pennsylvania
- MetroHealth Medical Center, East Campus Master Plan; Highland Hills, Ohio
- Milwaukee Light Rail Transit Master Plan; Milwaukee, Wisconsin
- Reston Town Center, Parcel 933 Design Guidelines; Reston Virginia
- Savanna Army Depot Reuse Plan; Savanna, Illinois
- Southwood - Landscape Design Guidelines; Tallahassee, Florida
- Yantai City Central Axis Area Urban Design Competition - Yantai, Shandong, China
- Yanyang Village Urban Design Competition, Meizhou Cultural Tourism Area; Meizhou, China



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Institutional

- Belmont Hill School Master Plan; Belmont, Massachusetts
- Bowdoin College Athletics Master Plan; Brunswick, Maine
- Cornell Athletics Master Plan; Ithaca, New York
- Cornell Agricultural School Master Plan; Ithaca, New York
- Educational Facility - South Norfolk County Association for Retarded Citizens; Westwood, MA
- Educational Facility - Charles River Association for Retarded Citizens; Needham, MA
- Framingham State College - Campus Planning Study; Framingham, Massachusetts
- Georgia Tech Sixth Street Apartments Student Housing; Atlanta, Georgia
- Keene State College Recreation Center; Keene, New Hampshire
- Mayer Campus Center, Phase II, Tufts University; Medford, Massachusetts
- Merrimack College, Rogers Center for the Arts; North Andover, Massachusetts
- Merrimack College Campus Center; North Andover, Massachusetts
- M.I.T. Lincoln Laboratories; Lexington, Massachusetts
- Nebraska Union Memorial Plaza and Fountain, University of Nebraska; Lincoln, Nebraska
- Rice University, Jamail Plaza and Fountain; Houston, Texas
- Robert Allerton Park and Conference Center, University of Illinois; Monticello, Illinois
- RPI Sports Master Plan; Rensselaer, New York
- St. Anthony's Church; Cambridge, Massachusetts
- University of Missouri Master Plan Update; St. Louis, Missouri
- University of New Hampshire Playfields Master Plan; Durham, Hampshire
- University of New Hampshire Whittemore Center; Durham, New Hampshire
- Yale School of Medicine, Howard Avenue Garage; New Haven, Connecticut

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Suburban Office & Commercial/Industrial Development

- American Dryer Corporation; Fall River, Massachusetts
- Andover Tech Center; Andover, Massachusetts
- The Atrium at Chestnut Hill; Newton, Massachusetts
- Cleveland Plain Dealer; Brooklyn, Ohio
- Digital Equipment Corporation; Marlborough, Massachusetts
- GCA Computer Data Center; Andover, Massachusetts
- Michi Kusa Japanese Restaurant; Framingham, Massachusetts
- New England Business Center; Andover, Massachusetts
- Raytheon Executive Office Building; Lexington, Massachusetts
- Setra Systems; Acton, Massachusetts
- UNUM Childcare Center; Portland, Maine
- 1700 West Park Drive, Westborough Office Park; Westborough, Massachusetts

Urban Design / Mixed Use Development

- ADMA/OPCO Headquarters; Abu Dhabi, United Arab Emirates
- Barnett Tower; St. Petersburg, Florida
- Central Artery / Tunnel Project, known unofficially as the Big Dig; Boston, Massachusetts
- Charleston VRTC Garage; Charleston, South Carolina
- Charleston Maritime Center; Charleston, South Carolina
- City of Lynchburg Site Design and Riverfront Park; Lynchburg, Virginia
- Ilus W. Davis Park; Kansas City, Missouri
- King Abdullah Civic Center; Dammam, Saudi Arabia
- Lowell Civic Stadium; Lowell, Massachusetts
- Lock 3 Park; Akron, Ohio
- Monarch Place; Springfield Massachusetts

- Prince Naif Bin Saud Park; Al Khobar, Saudi Arabia
- Southwood; Tallahassee, Florida
- Station Place; Gloucester, Massachusetts
- Times Publishing; St Petersburg, Florida
- 225 Franklin Street; Boston, Massachusetts
- 125 High Street; Boston, Massachusetts

Resort / Hotel / Golf Club

- Pointe South Mountain Resort - The Oasis; Phoenix, Arizona
- Canyon Ranch in the Berkshires; Lenox Massachusetts
- Guest Quarters Suite Hotel; Baltimore, Maryland
- Guest Quarters Suite Hotel; Boston, Massachusetts
- Guest Quarters Suite Hotel; Troy, Michigan
- Hilton Garden Inn; Sanya, China
- La Manga Club Resort Extension - La Manga, Spain
- Oakwood Apartments; Sanya, China
- Ocean Edge Clubhouse Annex; Brewster, Massachusetts
- Sterling Forest; Tuxedo, New York
- Sheraton Hotel - Monarch Place; Springfield Massachusetts
- Southwood; Tallahassee, Florida

Residential

- Belkin Residence; Weston, Massachusetts
- Boyd Residence; Weston, Massachusetts
- Corbin-Brown Residence; Lincoln, Massachusetts
- Easton-Anderson Residence; Lincoln, Massachusetts
- Gassner Residence; Holliston, Massachusetts
- Hanlon Residence; Gloucester, Massachusetts
- Jiang Residence; Brookline, Massachusetts
- Kaufmann Residence; Newton, Massachusetts
- Lee Residence; Lincoln, Massachusetts
- Luzitania Avenue Condominiums; Gloucester, Massachusetts
- Nahant Family and Elderly Housing; Nahant, Massachusetts
- Oval Residences; Sanya, China
- Pierce Estates; Bellingham, Massachusetts
- Raycom Dream Town Residential Development; Chongqing, China
- Raycom Majuqiao; Beijing, China
- Raycom Songzhuang; Beijing, China
- Senior Housing; Westborough, Massachusetts
- Simeone Residence; Milton, Massachusetts
- Zeibig Residence; Wakefield, Massachusetts
- Zhang Residence; Brookline, Massachusetts

Sports and Recreation

- Freeport Multipurpose Sports Center Master Plan; Freeport, Grand Bahama
- Gertrude Howes Playground; Boston, Massachusetts
- Orchard Park Playground; Boston, Massachusetts
- Stage Fort Park Playground; Gloucester, Massachusetts

Yu Qi, LEED-AP BD+C
Planner & Architect

Professional Experience

Ai +Architecture **2012 to Present** Project Manager/Architect
Concord, Massachusetts

- Vanke Mentougou Resort Community - Beijing, China
- Captiva Island Yacht Club Expansion - Captive Island, FL, U.S
- La Mange Club Resort Extension - La Manga, Spain
- GSA Facility Redevelopment Conceptual Design, Portsmouth, NH, U.S.
- American International School Lagos Extension Master Plan, Lagos Nigeria
- Meizhou Urban Design International Competition - 1st Place - Meizhou, China
- Zhongshan Changjiang Rd. Urban Design Competition - 2nd Place - Zhongshan, China
- Yantai City Central Axis Area Urban Design Competition - Yantai, Shandong, China
- Old Airport Runway Conceptual design - Guangzhou, China
- Vanke Emerald Community - Beijing, China
- Capital Land Ealing County Residence - Beijing, China
- Raycom Wisdom Castle - Beijing China
- Miyun Senior Living Area Conceptual Master Plan - Beijing, China
- Elion-Goldway Eco-Island Conceptual Design - Sino-Singapore Eco-City, Tianjin, China
- Xunhua Agriculture Tourism Area, Conceptual Design -Xunhua, Qinhai, China



