

# PORTSMOUTH HOUSING AUTHORITY

## RFP #09-25 BELOW MARKET RATE HOUSING DEVELOPMENT AT 35 SHERBURNE ROAD PROPOSAL

ATTN: Procurement Coordinator



### PORTSMOUTH HOUSING AUTHORITY | PHA HOUSING DEVELOPMENT LTD.

-  Corporate Status: Municipal Public Corporation Created by RSA 203:4 | NH Nonprofit Corporation
-  245 Middle Street, Portsmouth, NH 03801
-  603-436-4310
-  [www.porthousing.org](http://www.porthousing.org)

Craig Welch  
[craigwelch@nh-pha.com](mailto:craigwelch@nh-pha.com)  
603-436-4310 ext. 118

This Page Intentionally Left Blank



TO: Karen Conard, City Manager

Dear Ms. Conard,

Thank you for the opportunity to contribute to shaping the future of the Sherburne School. This project presents a remarkable opportunity for the City to reinvigorate the Sherburne School, and the Portsmouth Housing Authority (the PHA) would be honored to serve as your partner in this endeavor.

As residents of Portsmouth, we have a vested interest in this effort. The Sherburne School property holds immense value, not only due to its outstanding potential for the development of multi-family housing, community spaces, and recreational amenities, but also because of its historical significance as a thriving neighborhood school. For many years, it was a place where countless Portsmouth families came together to watch their children learn and grow. It is essential that we engage these neighbors, along with the broader Portsmouth community, in a thoughtful and inclusive dialogue about the next chapter for this cherished space.

The following proposal demonstrates PHA's significant expertise and experience in housing design, construction, and long-term management. Our proven track record is evidenced right here in Portsmouth. The 2022 opening of the award-winning Ruth Lewin Griffin Place was a triumph for the city, demonstrating what can be achieved when we collaborate to address our community's needs.

The PHA stands alone as the only organization that has successfully developed new, permanently affordable housing within the city — a testament to our strength and capacity to execute challenging projects. Moreover, we remain committed to caring for these developments and their residents in perpetuity.

As the local, nonprofit housing authority, the PHA is deeply embedded in the fabric of Portsmouth, and a strong PHA translates into a stronger Portsmouth. Partnering with us delivers a "triple bottom line" benefit. First, the city makes progress on one of its most intractable challenges — affordable housing. Second, it ensures local control over property ownership and operations. Finally, new development provides opportunities for the PHA to generate income through management fees, development fees, rents, and grants.

Crucially, partnering with the PHA ensures that all these resources remain in Portsmouth, delivering significant advantages to the city. Strengthening one of Portsmouth's oldest nonprofit institutions drives investment into its existing housing infrastructure, most of which is over 50 years old. This investment not only supports current properties but also enables the PHA to continue expanding and preserving the city's housing supply, while pursuing forward-thinking initiatives. Moreover, the resources generated through our partnership would allow us to further invest in our residents, who currently represent nearly 4.5% of Portsmouth's population.

On behalf of the volunteer Commissioners and Directors of PHA, and as proud citizens of Portsmouth, we would be privileged to serve as your development partner and long-term stewards of the Sherburne School. We are grateful for your full consideration of our proposal and look forward to working together to ensure that the next chapter of the Sherburne School is a resounding success.

Tom Ferrini, Chair  
PHA Board of Commissioners

Adam Ruedig, President  
PHA Housing Development Ltd.

# PHA & CITY OF PORTSMOUTH WORKING TOGETHER TO EXPAND HOUSING CHOICES

## RUTH LEWIN GRIFFIN PLACE

PHA recently developed Ruth Lewin Griffin Place at 160 Court Street, adding 64 units of permanently affordable workforce housing in the heart of Portsmouth's historic downtown. This complex project included permitting requirements of the City's Historic District, sophisticated civil engineering, and a meticulous construction management program that accommodated the urban setting with 110 people living on-site during construction.

The total project cost of Ruth's Place was \$16,000,000, coming from a variety of funding sources, including the federal Low-Income Housing Tax Credit Program, NH Housing loans, bank loans, the Federal Home Loan Bank of Boston Affordable Housing Programs, the City of Portsmouth Capital Improvement Program, the NH Community Development Finance Authority, and the 34 local businesses that invested in state tax credits for the project.

PHA completed Ruth's Place on time and on budget, opening in 2022.

## ATLANTIC HEIGHTS 1996

PHA used Low Income Housing Tax Credits for the first time and turned this City-owned former neighborhood school into 30 rental apartments for people aged 62 and older.



## CONNORS COTTAGE 2003

PHA partnered with the City of Portsmouth to permanently preserve the historic Cottage Hospital, converting it into 20 units of housing for people aged 62 and older, with the project costing \$3.7 million.



## LAFAYETTE SCHOOL 2010

PHA saved this former neighborhood school from demolition by redeveloping the school into ten affordable rental units for people aged 62 and older. The project cost \$2.8 million.