Ai+Architecture

Jet Architects **2012** **Junior Architect**
Toronto, Canada

- Helsinki Central Library International Design Competition; Helsinki, Finland

MAK Architects **2012** **Intern Architect**
St. Louis, Missouri

- Lindian Hot Spring Resort Masterplan; Daqing, China

Ingame Architects **2008** **Intern Planner**
Shenzhen, China

- Nanyou Urban Complex International Competition; Shenzhen, China
- Jixianlin Memorial Library; Yanan, China

L&D Landscape Architects **2006** **Intern Planner**
Shenzhen, China

- Yunnan Jinglong Residential Project; China
- Yantai Residential Project; China

Education

- Master of Construction Management (MCM) Washing University; St. Louis, MO, 2012
- Master of Architecture (M Arch) Washington University; St. Louis, MO, 2011
- Bachelor of Engineering in Urban Planning (BE), Shenzhen University, Shenzhen, China 2009

Awards & Honors

- Dean's Graduate Student Fellowship; Washington University, 2009-2011
- Merit Scholarship in Architecture; Shenzhen University, Shenzhen, China, 2004-2009
- China Jing Yi Bei National Students Architectural Design Works, 2009

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Marnie Gale
Managing Director
 The Craddock Group, LLC



Current Responsibilities

Ms. Gale is currently a Managing Director at the Craddock Group. In this role, she is based in Boston, MA and leads project teams providing real estate and strategic consulting services. She is currently advising the U.S. Department of Veterans Affairs on the development and execution of multiple long-term ground leases (Enhanced-Use Leases) in Los Angeles, CA. Prior to this role, Ms. Gale was a Senior Vice President in Jones Lang LaSalle’s (JLL) Public Institutions group. Her work included providing real estate consulting services and advising the U.S. Departments of Veterans Affairs (VA), Transportation (DOT), Energy (DOE), Navy (DoN) and the U.S. General Services Administration (GSA), among other clients, on land use feasibility, asset renovation, redevelopment, disposition and management, Enhanced-Use Leasing (EUL) and affordable housing development.

Professional Experience

Real Estate Services and Transaction Support

- With more than 13 years of real estate and affordable housing experience, provided project management support to multiple federal agencies in real estate strategy development and transaction services, including VA, Navy, GSA, DOE and DOT. Work has included strategic planning, feasibility studies, real estate market assessments, financial analysis, solicitation and proposal evaluation support, transaction structuring and execution services, and negotiations.
- Advised DOT on the acquisition of a new approx. 400,000 square foot facility through a federal real property exchange at the John A. Volpe National Transportation Systems Center in Cambridge, MA. Provided project management support to DOT throughout the duration of the project, in addition to assisting with the preparation of a business case analysis, providing solicitation support, project marketing, zoning analysis, and technical support during the developer selection process. Through this transaction, the Government will receive \$750 million in total consideration, including the cost to develop the new Volpe Center plus a cash payment following construction completion.
- Supported DOE and its Management and Operating contractor with the development of a business case analysis of three potential acquisition alternatives to consolidate administrative infrastructure capabilities at the Pantex Plant in Amarillo, Texas. She led the analysis of alternatives, which included a life-cycle cost analysis, qualitative evaluation and review of compliance with Office of Management and Budget (OMB) requirements, as well as securing a fair market rent appraisal. The project received the necessary approvals and the closing occurred in August 2016.
- Supported DOE with an Alternatives Analysis to evaluate options to implement the Discovery Park project at the Brookhaven National Laboratory, a 66-acre gateway zone to include a research village, hospitality, housing and office space.
- Supported the Navy with the outlease of a 293,000-square-foot former prison at the Portsmouth Naval Shipyard in Kittery, ME, including the organization of an Industry Forum and related market activities.
- Advised GSA on the financial feasibility of different redevelopment options for the historic Old Post Office and Annex buildings in Washington, DC.
- Led the team in conducting an analysis of GSA’s San Diego portfolio, both leased and owned space. Made recommendations to improve portfolio efficiency and reduce costs.



- Has extensive knowledge of affordable housing finance, including Low-Income Housing Tax Credits and the Department of Housing and Urban Development (HUD)-VA Supportive Housing (HUD-VASH) Program, among other sources. Her expertise in mixed-finance affordable housing development enabled her to support VA in its negotiations of 10 EUL transactions.
- In support of multiple VA EUL program initiatives, including but not limited to the Site Review Initiative, the Mission-Driven Site Review Initiative and the Building Utilization Review and Reuse (BURR) Initiative, provided site selection and feasibility analysis, site marketing, solicitation development and developer selection support for numerous EUL projects.
- For VA's BURR Initiative, advised on the redevelopment of vacant land and improvements for use as veteran housing at 39 VA Medical Centers and led the team in studying the housing development potential at these sites, which consisted of site and market analyses/surveys of the supply and demand for affordable housing, as well as overall needs assessments. Coordinated Industry Forum to market the EUL opportunities to developers across the country. Subsequently, supported VA with the execution of EUL agreements at many of these sites by reviewing development and financing plans, tenant selection plans, operations and maintenance plans, and legal documents, among other documents, as well as providing training to VA Portfolio Managers on affordable housing finance.
- Prior to JLL, served as Project Manager at New York City's Department of Housing Preservation and Development (HPD), responsible for the management of a \$35 million loan portfolio for affordable housing developers and the development of over 150 units of affordable housing through the City. She generated project development and operating budgets and assisted developers in securing additional sources of financing from the HUD and other sources, as well as evaluated pro forma financial analyses related to Low Income Housing Tax Credit syndication.

Strategic/Management Consulting

- Assisted VA in the design and planning of its first rapid re-housing and homelessness prevention program, the Supportive Services for Veteran Families (SSVF) Program. Facilitated a complex policy-decision making process and worked closely with outside legal counsel to prepare numerous drafts of the SSVF Program Proposed Rule and Final Rule. Led the team in developing a Notice of Fund Availability (NOFA), Program Application, Program Guide, Handbook, Fact Sheet, Quarterly Financial Report Template, Grant Agreement and other program materials for VA. Conducted application scoring trainings for VA staff and led the development and implementation of a multi-level outreach and marketing plan for the new program.
- Worked with VA to develop a program manual and associated VA staff training as part of the roll-out of the Homeless Operations Management System (HOMES).
- Advised VA on improvements needed to its Multi-Family Transitional Housing Loan Guarantee Program. Supported VA with loan monitoring and selection of a permanent loan servicer for the program. Developed a loan performance and asset management tool for use by the permanent loan servicer. Advised VA and the Federal Financing Bank (FFB) on issues related to the construction drawn down process, change orders and payment remittance issues
- Supported VA with the preparation of multiple reports to Congress on the renovation, development and replacement of VA medical centers in San Juan, PR, Okaloosa County, FL and Denver, CO, respectively.
- Assisted VA with the preparation of a report to the Senate Appropriations Committee that analyzed VA and the Department of Defense's (DoD) capital investment planning processes, as well as future collaborative efforts with DoD, other federal providers and academic affiliates.
- Assisted the Navy with a program-wide review of its EUL program, benchmarking the program against other federal agencies' EUL programs and providing recommendations for long-term program success.

- Led teams responsible for updating VA's Lease Directive and Handbook, as well as the EUL Directive and Handbook. The Directives and Handbooks provide VA central office and field staff with guidance on initiating and executing lease and EUL actions. The documents provide information concerning the authorities, roles and responsibilities, policies, procedures, administration and management of the agency's real property leasing program and EUL program respectively.

Budgeting

- Led team in preparation of Office of Management and Budget (OMB) Exhibit 300 forms for 15 VA outpatient clinic projects, including completion of cost-benefit studies, alternatives analyses, cost effectiveness analyses, and risk assessments.
- Supported VA in the identification of uses and allocation of capital funds in support of its EUL program.

Education and Affiliations

Ms. Gale earned an M.B.A. from Harvard Business School, where she was the recipient of the Horace W. Goldsmith Fellowship for Public Service. She received her B.A. in urban studies from Columbia University. Ms. Gale is a member of the Advisory Council to the Massachusetts Housing and Shelter Alliance, a statewide affordable housing advocacy and policy organization. She is also a licensed real estate salesperson in the Commonwealth of Massachusetts.



Marc Waddill
Managing Director
 The Craddock Group, LLC



Current Responsibilities

Mr. Waddill is a Managing Director with the Craddock Group. With 20+ years of real estate experience, Marc provides strategic transaction and advisory services to federal, state, and local government agencies – helping them make the right decisions with their real estate portfolios.

Areas of expertise include:

- Public-Private Partnerships
- Enhanced Use Leasing (EUL) and other Ground Lease Structuring
- Alternative Approaches to Structure and Finance Federal Real Estate Development
- Transaction and Lease Execution Services
- Portfolio Strategy
- Reuse and Redevelopment Evaluations

Prior to joining The Craddock Group, he worked for Jones Lang LaSalle (JLL) as a Managing Director, leading their Federal Consulting practice and advising clients such as Department of Energy (DOE), Department of Navy (DoN), Department of Transportation (DOT), Department of Veterans Affairs (VA), General Services Administration (GSA), National Aeronautics and Space Administration (NASA), and the U.S. Mint.

Professional Experience

Real Estate Services

Marc has led numerous projects for various government agencies, where he was responsible for overseeing the development of high-level, complex real property asset management, utilization, acquisition and disposition strategies.

Key representative executed transactions demonstrating proven success include:

- Exchange transaction between GSA/DOT and MIT in Cambridge, MA where the government will receive \$750M in total consideration, including construction of a new federal building, and MIT will develop approximately 10 acres in Kendall Square into a vibrant, mixed-use site.
- VA EUL at the Ft. Howard, MD campus that will include a mixed-use community with 1,425 residential units, 246 health care beds, 188K SF of commercial space, and 112 hospitality keys
- VA EUL in Cleveland, OH, that reduced VA’s footprint, replaced inefficient buildings and achieved an estimated \$10M in annual operating savings.
- VA EUL in Lincoln, NE that will include a mixed-use community with 320 market-rate residential units, 70 affordable housing units, and 80,000 GSF of medical office space.
- 21 EULs for VA nationwide that provide 1,120 units of permanent and transitional supportive housing for homeless Veterans and/or Veterans at risk of homelessness.
- Alternative financing built-to-suit transaction for VA to acquire \$145M of office, parking and residential facilities in Cleveland, OH.
- Alternative financing built-to-suit transaction for DOE in Oak Ridge, TN to develop 550K SF of new office space and medical labs (New Hope and Jack Case Centers) for \$120M.
- Alternative financing built-to-suit transaction for DOE in Amarillo, TX to develop a new 343K SF Administrative Support Complex for \$95M.
- Acquisition of 236K SF of space for the U.S. Mint Headquarters building in Washington, DC with a total contract value of \$213M.



- Disposal of the Georgetown Heating Plant in Washington, DC, which sold for \$19.5M.
- Disposal of the Bethesda Federal Building in Maryland, which sold for \$12.5M.

Key representative real estate advisory engagements include:

- Provided EUL strategic and financial advisory services to VA since 2005, including site identification, due diligence, market analyses, financial analyses & valuations, solicitation & developer selection, developer negotiations, and transaction execution.
- Personally visited more than 30 VA sites as part of various engagements, including property utilization and asset management studies at the Livermore VA Medical Center, New Orleans VA Medical Center, Montrose VA Medical Center, and Milwaukee VA Medical Center.
- Led the Armed Forces Retirement Home project which included all aspects of transaction support to structure a long-term ground lease for up to 4.4m GSF of private-sector development.
- Evaluated the efficacy of the existing GSA Credit Tenant Lease (CTL) to determine whether GSA contracting methods remained relevant in the current capital markets environment and if using the CTL structure could achieve better value and lower rental rates for the government.
- Led numerous projects for the GSA with responsibilities for comprehensive site analyses, alternative scenario development and evaluations, asset valuations, and financial analyses.
- Acted as the program manager for multiple GSA engagements, including asset utilization studies for 49 L Street (DC), 50 United Nations Plaza (CA), Alan Bible Federal Building (NV), Chet Holifield Campus (CA), El Paso Federal Courthouse (TX), Old Post Office (DC), Rosa Parks Federal Building (MI), and Walter Reed Army Medical Center (DC).
- Completed alternative acquisition study for DOE for the Y-12 Complex Command Center (TN) to acquire 50,000 GSF that would be used to co-locate Y-12 emergency services, which occupy decrepit and dispersed facilities.
- Supported DOE with a Business Case to evaluate options to acquire new space for NNSA's Albuquerque Transportation & Technology Center (ATTC) that was housed in old, deteriorated, and outdated facilities that marginally supported the mission needs
- Supported DOE with a Alternatives Analysis to evaluate options to implement the Discovery Park project at the Brookhaven National Laboratory, a 66-acre gateway zone to include a research village, hospitality, housing, and office space.
- Led a program-wide review of the Navy's EUL program, benchmarking the program against other federal agencies' EUL programs and providing recommendations for long-term success.
- Supported the Navy with the developer selection for the Kittery, ME EUL and with the successful renegotiation of the Mile Pier, FL EUL.
- Supported the selected developer with their successful undertaking at the Navy's Federal City EUL project in New Orleans.
- Worked with the Air Force (AFRPA) to establish their EUL program, and led the initial EUL opportunity assessments at Andrews Air Force Base.
- Supported the Army with all phases of the successful EUL projects at Redstone Arsenal (AL) and Aberdeen Proving Ground (MD).
- Supported General Motors with their successful undertaking as the selected developer at the Army Yuma EUL project.

Strategy/Management Consulting

- Extensive Enhanced Use Lease (EUL) experience and has provided strategic and financial advisory services to all federal agencies with EUL legislation, including the Army, Navy, Air Force, Department of Energy and NASA.
- Provided ongoing support of real estate matters at the West LA VA Medical Center, including assistance with project management and implementation support, legal services for campus land use agreements, master planning, and homeless services planning.
- For nationwide VA engagement, reviewed 265 VHA sites, 128 NCA sites and 6 VBA sites,

culminating in recommendations for the best sites for both market driven and mission driven EUL projects.