# DEVELOPMENT TEAM

## PHA COMMISSIONERS AND DIRECTORS

---

**PHA'S VOLUNTEER COMMISSIONERS  
AND DIRECTORS ARE ALL RESIDENTS  
OF PORTSMOUTH**

### **TOM FERRINI, CHAIR, PORTSMOUTH HOUSING AUTHORITY; DIRECTOR, PHA HOUSING DEVELOPMENT LTD.**

Attorney Ferrini is the former two-term Mayor of Portsmouth, and also served on the Portsmouth Planning Board, Portsmouth Economic Development Commission, and the Portsmouth Joint School Advisory Committee. Tom is a Eileen D. Foley Humanitarian Award Recipient, and currently serves on the Pease Development Authority and the Great Bay Community College Advisory Board.

### **ADAM RUEDIG, PRESIDENT, PHA HOUSING DEVELOPMENT LTD.**

Adam is a financial advisor with UBS in Concord and Portsmouth. He holds a Master of Architecture degree from Yale University, and prior to his career in finance, worked as an architect in New York and Boston.

### **KARA ANNE E. RODENHIZER, PH.D., VICE CHAIR, PORTSMOUTH HOUSING AUTHORITY**

Kara serves as the Senior Director of Housing Initiatives at Granite United Way and Executive Director of the Home for All Coalition, where she is creating equitable housing opportunities for low-income and underserved populations.

### **KATHERINE KANE, VICE PRESIDENT, PHA HOUSING DEVELOPMENT LTD.**

Kathy founded The Maestro Fund, a private equity real estate fund. Kathy has expertise in real estate investment analysis, commercial development, urban planning, incentive and tax credit programs.

### **DAN MAIN, TREASURER, PORTSMOUTH HOUSING AUTHORITY**

Dan is a Certified Public Accountant with a Masters in Business Administration with 40+ years of experience in accounting, finance, and regulatory compliance. Coach Dan is involved in a wide variety of Portsmouth High School Athletics including his current role as Varsity Baseball Assistant Coach.



# DEVELOPMENT TEAM

## PHA COMMISSIONERS AND DIRECTORS

---

### **KATHLEEN BERGERON, COMMISSIONER, PORTSMOUTH HOUSING AUTHORITY; TREASURER, PHA HOUSING DEVELOPMENT LTD.**

Kathy is a Licensed Certified MAI appraiser, working in New Hampshire since 1999, with deep expertise in LIHTC affordable housing and market rate rental housing.

### **JOHN BOHENKO, DIRECTOR, PHA HOUSING DEVELOPMENT LTD.**

John has served as a City Manager, Town Manager, and Chief Administrative Officer. His background spans a 42-year career in municipal government. He has expertise in management, land use policy, planning, community development, capital improvements, finance, governance, economic development, and environmental sustainability.

### **ROBIN PICKERING, RESIDENT COMMISSIONER, PORTSMOUTH HOUSING AUTHORITY**

Robin is a 48-year resident of PHA's Wamesit Place and is in her second term as PHA's Resident Commissioner. She is an alumni of the Sherburne School and Portsmouth High School and has experience in real estate, manufacturing, and many years of customer service, all in the Portsmouth area.

### **ERNIE CARRIER, DIRECTOR, PHA HOUSING DEVELOPMENT LTD.**

Ernie is a 44-year resident of Portsmouth and has an extensive background in large scale construction throughout New England. Ernie most recently worked as a General Superintendent for Suffolk construction, managing large scale construction projects for Service Credit Union, Boston Medical Center, Maine Medical Center, Harvard Medical School, Liberty Mutual, Encore Casino, and others.

### **MICHEAL GRIFFIN, COMMISSIONER, PORTSMOUTH HOUSING AUTHORITY**

Michael is a community leader and lifelong resident of Portsmouth. He is a graduate of Portsmouth High School and holds a B.S. from the University of New Hampshire in Wildlife Management. He has 43 years of experience working in the construction material distribution industry for A.H. Harris & Sons, Inc.

# DEVELOPMENT TEAM

---

## **CRAIG WELCH, PHA EXECUTIVE DIRECTOR**

Craig is an 18-year resident of Portsmouth and has 25 years of experience in affordable housing finance, development, and management. Craig was Vice-President of Housing for the NH Community Loan Fund and served on the Federal Home Loan Bank of Boston Community Advisory Council, the Board of the Northern New England Real Estate Investment Trust, as Chair of the NH Land and Community Heritage Investment Program, as as the President of the NH Housing Authorities Corporation.

## **ANDREA PICKETT, DIRECTOR OF OUTREACH AND ENGAGEMENT**

Andrea leverages her firsthand experience as a former resident of public housing to connect with the community and facilitate activities such as outreach, community engagement, education, and advocacy. These efforts are aimed at involving community members in helping the City achieve its affordable housing goals. Andrea's outreach efforts extend to securing new federal, state, and local sources of funding for new housing development and resident services, including to the local business community. Andrea has a Bachelor of Science Degree in Sociology with a focus on Public Policy, from SNHU.

## **VALERIE LABRIE, CHIEF FINANCIAL OFFICER**

Valerie has over 15 years of experience in affordable housing finance and development. Valerie oversees complex and highly regulated federal, state, local, and private funds across eleven different business divisions, and provides all of asset management functions for PHA's housing portfolio and new development activities. She is a Certified Credit Compliance Professional (C3P).

## **MARK LENTZ, FACILITIES DIRECTOR**

Mark has 30 years of construction and project management experience, and is responsible for capital improvements and sustainability initiatives for all 54 PHA buildings, and serves as the owner's representative for all new housing development and redevelopment.

## **MARY BARTLETT, EXECUTIVE OPERATIONS MANAGER**

Mary has 5 years of experience in office management and operations. She was introduced to PHA while serving for AmeriCorps VISTA and worked as a member of PHA's Resident Services team. She holds a Bachelor of Science in Program and Event Management from UNH, with an emphasis in Community Wellness.

## **JOHN BOSEN, LEGAL COUNSEL**

Attorney Bosen has been legal counsel for the PHA for more than twenty years, specializing in land use, zoning, business and landlord-tenant law.

---

# DEVELOPMENT TEAM

---

## **PETER ROCHE, DEVELOPMENT SYNERGIES**

Peter provides real estate and business development advisory services to PHA. Peter has 35 years of experience as a lender, investor, developer, and consultant to community development initiatives, including mixed-income and mixed-use housing development, in more than fifty communities nationwide. Peter previously served as Director of Development at Maine Housing, Founding CEO of Maine and NH Housing Investment Funds, Founding Executive Director of NeighborWorks Southern NH, and Director of Commercial and Economic Development for the Neighborhood Reinvestment Corporation.

## **MARKET SQUARE ARCHITECTS**

Market Square brings a diverse housing sector background, including Market Rate Multi-Family, Affordable, Workforce, Senior Living, Student Housing, and adaptive reuse of historic properties. Market Square has forty professional staff and is headquartered in Portsmouth, NH.

## **TF MORAN ENGINEERS**

TFMoran, Inc. is a regionally recognized multidisciplinary engineering, land surveying, and landscape architecture firm with over 50 years of continuous service to private and public clients. They have been responsible for many of the most prominent and most visible projects inside and outside of New Hampshire. Many of these projects involve hundreds of acres in size and hundreds of millions of dollars in value. Their staff of over 65 professionals are located in Bedford and Portsmouth, New Hampshire.

## **ECKMAN CONSTRUCTION**

Eckman Construction has delivered construction management, design, build, and general contracting services to project partners across New Hampshire and beyond since 1974. Eckman has partnered on 60 multifamily housing projects, 43 of which are affordable housing, totaling 2,013 affordable units.

## **BARBARA MACLEOD, CROSSCURRENT COMMUNICATIONS**

Barbara brings over 40 years of experience in public outreach, specializing in Emmy Award winning, New England-specific narratives as both a newscaster and community relations specialist. She excels in delivering integrated communication strategies, media management, marketing, policy strategy, content development for collateral and websites, and video production.

## **LORI WALTZ, PROFESSIONAL COMMUNITY FACILITATION**

Lori Waltz is a certified Community Leadership Practitioner and trained facilitator, dedicated to fostering human connection and empowering individuals through community engagement. With two decades of experience in both the business and nonprofit sectors, she brings a wealth of knowledge and a strong commitment to making a lasting positive impact on those she works with. Lori is recognized with both the “Spirit of the Seacoast” award, and the “Sarah Farmer Peace Award”.

# DEVELOPMENT TEAM

## COMPLIANCE AND MONITORING

---

PHA locally employs 35 full-time and 3 part-time staff, and performs its own Property Management, Asset Management, Tax Credit Compliance, Maintenance, and Capital Projects Management in-house. PHA's Tax Credit Management Division has highly skilled professionals with all of the credentials and certifications that assure compliance with IRS, HUD, NH Housing, and investor requirements.

### **NORMA LAURENT, DEPUTY DIRECTOR**

Certified Credit Compliance Professional (C3P)

### **CATHY GALLAGHER, HOUSING CHOICE VOUCHER & PUBLIC HOUSING PROGRAM MANAGER**

Rental Assistance Demonstration/Project Based Voucher Specialist, Housing Choice Voucher Specialist, Family Self-Sufficiency Specialist, Tax Credit Specialist, Multi-Family Specialist Occupancy Specialist

### **BRENDA WETHERBEE, OCCUPANCY SPECIALIST**

Housing Choice Voucher and Public Housing Rent Calculation

### **JENNIFER PYKE, OCCUPANCY SPECIALIST**

Housing Choice Voucher and Public Housing Rent Calculation

### **JESSICA NALEN, HOUSING CHOICE VOUCHER SPECIALIST**

Certified Credit Compliance Professional, Housing Choice Voucher and Public Housing Rent Calculation Property Management Staff