- Led the VA Building Utilization Review and Reuse (BURR) initiative to assess vacant or underutilized real property assets at VA campuses nationwide and identify opportunities to develop Supportive Housing, Senior Independent Living, and Non-Senior Assisted Living product types for Veterans.
- Reviewed four leases for FDIC to make a capital versus operating lease according to OMB Circular A-11, Appendix B.
- Created a new Asset Utilization template for GSA that provides direction for identifying, analyzing and comparing alternatives (including the retention, repositioning and disposal options) to arrive at a recommendation.
- Led real property acquisition and consolidation strategy for the DHS headquarters in Washington, DC that encompassed a portfolio of approximately 6.4M USF.
- Led DOE headquarters consolidation study that included 2.5M RSF in the Washington Metro Area with a focus on improved space utilization through more efficient space and implementation of workplace strategies.
- Led a development analysis and master plan implementation strategy for the 640-acre GSA campus in Denver, CO with 4.2M GSF of improvements.
- Supported the NASA's Facilities and Real Estate Division on multiple engagements over 6 years, including an assessment and validation study that classified more than 5000 real estate assets to help NASA right-size its real property inventory and ensure that the appropriate set of real property assets were in place to enable mission directorates and NASA Centers to fulfill NASA's mission requirements.

Education and Licenses

Mr. Waddill earned an M.B.A. from Georgetown University, graduating with honors, and a B.S. in Business from Wake Forest University. He is a licensed real estate salesperson in the District of Columbia and the Commonwealth of Virginia.

Affiliations and Speaking Engagements

Mr. Waddill is a member of the Association of Defense Communities (ADC), National Council on Public Private Partnerships (NCP3P), and the Urban Land Institute (ULI). He is a recognized expert in the areas of public private partnerships and alternative financing, and is a regularly-invited speaker and panelist nationwide. Recent speaking engagements include:

- National Council for Public Private Partnerships (NCP3P) "P3 Connect": Recent Developments in Federal Facility Privatization (July 2014)
- NCP3P "P3 Connect": PPPs from a Federal Budgetary Scoring Perspective (July 2014)
- DOE "Alternative Financing / Public Private Partnership Workshop": Alternative Financing at Other Federal Agencies (February 2015)
- NCP3P "Federal P3 Summit": Private Sector Perspective on Use of P3s (February 2015)
- ADC "2015 Installation Innovation Forum": Innovations in the Real Property Tool Kit: Real Property Exchanges (March 2015)
- National Federal Development Association (NFDA) New England Region Conference (June 2015)
- VA Public Private Partnership Educational Workshop: Federal Public Private Partnerships (July 2015)
- NCP3P "Federal P3 Summit": Federal Facility privatization (March 2016)
- Federal Real Property Association (FRPA): Federal Assets Sale & Transfer Act - Panel Discussion

ERIC PALSON ■ ARCHITECT

PRESIDENT

President of Sheerr McCrystal Palson since 1998. Eric has been a registered architect since 1986, designing a wide range of commercial, institutional and residential projects. He is licensed in New Hampshire, Massachusetts and Vermont. His verbal and drawing skills can be called upon to create special presentations for groups or for fundraising. Eric was the President of the NH Chapter of American Institute of Architects in 2004. Reach Eric directly by email at epalson@sheerr.com or call 228-8880 where there is an even chance he will pick up the telephone.



EDUCATION

Massachusetts Institute of Technology, B.S.A.D. 1978;
University of California at Berkeley, M. Arch. 1980

PROFESSIONAL EXPERIENCE

SHEERR McCRYSTAL PALSON ARCHITECTURE, INC.

Concord NH
1995—Present

BROOK DESIGN ASSOCIATES, INC., Concord NH 1992-1995:

Associates, responsible for all aspects of project implementation.
Most significant projects; Blue Cross/Blue Shield of NH Headquarters,
Manchester, NH; Capitol Center for the Arts, Concord, NH.

BENJAMIN THOMPSON ASSOCIATES, INC. Cambridge, MA, 1985-1991:

Associate, responsible for architectural and urban planning projects.
Most significant projects: Harvard University School of Continuing Education,
Cambridge, MA; Royal Victoria Dock Redevelopment Masterplan, London,
UK. Selected as AIA national firm of the year in 1987.

OFFICE OF TIMOTHY LAPUT, Canton, MA, 1985:

Job Captain, responsible for 180 unit condominium project in Peabody, MA.

OFFICE OF MICHAEL ROSENFELD, Concord, MA, 1983-1985:

Job Captain, responsible for residential and small institutional design/build
projects. Participated in successful application for Architectural Record
House award in 1984.

THE BOSTON ARCHITECTURAL CENTER, Boston, MA 1983-1984:

Design studio instructor.

UNIVERSITY OF WISCONSIN-MILWAUKEE, Milwaukee, WI, 1980-1983:

Assistant Professor in the Department of Architecture, responsible for
design studio instruction and drawing courses. Director of the London
Studies Program in 1983. Writer/Producer for instructional videos on the
history of perspective and the future of architectural practice.

UNIVERSITY OF CALIFORNIA AT BERKELEY, Berkeley, CA, 1980:

Adjunct Professor at the College of Environmental Design,

PROFESSIONAL & CIVIC ASSOCIATIONS:

AMERICAN INSTITUTE
OF
ARCHITECTS, AIA
New Hampshire
Chapter: Past President

CAPITOL CENTER
FOR THE ARTS
Board of
Trustees

REGISTRATION:
New Hampshire #2359
Massachusetts #6625
Vermont #80392



JASON LACOMBE ■ ARCHITECT

PRINCIPAL

Jason maintains a commitment to quality design, sustainability, and effective project management built throughout his 19 years in both architecture and construction management. His uncommon skills and experience allow for involvement in all construction activities. Jason's pragmatic approach and collaborative nature enhance the SMP tradition of teamwork with owners and builders.



EDUCATION

PHILADELPHIA UNIVERSITY, B Arch 1998

PROFESSIONAL EXPERIENCE

SHEERR McCRYSTAL PALSON ARCHITECTURE, INC.
Concord NH

JASON LACOMBE—ARCHITECT, Hopkinton, NH 2011:

Self-Employed Architect focusing on client service and integrated design solutions through the process of architectural exploration and collaborative efforts with builders, artists, craftsmen and other design professionals.

WARRENSTREET ARCHITECTS INC. Concord, NH, 2007-2011:

Architect primarily responsible for residential and community based projects. Most significant projects: South Cove Activity Center at Eastman, Grantham, NH; Claremont Community Center, Claremont, NH; Building on Hope, Krol House, Manchester, NH

BREADLOAF CORPORATION, Middlebury, VT, 2005-2007:

Assistant Project Manager working on large scale construction management projects. Primary responsibilities include coordination detailing, LEED Project Management, change management, and conflict resolution. Served as liaison between the construction team and project architects.

Most significant projects: Williams College Paresky Center, Polshek Partnership; Mars Education Center at Fort Ticonderoga, Tonnetti Associates.

BREADLOAF CORPORATION, Middlebury, VT, 1998-2005:

Project architect and team leader, directly responsible for profitable execution of successful designs created and carried out in an integrated design-build environment.

Most significant projects: East Academic Building at Landmark College, Putney, VT; Pelham Municipal Center, Pelham, NH; Ferrisburge Grange Hall, Ferrisburge, VT.

PROFESSIONAL & CIVIC ASSOCIATIONS:

NCARB Certified

LEED Accredited Professional

AMERICAN INSTITUTE OF ARCHITECTS
New Hampshire

BOARD MEMBER
Former Concord 2020 Capital Region Habitat for Humanity
The Friends Program

COMMITTEE MEMBER
Municipal Operations Improvement Committee, Town of Hopkinton
Fire Station Committee, Town of Hopkinton

REGISTRATION:

New Hampshire #03549
Vermont #2676

ANTHONY MENTO ■ Assoc.AIA

PROJECT MANAGER

Anthony brings a unique background as a former small business owner, hands-on tinkerer and arts collaborator. He has specialized knowledge of mechanical / plumbing systems and installation, BIM and state-of-the-art CAD systems. Here at SMP, he has over ten years' experience in providing management skill and design creativity to our key projects. His dedication, outgoing nature and special skill for connecting with a wide range of people has also put him in top demand with our clients *and* our contractor colleagues. By virtue of these qualities, Anthony has recently taken on job development among his other duties.



PROFESSIONAL EXPERIENCE

SHEERR McCRYSTAL PALSON ARCHITECTURE, INC.

Concord NH

KPMB ENTERPRISES LLC. Mechanical Contractor

Bow, NH 2011-2012

Project design & construction oversight for the mechanical & plumbing systems of three new state-of-the-art elementary schools for the City of Concord NH.

SHEERR McCRYSTAL PALSON ARCHITECTURE, INC.

New London, NH, 2000-2011

Senior Designer / Project Manager

Significant Projects:

Meredith Fire Department, Meredith, NH, Red River Theatre at Capital Commons, Concord, NH, AG Edwards & Sons at Capital Commons, Concord, NH, Sulloway & Hollis Counselors of Law, Concord, NH, Capitol Center for the Arts, theater, Concord, NH, American Red Cross Concord Chapter, Concord, NH, Concord Community Music School, Concord, NH, Farwell Block historical renovation, Claremont, NH

COVERED BRIDGE FRAME & GALLERY

Contoocook, New Hampshire 1990-2000

Owner operator of a successful small business for ten years. Displaying fine art and providing custom picture framing in historic village center.

Represented 45 artists with 6 gallery shows per year. Designed award-winning archival picture frames and custom presentations. Sold concern in 2000 for new adventures.

Achievements:

Completed the AIA + 2030 Professional Series

The New Hampshire Union Leader-40 Under Forty Award: up-and-coming community leaders

MSF Certified Motorcycle Rider Coach

PROFESSIONAL & CIVIC ASSOCIATIONS:

Associate AIA

AMERICAN INSTITUTE OF ARCHITECTS
New Hampshire

COMMITTEE MEMBER

MAIN STREET CONCORD Inc.

CHAIRMAN: ODD FELLOWS BUILDING COMMITTEE

WARNER NH SMART GROWTH PLAN NH, WARNER EXIT 9 REDEVELOPMENT

OPENSTUDIO





BERKSHIRE HATHAWAY | Verani Realty
HomeServices

Rob Spalding, Broker Associate
Berkshire Hathaway Commercial – Verani Realty

Resume Overview:

Rob Spalding has 10+ years experience in commercial real estate brokerage, finance and consulting services toward mixed-use development projects including the areas of hospitality, retail, office & residential living.

The Verani Commercial brokerage team has over 50 years of experience in direct development, sales and marketing for new construction commercial properties within the greater Seacoast Region. The firm has 14 offices regionally, including in downtown Portsmouth at 111 Maplewood Ave. www.veranicommercial.com

Relevant Projects:

- 233 Vaughan St., Portsmouth, NH (Mixed- use, residential & commercial): Built 2015, 28,300 SF, .45 acre, Portsmouth, NH. This project included approval from the Portsmouth Historic District Commission & included a mix of residential condominium sales plus commercial sales and leasing in downtown Portsmouth.
- 77 Hanover St., Portsmouth, NH (Harbor Hill Condominiums): Built 2005, Portsmouth, NH. This project included approval from the Portsmouth Historic District Commission & targeted the sale of new construction residential condominiums alongside a national flag hotel in downtown Portsmouth.
- Various large and small leasing assignments completed in downtown Portsmouth for retail, restaurants & office tenants using modern marketing practices.

Relevant Public-Private Partnership Experience:

- 66 Main St. Durham, NH-UNH: Redevelopment efforts for centralized downtown parcels recently acquired by UNH and included collaboration with the national mixed-use developer who won the bid as referral by the university.
- Sewer Treatment Expansion, Bourne, MA: Expanded sewer treatment capacity built on public lands by private developer. This creative solution enabled the



BERKSHIRE HATHAWAY | Verani Realty
HomeServices

**creation of many new revenue-generating development opportunities for the
Town.**



JAMES F. PETERSEN, P.E.

FOUNDER/ PRESIDENT/ PRINCIPAL-IN-CHARGE

EDUCATION AND EXPERIENCE

Founder and President Petersen Engineering, Inc. – 1992 to Present

Building mechanical engineer - 1986 to Present

- Focus on occupant health and comfort, energy efficiency, durability, ease of maintenance, sustainability
- Project types including multi-family & dormitory residential, municipal buildings and waste water and water treatment facilities, commercial offices and mixed use, health care and campuses

Bachelor of Arts, Philosophy - University of New Hampshire, 2006

Bachelor of Science, Mechanical Engineering - University of New Hampshire, 1986

PROFESSIONAL REGISTRATION

New Hampshire (#8139), Massachusetts (#36560), Maine (#7231), New York (#089372-1), New Jersey (#24GE05006300), Vermont (#95897), Connecticut (#29546), Washington D.C. (#PE907657)

CURRENT PROFESSIONAL AFFILIATIONS

Member (1986 to Present) American Society of Heating, Refrigeration and Air-conditioning Engineers (ASHRAE)

Member (1992 to Present) National Fire Protection Association (NFPA)

COMMUNITY SERVICE

Engineer (Pro bono) (2010-Present) – Save the Indoor Portsmouth Pool (SIPP) - Capital Improvements

Engineer (Pro bono) & Bldg Committee Sec'y (2015-Present) – Seacoast Waldorf School - Middle School Expansion Project

President-Elect (2015/16 Term) – Portsmouth Rotary Club

Board Chair (2013-2015) - Seacoast Waldorf Association

Board Chair (2011-2013) - Northeast Sustainable Energy Association (NESEA)

Educational Track Chair (2006 to 2012) - NESEA Building Energy Annual Conference

Board Member - State of New Hampshire Building Code Review Board (2003 - 2008)

Instructor, Boston Architectural College - Boston MA (1998-2004)

- Course Instructor for building mechanical systems, sustainable design, and ethics courses

Board President - The Richie McFarland Children's Center - Stratham NH (1996-1998)