### **KRISTA GILMORE, SENIOR PROPERTY MANAGER**

Blended Occupancy Management, National Standards for Physical Inspection of Real Estate Specialist, Housing Choice Voucher and Public Housing Rent Calculation, & Tax Credit Certified - Certified Credit Compliance Professional (C3P)

### **ANN TRAPHAGEN, PROPERTY MANAGER**

Certified Credit Compliance, Certified Occupancy Specialist, Enterprise Income Verification Specialist, National Standards for Physical Inspection of Real Estate Specialist, Management and Occupancy Review Specialist, HUD Accredited Compliance

### **CHRISTINE HALLORAN, TAX CREDIT OCCUPANCY SPECIALIST**

Certified Credit Compliance Professional, Certified Specialist of Occupancy – (Housing Choice Voucher), HUD Accredited Compliance Expert, Management and Occupancy Review Specialist, Real Estate License

---

This Page Intentionally Left Blank

# GOVERNANCE

Both the Portsmouth Housing Authority (the PHA) and affiliated non-profit organization, PHA Housing Development Ltd. (PHA LTD) are not-for-profit organizations created so that Portsmouth can take advantage of federal programs offering funding for affordable housing. The PHA was created by the City of Portsmouth in 1953 as a housing authority of the municipality as provided for in NH RSA Title XVII Section 203. The stated reason for this action was to address a housing shortage in the city and to take advantage of federal funds that were available to expand the supply of safe, decent, and permanently affordable housing in Portsmouth.

Because the Portsmouth City Council created the PHA, the Mayor appoints its volunteer board members, all of who are residents of Portsmouth. City ordinance refers to the Housing Authority as a public body exercising essential governmental functions.

In 1995, to further the goal of bringing funding available from the new federal Low-Income Housing Tax Credit (LIHTC) program, the PHA formed the PHA Housing Development LTD, which is a 501©3 Not For Profit organization. The stated purpose of the PHA Housing Development LTD is to organize, develop, financially assist, or manage, on a non-profit basis, projects or programs dedicated to the housing, social, health, and/or welfare of its participants, such corporation being organized and operated to carry out the purposes of the Portsmouth Housing Authority.

## ASSET OWNERSHIP

Upon completion, the ownership entity of an LIHTC financed housing development, in all or part, is in the form of a Limited Partnership. This LP will include the LIHTC investors as Limited Partners. PHA will serve as the General Partner, with full control of the development. As provided for in Section 42 of the IRS code, the LIHTC investor has tax benefits and regulatory responsibilities for fifteen-years after occupancy of the development, after which the General Partner has 100% ownership of the asset.



PHA board members and staff at the Chamber of Commerce Awards ceremony. Caption reads, **“Congratulations to Portsmouth Housing Authority for building a better community...”**

This Page Intentionally Left Blank

# PROPERTY MANAGEMENT

The Portsmouth Housing Authority (the PHA) manages all twelve of its properties, in addition to serving as the contracted property manager for a 24-unit Low-Income Housing Tax Credit (LIHTC) property designed for Portsmouth residents with physical disabilities, and one two-bedroom home owned by the City of Portsmouth. Altogether, PHA oversees a total of 682 housing units. PHA's 38-person staff operates from six offices across the city, ensuring top-tier customer service, financial oversight, responsive maintenance, and dedicated resident care through our Resident Services team. This distributed presence helps us stay deeply connected to the community and promptly address the needs of our residents.



Our local leadership, management, and operations allow us to build strong relationships with a wide range of community partners, including volunteers, funders, and service providers. These partnerships help residents access essential services like healthcare, education, financial literacy, and career development. Additionally, we provide concrete resources such as food assistance, utility subsidies, clothing, and household goods—ensuring residents have the support they need to thrive.

The proposed Sherburne School housing development will include a new PHA management office staffed by resident services personnel and property management. This will enhance our ability to provide on-site support and build community within the development.

PHA's commitment to safety is reflected in our use of after-hours security services, along with extensive video surveillance and access control systems deployed across all properties, which can be seamlessly extended to the Sherburne School development. These systems are accessible to the Portsmouth Police Department, further ensuring the security of our residents.

We maintain over fifty policies and plans that govern property management, asset management, resident services, tenant selection, capital improvements, routine maintenance, emergency management, fair housing, financial controls, and more. These policies ensure that our operations are fully compliant with local, state, and federal regulations and guide our day-to-day activities.

Our strong working relationships with City departments—including Community Development, Public Works, Police, Fire, Welfare, Legal, and Planning—enhance our ability to provide exceptional property management and resident services. These partnerships help PHA exceed the typical impact and effectiveness of other developers or third-party management firms.

Additionally, PHA management provides compliance certification services for privately owned workforce housing in Portsmouth that operates under city-imposed affordability covenants. This ensures that even privately managed properties uphold the same high standards of affordability and quality.