AWARDS

2015 Engineer of the Year Award ASHRAE Granite State Chapter for Contributions to the Profession and Community

Greater Seacoast United Way Douglas H. Eldridge Award for "outstanding dedication, commitment and caring in your service as an agency board member"



JAMES PARKINGTON, P.E., LEED AP

ASSOCIATE PRINCIPAL/ SENIOR PROJECT MANAGER

EDUCATION

Bachelor of Science, Mechanical Engineering - University of New Hampshire, 1997

PROFESSIONAL REGISTRATION

Massachusetts (#48254), California (M 32199), New Hampshire (#12040), Rhode Island (#12085), Ohio (#E85312), Indiana (#PE11600049)

PROFESSIONAL AFFILIATIONS

American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE)
LEED® AP, US Green Building Council

PROFESSIONAL EXPERIENCE

Petersen Engineering, Inc. - Portsmouth NH (2007-present)
RFS Engineering - Laconia NH (2006-2007)
Randall Lamb - San Francisco CA (1999-2006)
MTI-California, Inc. - Walnut Creek CA (1998-1999)

SELECT PROJECT EXPERIENCE

Commercial/Municipal

Mass MoCA Phase 3 Renovations – North Adams, MA
PSNH Test & Maintenance Facility – Hooksett, NH
Lebanon Wastewater Treatment Facility – Lebanon, NH
Atlantic Grill Restaurant – Rye, NH
Kittery Community Center – Kittery, ME
Music Hall Loft Performance Venue - Portsmouth NH

Educational

Amherst College Powerhouse (Student Center) – Amherst, MA
UNH Field House Academic Commons – Durham, NH
Strafford School Renovations – Center Strafford, NH
Bates College: Hedge Hall & Roger Williams Hall – Lewiston, ME

Multi-Family Residential

Orient Heights Phase I & II – Boston, MA
Island Creek Phase I & II – Duxbury, MA
Old Colony Phase I & II – South Boston, MA
Malden Mills Phase I & II – Lawrence, MA
Dorado Apartments – Yonkers, NY
Edmands House Apartments – Framingham, MA

Healthcare/Laboratory

Avis Goodwin Medical Office Building – Somersworth, NH
Seacoast Orthopedics Medical Office Building – Somersworth, NH
Parkland Medical Center Isolation Rooms – Derry, NH
Wentworth Douglas Hospital Emergency Generator – Dover, NH
Southern New Hampshire Medical Center: OR and LDRP – Nashua NH



SARAH A. CARTER, P.E., LEED AP BD&C

MECHANICAL ENGINEER/ PROJECT MANAGER

EDUCATION

Bachelor of Science, Mechanical Engineering - University of Vermont, 2003

PROFESSIONAL REGISTRATION

New Hampshire (#12953), Massachusetts (#49048), Virginia (#45645)

PROFESSIONAL AFFILIATIONS

American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE)
Construction Documents Technologist - CDT
LEED AP Building Design + Construction - US Green Building Council

PROFESSIONAL EXPERIENCE

Petersen Engineering, Inc. - Portsmouth NH (2009-present)
Jacobs Global Buildings North America - Arlington VA (2004-2009)

SELECT PROJECT EXPERIENCE

Multi-Family Residential

Ashmont Tire – Boston, MA
Taunton Parcel 6A-2 & Fairfax Gardens Development – Taunton, MA
Coolidge @ Sudbury – Sudbury, MA
LOFT 550 – Lawrence, MA
Curtain Lofts - Fall River, MA
CATCH Neighborhood Housing – Concord, NH
Old Colony Phase 1 & 2 Redevelopment – Boston, MA

Commercial/Municipal/Healthcare/Educational

Peirce Island Waste Water Treatment Plant – Portsmouth, NH
Amherst College Powerhouse (Student Center) – Amherst, MA
233 Vaughan Street (Mixed Use) – Portsmouth, NH
UNH Field House Academic Commons – Durham, NH
Frisbie Geriatric Psych Unit – Rochester, NH
Portsmouth Music & Arts Center (PMAC) – Portsmouth, NH
Atlantic Grill Restaurant – Rye, NH
Lakes Region Community Services Building – Laconia, NH
Madbury Water Treatment Facility – Madbury, NH
Lebanon Wastewater Treatment Facility – Lebanon, NH
Kittery Community Center – Kittery, ME
Cambridge YWCA – Cambridge, MA
Frisbie Memorial Hospital: Wound Clinic – Rochester, NH
Wentworth Douglas: tenant fit-up - Dover, NH

Government (Office, Maintenance, Data Center, and Training Facilities)

RI ANG Support & Field Maintenance Shop - Camp Fogarty East Greenwich, RI
Battle Command Training Center - Fort Campbell, KY, Fort Riley, KS, Fort Bliss, TX
PA ANG Battalion Headquarters & Training Equipment Site - Fort Indiantown Gap, PA
FUZE Engineering Complex - Picatinny Arsenal, NJ



CHUCK DUDAS, P.E., LEED AP BD&C

MECHANICAL ENGINEER/ PROJECT MANAGER

EDUCATION

Bachelor of Science, Mechanical Engineering – Messiah College, 2003

PROFESSIONAL REGISTRATION

California (M 35230), Pennsylvania (PE085896), Massachusetts (#53201)

PROFESSIONAL AFFILIATIONS

American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE)
LEED AP Building Design + Construction - US Green Building Council

PROFESSIONAL EXPERIENCE

Petersen Engineering, Inc. – Portsmouth NH (2011-present)
Stantec Consulting – San Francisco CA (2007-2011)
Whiting-Turner Contracting – Boston MA (2005-2007)

SELECT PROJECT EXPERIENCE

Commercial/Municipal

Massachusetts Museum of Modern Art Phase III – North Adams, MA
Lewis Gathering Center – Kensington, NH
Conway Valley Fire District Headworks & Pump Stations – Conway, NH
Claremont Pump Stations – Claremont, NH
Spot Pond Pump Station – Stoneham, MA
PSNH Test & Maintenance Facility – Hooksett, NH
Unitarian Universalist Church of Concord – Concord, NH
Fox Interactive Media Tenant Fit-Up – Los Angeles, CA
National Renewable Energy Laboratory RSF I&II Buildings – Golden, CO

Multi-Family Residential/ Healthcare/Schools

Orient Heights Phase I & II – Boston, MA
Harmony Homes Senior Living- Durham, NH
Ludlow Mill- Ludlow, MA
Fitchburg Yarn Lofts – Fitchburg, MA
Bedford Green – Bedford, MA
Madbury Commons – Durham, NH
Malden Mills Phase 2 - Lawrence, MA
Livingston School Apartments – Albany, NY
Voke Lofts – Worcester, MA
Rochester Pediatrics Medical Office Building – Rochester, NH
Pleasant St Apartments – Beverly, MA
Boott Mills Phase 2 – Lowell, MA
Valley Brook Village – Lyons, NJ
Sacred Heart Prep School Science Building – Atherton, CA
Marin Country Day School LRC Building – Corte Madera, CA
University of California-Davis Coffee House – Davis, CA
University of Santa Barbara Ocean Science Education Building – Santa Barbara, CA

Resume

Brett H. Patten

Vice President – Project Manager

14 Blueberry Lane
Kittery, Maine

Education: Arizona State University: B.S. Industrial Engineering -2004

Field Experience: 1998-2004 Laborer
2004 -2006 Assistant Project Superintendent
2006 -2008 Project Superintendent
2008 – Present Project Manager

Successfully implemented companywide safety training and work place safety program.

Develop and maintain schedules of various types including cost loaded schedules.

Developed and trained a group of employees to preform hazardous materials excavation and handling.
H.L. Patten can now complete all Hazwoper 40 required work.

Proven record with City of Portsmouth of delivering projects on time, within budget and to completion.

St. Thomas Aquinas High School - School Board Member 2013- Present

Projects of Interest:

Project Manager for Portsmouth Public Works Projects: Prescott Park Restroom Building, Portsmouth Middle School Structural Upgrades, Harbor Walk Park, and Mt. Vernon Street Retaining Wall.

Point of contact for Design- Build contracts of Portsmouth Country Club Maintenance Facility, Kittery Point Yacht Yards, and Maine Coast Lobster distribution facility.

Project Manager for Open Road Tolling Conversion projects in Hampton and Hooksett, New Hampshire and in Falmouth, Maine.

Project Manager for Kittery and Kittery Point Fire Station Projects

Project Team Member of 90 Million Dollar Memorial Bridge Project – Portsmouth NH

Project Team Member of 170 Million Dollar Sarah Mildred Long Bridge Project – Portsmouth NH

Dennis Nickell

777 Middle Road Unit 6

Portsmouth, NH 03801

(603) 498-0061

Construction superintendent with 36 years of field experience, skilled in carpentry, concrete, and heavy civil disciplines. Possesses skills to organize and manage materials, labor, and subcontractors on projects with a large scale of complexity and fast track schedules.

Professional Experience

H.L Patten Construction, Inc. Kittery, Maine

Carpenter / Carpentry Foreman 1991-2002

Construction Superintendent 2002- Present

Construction Superintendent recently for the following projects:

York Walk-In Care August 2015-January 2016 \$844,000.00

Portsmouth Middle School Renovations 2015 and 2016 \$400,00.00

Prescott Park Restroom building \$750,000.00

Mitchell School Addition \$2,225,000.00

Education

Portsmouth High School - Portsmouth, NH

Graduated class of 1980

Additional Skills and Certification

OSHA 10

OSHA Hazwoper 40

Confined space supervisor

Certified riggers training

Mass Hydraulics License

CDL A

Jacob J.B. Marvelley
Shaines & McEachern, PA

282 Corporate Drive • Portsmouth, NH 03801
Tel: (603) 436-3110 • E-mail: jmarvelley@shaines.com

BAR ADMISSIONS

New Hampshire (2011); U.S. District Court, District of N.H. (2011)
Massachusetts (2011); U.S. District Court, District of Massachusetts (2012)
U.S. First Circuit Court of Appeals (2012)

EXPERIENCE

SHAINES & MCEACHERN, PA

Director (prev. Associate Attorney, Law Clerk)

Portsmouth, NH
December 2011-Present

Detail: Maintain general civil practice, representing parties in employment, commercial, professional malpractice, probate, real estate, and other matters.

Sample Work: • Assisted Firm President Alec McEachern to successfully represent a fuel supplier litigating before Superior Court and N.H. Site Evaluation Committee to expand domestic rail import capability;
• Co-chaired jury trial defense of racial discrimination and retaliation claims in Federal Court;
• Co-chaired jury trial defense of wrongful termination claim in Superior Court;
• Co-chaired trial and appeal of public prescriptive easement claim for beach access;
• Litigated significant commercial lease claim, driving favorable settlement;
• Won post-appeal bench trial defending condominium association's allocation of common area.

INSTRUCTOR, UNIVERSITY OF NEW HAMPSHIRE MOCK TRIAL PROGRAM

Co-Coach (prev. Asst. Coach, 2013-2016)

Durham, NH
September 2013-Present

Detail: Cooperatively deliver weekly course on litigation; develop in-class activities; coach individuals and teams to improve public speaking and trial advocacy skills; administer annual intercollegiate competition.

HARVARD LEGAL AID BUREAU

Supreme Judicial Court Rule 3:03 Certified Student Attorney

Cambridge, MA
May-August 2010

Detail: Represented indigent clients in housing matters before the Boston Housing Court. Researched legal issues, authored and argued legal motions, negotiated settlements, participated in the Boston Bar Association's Attorney for the Day Table and Harvard Legal Aid Bureau's Foreclosure Task Force Clinic, attended negotiation & deposition workshops at WilmerHale, LLP; negotiated agreements with landlords to protect federal housing subsidies.

EDUCATION

SUFFOLK UNIVERSITY LAW SCHOOL, Boston, MA

Juris Doctor, *cum laude*, May 2011

Honors: Executive Director of Appellate Competitions, Suffolk Moot Court Honor Board, 2010-11; Member, Phi Delta Phi International Legal Fraternity; Best, Brief Section Competition, Spring 2009; Distinguished, Oral Advocate Section Competition, Spring 2009; Deans List 2008-2011.

Leadership: Honor Board Liaison, Board of Governors, Suffolk Student Bar Association, 2010-2011
Treasurer, Suffolk Public Interest Law Group, 2010-2011

UNIVERSITY OF NEW HAMPSHIRE, Durham, NH

Bachelor of Arts, *magna cum laude*, May 2008

Majors: French and Political Science; Minor: Economics

Honors: Phi Beta Kappa; Pi Sigma Alpha (National Political Science Honor Society); Pi Delta Phi (National French Honor Society); University Scholar; Director's Scholarship, 2004-2008.

Leadership: Captain/Litigation Coordinator, UNH Mock Trial Team, 2005-2008
Recipient: "All-Region Attorney Award" for performance in 2008 Regional Competition

INTERESTS

- Member, Board of Trustees, League of New Hampshire Craftsmen (2016-present);
- Steering Committee Member (2015-present), New Hampshire Bar Association Leadership Academy;
- Member, Charles C. Doe American Inns of Court (2012-present);
- 3rd Dan Black Belt, Blue Wave TaeKwonDo Association (Olympic-Style TaeKwonDo).



Bob Clifford Principal

(617) 790-9050 | E-MAIL [BOB CLIFFORD](#) | [LINKED IN](#)

Bob Clifford, Principal, has over 23 years of experience in commercial real estate. Bob has been with Goedecke & Co., LLC since 1999. He is responsible for originating both debt and equity transactions for all property types. Prior to joining Goedecke & Co he served as an Associate Director of Holliday Fenoglio Fowler's (HFF) Boston office and its predecessor firm Fowler, Goedecke, Ellis and O'Connor.

Bob received a BA from the College of the Holy Cross and an MBA from the D'Amore – McKim School of Business at Northeastern University and is a licensed Investment Advisor (63,24).



Relevant Projects



100 Market Street Portsmouth, NH

Five floors totaling 52,000 square feet in downtown Portsmouth, in the center of the Historic District, surrounded by historic buildings (and a horse chestnut tree planted upon the signing of the Declaration of Independence in 1776), and other turn-of-the-century buildings (some with fragile rubble foundations), as well as sixteen feet of ledge that had to be excavated via blasting—these are just a few of the issues that 100 Market Street LLC had to hold in delicate balance in order to be able to develop a Class A mixed-use property in Portsmouth, NH.