# DIVERSITY, EQUITY AND INCLUSION

The PHA is deeply committed to fostering diversity and inclusion within its team and everyone we serve. The first objective listed in PHA's Strategic Plan is to "create a culture of caring, open and empathetic staff and neighbors and for PHA staff and leadership to hear from and understand PHA residents."

PHA's Employee Handbook states "The PHA is committed to a work environment that promotes an understanding of and appreciation for the value diversity brings to the organization. A diverse staff strengthens the PHA and enables the organization to better respond to member needs in the marketplace. All employees are expected to support the principles of diversity and equal opportunity in the workplace and to set an example toward achieving the goal of equal opportunity for all."

Our team is uniquely equipped to create an inclusive environment and respect the dignity and diversity of all people. By integrating diverse perspectives and inclusive practices, PHA ensures that the development process not only meets the needs of all community members, but also promotes social cohesion and equity. This commitment enhances the vibrancy and resilience of the community, providing a welcoming environment where all residents can thrive. The inclusive approach also drives innovative solutions, leveraging the unique strengths and experiences of a diverse team to address complex challenges effectively.

**At PHA, our commitment to diversity, equity, and inclusion is at the core of our mission. We actively adhere to fair housing mandates and ensure our team receives ongoing training to stay current with the latest standards and best practices.**

**Beyond Fair Housing Standards, we strive to celebrate diversity and lean in to the benefit that comes from diverse perspectives.**

- We utilize DISC metrics to gain valuable insights into our team members' strengths and areas for growth. This approach fosters a supportive environment where everyone can thrive and contribute their best work.
- We are dedicated to creating pathways for our residents to join our team, recognizing that their lived experiences and expertise significantly enhance our practices and decision-making processes.
- To further embed these principles into our organization, we have established a dedicated Diversity, Equity, and Inclusion team. This team works diligently to ensure our internal policies and practices reflect our values.
- We incorporate mental health and trauma-informed practices across our programs. By prioritizing these elements, we create a safe and supportive environment that recognizes the diverse challenges our community faces.
- Additionally, we host a resident advisory board, actively seeking and incorporating feedback from its members. This collaboration ensures that our initiatives are informed by the voices of those we serve, reinforcing our commitment to an inclusive community.



APRIL 2024 - PHA EMPLOYEES ATTEND A TWO-DAY, COMPANY-WIDE TRAINING, LED BY LOCAL FACILITATOR, JERMAINE MOORE WITH THE MARS HILL GROUP, AT THE PORTSMOUTH COMMUNITY CAMPUS

# PROJECT COMMUNICATIONS

---

A well-planned communication strategy is vital for fostering successful collaboration. The Portsmouth Housing Authority has a history of bringing affordable housing to the Community through collaboration with the City. We look forward to continuing this tradition. As the Director of Community Outreach and Engagement, Andrea Pickett will oversee the project's communication program; the first step will be to communicate with the City on a shared strategy for effective partnership. She will coordinate communications between the PHA, Portsmouth City Staff, elected officials, the public, and residents near the Sherburne School property.

We will do this by working with the City to:

- Define clear objectives: Communication plans depend on a shared vision and understanding of important benchmarks.
- Identify key stakeholders: The PHA is aware of the community's need and interest in this project. We are open to broadening our scope and creating an inclusive dialogue.
- Share a communications Plan: When a communications plan is identified, we will finalize a document so that the City and the PHA is able to coordinate our timely communication.
- Utilize multiple channels: PHA is already part of the Portsmouth community. We are well connected through social media, print news, and collaborations with local residents and the business community. We will adapt a site specific media presence.
- Schedule updates: Provide updates to the City to share in their bi-weekly newsletter, as well as updating through PHA channels
- Monitor and report: As development progresses, any key developments or successes will be shared with the City in a timely manner. Upon request, we will provide presentations to the Planning Board and City Council.

By fostering a relationship of transparency and engagement, we intend to cultivate trust and rapport with stakeholders and the City. We will utilize consistent, established, and accessible channels of communication that have been proven effective in our community, and we will build on that foundation.

**“UNDERSTANDING THE PRESSING NEED FOR AFFORDABLE HOUSING COMES FROM MY OWN EXPERIENCES. BY BUILDING STRONG PARTNERSHIPS WITH THE CITY AND ENGAGING OUR COMMUNITY, WE CAN CREATE SUSTAINABLE SOLUTIONS THAT BENEFIT EVERYONE IN PORTSMOUTH.”**

**— ANDREA PICKETT, DIRECTOR OF COMMUNITY OUTREACH AND ENGAGEMENT**

# REFERENCES

---

The Portsmouth residents listed below all benefit from living in PHA owned and managed properties and have welcomed the opportunity to be a reference for the purposes of this application.