First, the site. Nearly one-third of an acre (a large single site by Portsmouth standards) bordered by the historical Moffat-Ladd House and the aforementioned tree. Across Market Street were buildings, some with rubble foundations, constructed approximately one hundred years ago. The local Historic District Commission also wanted us to construct the building “up to the street”, in the fashion of the rest of the neighborhood. To accomplish this involved intensive engineering of the blast site and the blasting as well, a consultant from the Arnold Arboretum (Jamaica Plain, MA) to make sure the tree would be safe, and the utilization of contractors of the highest caliber throughout the construction aspect of the project.

Next, the building. Over eighteen months in the municipal development approval process including multiple meetings with Portsmouth’s Historic District Commission, Zoning Board of Adjustment, Planning Board, and the Building Inspection Department. While our ideas and concepts remained virtually intact, we are pleased to note that each of these groups made suggestions that were not only incorporated into the finished building, but were positive contributions as well—for example, the setback on the fifth floor to make the building appear smaller to the person on the street, the size of brick and color of mortar utilized, and the type of fire protection used to allow construction up to the lot lines. In particular, the Historic District Commission requested not that we design and build a building from the 1800s, but rather, that we design and construct a building of today that would complement the rest of the neighborhood. This “freedom with constraints” approach allowed us the flexibility to develop a property that was responsive to both its surroundings as well as to the needs of today’s tenants.

And, last but not least, parking. Ease of parking has always been a dilemma in downtown Portsmouth. 100 Market Street LLC spent over one year in constructive good faith negotiations with City of Portsmouth’s officials, eventually arriving at a mutually beneficial lease arrangement which facilitated bonding for an expansion of the High Hanover Parking Facility by nearly one third and, at the same time, meeting the needs of tenants at 100 Market Street.



Capital Commons Concord, NH

Another example of working on a signature project which has been extremely impactful to the community and its surroundings is Capital Commons. Completed in 2007 after fourteen months of construction, Capital Commons is a 104,000 square foot building attached to a 516-space parking garage in downtown Concord. This development (like 100 Market Street) had its challenges as well—not the least of which was the fact that the site was on the fringes of the City and somewhat “outside the pale” for a Class A development.

First, the site. It was encumbered by a dilapidated Sears, Roebuck & Company building, which had been abandoned for years. The building had to be demolished and the site mitigated of asbestos and other hazardous materials. This part of the project was done in collaboration with the City of Concord.

Next, the building. Designing a property with a 22-foot grade change from front to back demanded creativity as to the usage at the lower two levels, which had no windows and backed up to the proposed parking garage—what better solution than a three screen movie theater? An upscale restaurant with a private club component comprised the majority of the ground floor with a bank occupying the balance of that level. From there, it was logical to fill the balance of the building with upscale tenants (law firms, insurance firms, and financial services). As a result, the project energized a heretofore “tired” area of Concord, shifted the center of commerce from the State House to the opposite end of Main Street, and encouraged more upscale buildings to be developed—the result was a true “game changer”, both for Concord’s economic vitality as well as from its cultural perspective.

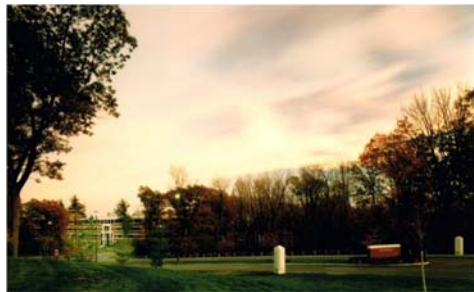
And, last but not least, parking. The parking garage provided additional challenges. The City wanted to build 333-space parking garage, but the development team found a way to build a 516-space parking garage for the same price by closing an adjacent street and keeping the garage at a lower profile so as to augment views from the building as well as by neighboring stakeholders. While not owning the garage, Capital Commons LLC undertook the development and construction oversight for the garage on behalf of the City of Concord. The garage was funded by the formation of a TIF district after, collectively, creating a “dirt condo” for the land with the City and Capital Commons LLC as members of the condominium association. The experience of working hand-in-hand with the municipal administration was rewarding as well as enlightening—and a process, given this and other experiences, would bring great value going forward.

An additional challenge was that Capital Commons was going through the stabilization process during the worst US economic downturn since the 1920s. Successfully and rapidly achieving stabilization for Capital Commons during this timeframe speaks volumes to the tenacity, creativity, and financial stability of the developer’s team.



Westwood Executive Center Westwood, Massachusetts

The 285,000 square foot commercial development is located on a site with scenic stone ledge deposits and wetlands defined by state and interstate highways. Two three and four floor brick buildings frame an undisturbed central wetland that is a scenic feature for internal light court galleries and exterior terraces extending from the lobby of each structure. Both buildings utilize horizontal ribbon window facades framed by load bearing precast concrete lintels and sills with integral architectural moulding details. The building face is pulled back at the top level of each building to expose structural columns and establish visual rhythm in the horizontal facades. The glass at this level is one foot taller than typical to establish a vertical termination of the façade. The precast concrete cornice fascia and typical lintels span 30' column to column and actually support the brick, sills and windows above. At building corners the columns are held back 5' in each direction and special brick detailing is used to create uninterrupted views from these offices and to visually tighten the façades minimizing the apparent length of these buildings. A specially designed third egress stair at the building lobbies allows flexibility for single or multiple tenancies from 2,000 square feet up and achieving an average building efficiency of 88%. The project's landscape design includes large stands of existing forest complemented by walkways and trails traversing the 39 acre property.



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Historic Photo

The Farwell Block

Claremont, New Hampshire

The Claremont Development Authority asked us to help them redevelop this historic block containing their own offices and several retail storefronts as part of an effort at downtown revitalization. Key elements of the design included the restoration of original building features and provision of barrier-free access to the shops. The make-over was completed in 2004 and soon became home to Sen. Sununu's Claremont office. Phase II Renovations of the upper floors as business incubator space is scheduled for the near future.



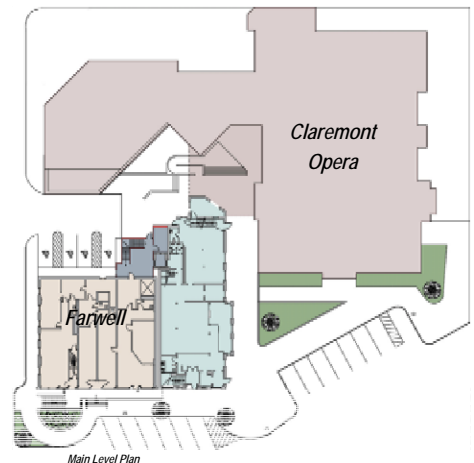
Prior to Renovation



Recipient of the 2005 New Hampshire Preservation Achievement Award



Façade Restoration



Main Level Plan



Select Project Experience: Livingston School - Albany, NY

The project consisted of a historically sensitive renovation and conversion of an existing 230,000 sq ft, 3-Story school building into 100 (approx.) new residential living units and common spaces. Petersen Engineering performed the MEP/FP engineering services for the project.



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