Ryann Wolfe – (603) 339-1502

Theresea Belanger – (603)-991-0580

June Paine – (603) 988-8797

Merrill Aharonian - (603) 205-6167

Ruth Fitzgerald - 603-436-4597

Sandra Frank – (603) 334-6336

Mary Ellen Morin – (978) 302-6391

Mary Ann Blanchard - (603) 436-7008



# DESIGN PRINCIPLES

---

Each of the proposed options to follow includes several primary principles in the site design:

## **Building Height & Residential Scale**

Any buildings of a larger scale are located on the rear of the property. The property drops off in height, reducing the height of the rear building as seen from the street by approximately 1 story. Additionally, the building being set back from the residential street decreases its visual mass. Although, any option for the buildings shall be designed with a residential scale in mind to relate to the scale of the neighborhood.

## **Density in the Neighborhood Context**

All options locate the greatest density along the highway and adjacent industrial property. In this way, they are set back from the residential properties to the maximum extent feasible and will provide a buffer to noise from the highway.

## **Environmental sustainability**

All three options will include Passive House design, employ renewable power assets to the maximum extent feasible. We will create opportunities for green roofs, solar paneled covered parking, ample bike storage. High-performance mechanical systems will keep residents healthy and comfortable.

## **Community Spaces**

All options envision community outdoor space, a community garden, and recreation space contiguous and oriented toward the adjacent single family residential abutter. This will minimize impact to neighbors and engage the street corner at the front of the property to enable public access and foster community engagement.

## **Universal Access Design**

Universal access features, including no step entrances, automatic doors accessible elevators barrier free layouts, non slip flooring automatic lighting. accessible parking, ramps, pathways and other features will be integrated throughout the development.

## **Parking Design**

All options consider a loop road around the perimeter of the property for parking. This achieves an the safest access and egress to the property,, distributes parking on the perimeter of the property, keeps the highest density of parking at the lower grade level at the rear of the property, and uses the residential structures to screen vehicles' light, providing minimal impact on abutters.

## **Lighting**

Site lighting will meet the code for safety and uses shields to be night-sky friendly. Low site and landscaping around the property will also screen lighting to abutting neighbors. Low light will be used for the pathway around the buildings for safety.

# HOUSING UNIT PROGRAMMING

In each of the three Development Scenarios described within, PHA has employed its development expertise, its unmatched sensitivity to local community needs, and its commitment to our community to achieve the following housing goals:

1. *To maximize the number of affordable units produced within a design context that is sensitive to the character of adjacent neighborhoods; and*
2. *To achieve a broad range of affordability, with units affordable to workforce households with incomes ranging from 30% to 80% of the region’s Area Median Income (AMI). No other proponent has access to the Section 8 PBVs that will enable PHA to reach households with incomes below 50%AMI, which is the largest single population cohort in search of affordable workforce housing; and*
3. *To produce a socially and financially sustainable development plan with a mix of unit sizes and incomes that reflects the broader workforce community.*

PHA’s understanding of local housing needs and market dynamics is, by nature, unsurpassed amongst the pool of potential respondents to this RFP. Our local roots make us part of this community and enhance our expertise. Many of the families we hope to serve at 35 Sherburne are on far too lengthy PHA waitlists for workforce housing. To amplify our keen awareness of the dimensions of housing need, PHA recently conducted two comprehensive market studies (RKG - 2022, & Signal Group - Sept. of 2024) to ensure that our Proposal is responsive to both short- and long-term Portsmouth housing need.

As a result of these analyses, we have confirmed that more than 89% of recent multifamily housing development within our market area has been developed as luxury housing, despite the overwhelming need for housing that is attainable by lower income workforce households. Further, we have confirmed that housing need exists across the full demographic spectrum, as illustrated below.

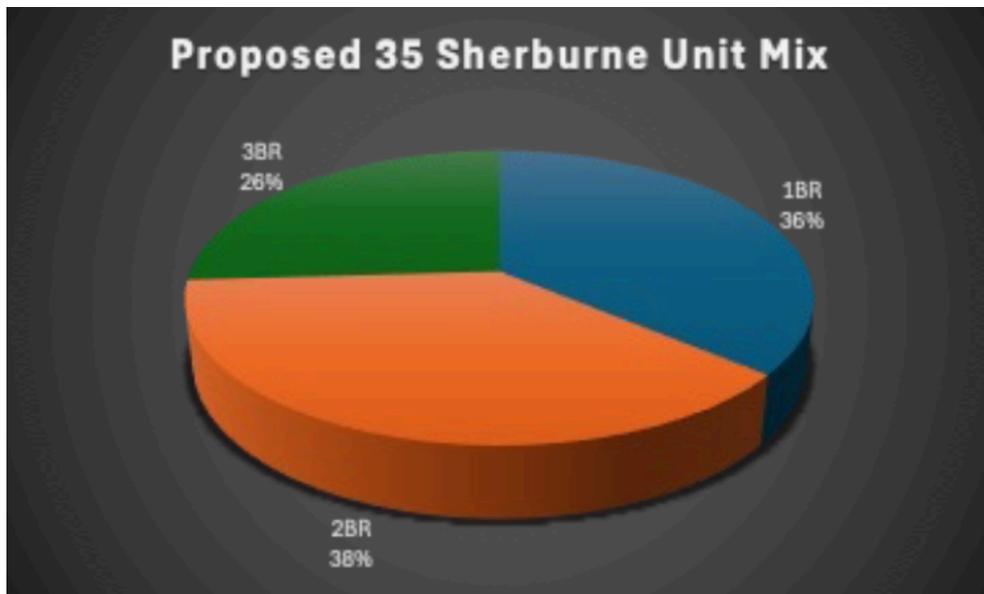
**Portsmouth Market Rental Households by Income (2024)**

	1 Person HHLD	2 Person HHLD	3 Person HHLD	4 Person HHLD	5 Person HHLD	TOTAL
\$0-\$30000	1319	252	120	45	9	1745
\$30,000-\$50,000	736	344	91	26	38	1235
\$50,000-\$75,000	669	297	155	124	38	1283
\$75,000-100,000	439	582	108	62	18	1209
>\$100,00	1058	970	238	249	62	2577
<b>TOTALS</b>	<b>4221</b>	<b>2445</b>	<b>712</b>	<b>506</b>	<b>165</b>	<b>8049</b>

Source: Signal Group Market Study 9/25/24

# HOUSING UNIT PROGRAMMING

Clearly, the bulk of the demand for affordable rental housing is concentrated in 1-3 person households, consistent with one- and two-bedroom unit configurations, a fact that is further evidenced by the demographic composition of the PHA waitlist. However, the supply of affordable 3BR units is also scarce in the Portsmouth marketplace. In this context, PHA is proposing a diverse mix of unit configurations as illustrated on the chart below.



In the Chart which follows immediately hereafter, we have provided a detailed summary of the proposed Unit Mix by Building, including a precise analysis of the proposed rents and the household income required to be eligible for these units. **Please note that we propose to develop high quality, sustainable apartments that will be affordable to households with incomes ranging from less than \$30,000 to approximately \$100,000, a range which spans the full spectrum of demand for affordable workforce housing and achieves an important subordinate goal of social and economic diversity.**

# HOUSING UNIT PROGRAMMING

## Sherburne Affordable Housing, Proposed Unit Mix/Configuration/Discount to Market Rent

MSA Portsmouth-Rochester, NH HUD Metro FMR Area  
 4 Person Area Median Income (AMI) \$131,200 Effective 4/1/2024

L-Building 9%	# Units	Unit Size	%AMI	HHLd Inc	Contract Rent*	Discount-Market**
1BR	3	650	50%	49,225	1,095	-48%
1BR	6	650	60%	59,070	1,329	-37%
2BR	10	865	50%	59,050	1,311	-44%
2BR	9	865	60%	70,860	1,592	-32%
3BR	4	1,160	50%	68,225	1,513	-54%
3BR	4	1,160	60%	81,870	1,837	-44%
<b>TOTALS</b>	<b>36</b>	<b>31,565</b>	<b>55%</b>		<b>625,242</b>	<b>-42%</b>

L-Building 4%	# Units	Unit Size	%AMI	HHLd Inc	Contract Rent*	Discount-Market**
1BR Sec 8 PBV	2	650	30%	29,535	1,595	-24%
1BR Sec 8 PBV	1	650	50%	49,225	1,595	-24%
1BR	4	650	50%	49,225	1,095	-48%
1BR	7	650	80%	78,760	1,797	-14%
2BR Sec 8 PBV	4	865	30%	59,050	2,066	-12%
2BR	3	865	50%	59,050	1,311	-44%
2BR	6	865	80%	94,480	2,035	-13%
3BR Sec 8 PBV	6	1,160	30%	40,935	2,706	-18%
3BR	2	1,160	80%	109,160	2,213	-33%
<b>TOTALS</b>	<b>35</b>		<b>56%</b>		<b>801,716</b>	<b>-23%</b>

Bar Bldg/3 Story Walk Up	# Units	Unit Size	%AMI	HHLd Inc	Contract Rent*	Discount-Market**
1BR Sec8	2	650	30%	29,535	1,595	-24%
1BR	3	650	50%	49,225	1,095	-48%
1BR	3	650	80%	78,760	1,797	-14%
2BR Sec8	2	865	30%	35,430	2,066	-12%
2BR	4	865	50%	59,050	1,311	-44%
2BR	3	865	80%	94,480	2,153	-8%
3BR Sec8	3	1160	30%	40,935	2,706	-18%
3BR	6	1160	60%	81,870	1,837	-44%
3BR	3	1160	80%	109,160	2,213	-33%
<b>TOTALS</b>	<b>29</b>		<b>57%</b>		<b>641,782</b>	<b>-31%</b>

Artist Live-Work (School)	# Units	Unit Size	%AMI	HHLd Inc	Contract Rent*	Discount-Market**
1BR Sec8 PBV	2	1,000	30%	29,535	1,595	-24%
1BR Sec 8 PBV	2	1,000	50%	49,225	1,095	-48%
1BR	3	1,000	60%	59,070	1,329	-37%
1BR	1	1,000	80%	78,760	1,797	-14%
<b>TOTALS</b>	<b>8</b>		<b>53%</b>		<b>133,962</b>	<b>-34%</b>

Note 1 All contract rents quoted with Landlord paid HT/HW/Central AC

Note 2 Discount to market confirmed by 9/2024 Portsmouth Market Study. (Signal Group)

# DEVELOPMENT PRO-FORMA

---

The reliability of a Development Pro-Forma is inextricably linked to the experience and integrity of the Development Team. In this case, no development team has more experience than the Team PHA has assembled to undertake the proposed affordable housing development. PHA is the largest Owner/Manager of multifamily housing in Portsmouth. PHA and its Team bring 50+ years of experience with projects of comparable scale and complexity. Perhaps most importantly, PHA is a member of the Portsmouth community. We're not going anywhere, and our commitment to permanent affordability and quality in management and operation is beyond comparison.

The Team we have assembled to undertake 35 Sherburne Road is deeply capable and committed. Development Synergies, Market Square Architects, and ECCI Construction bring decades of affordable housing experience, much of which has occurred in New Hampshire. Perhaps more important, in just the past 4 years, Development Synergies, ECCI, and Market Square have successfully undertaken affordable housing developments in projects like Monahan Apartments (Nashua, 212 units), Champlin Place (Rochester, 65 units), Veterans Retreat Campus, (Franklin, 29 units + clinic/retreat center), 1035 Lafayette (Portsmouth, 44 units) and Ruth Lewin Griffin Place (Portsmouth, 65 units). Unlike our competitors that work regionally or nationally, the development assumptions that inform our approach to 35 Sherburne are deeply rooted in the fundamentals of the local marketplace. Finally, these team members have worked together on multiple projects and have relationships founded on a common commitment to creativity, integrity, and reliability.

In accordance with the three Development Scenarios we have proposed within, we have attached three conceptual Pro-Forma financial statements that we believe accurately portray the financial feasibility of each of those Scenarios. Of course, these pro-forma financial statements are subject to change based upon conversations with Portsmouth stakeholders, the requirements of state and local permitting agencies, and the availability of scarce resources at NH Housing. However, all assumptions with respect to design, contract pricing, and available capital subsidies are firmly rooted in current market conditions.

The three development scenarios we have proposed are described in greater detail in the Design section of this Proposal. To facilitate review of the following pro-forma financial statements, a brief summary of the key characteristics of each proposal is as follows:

# DEVELOPMENT PRO-FORMA (CONTINUED)

---

**Scenario 1** includes mothballing the existing school structure, for future reuse, and the construction of a single, 4-story building (the “L” Building) on the lower portion of the site to include 71 units of affordable 1, 2 and 3BR apartments. This building will be financed with a combination of 4% and 9% LIHTCs, commonly referred to as a twinning LIHTC structure.

**Scenario 1A** retains the 71-unit new construction “L” building but adds a new courtyard multifamily structure, which includes 8 units in the existing school building, together with a new 3-story wood frame walk-up structure, which is connected by an interior courtyard. We are proposing to allocate the eight (8) units that result from the adaptive reuse of the school to accommodate live-work space for members of the Portsmouth cultural arts community. This scenario will also include a combination of 4% and 9% LIHTV.

Finally, **Scenario 2** would include the demolition of the school building and the new construction of the 4-story, 71-unit “L” Building, together with a 29-unit wood frame walkup building to be sited along the Sherburne Road frontage.

These three development scenarios provide financially sustainable business plan for a range of affordable housing densities, ranging from 71 units (Scenario A) to 108 units (Scenario 1A).

## Phasing Alternatives

While we believe each of these Development Scenarios is financially viable, it is conceivable that the larger development Scenarios (Option 1A and 2) may require phasing due to the limited availability of subsidy capital at NH Housing. If so, in Options 1A and 2, we would propose to complete the site work and 71 unit “L” Building as Phase 1, with the Bar Building and/or Artist Live-Work space developed in a second phase. If phasing is not preferred, would work with civic leaders at City, State and national levels to explore the possibility of Congressional earmarks, TIF district financing, HUD 108 loans, or tax abatement that may be available to PHA in its capacity as a public housing authority. We do not believe any of our competitors has superior access to these supplemental resources, should they be required to meet community objectives.

# PRELIMINARY RECOMMENDATION

---

While it requires additional due diligence, community input, and balancing other project goals, our recommendation as this time would be to pursue a project with characteristics most in line with Scenario 1A, as it is consistent with the the development goals and values that are held in high standing in Portsmouth.

Among other things, Scenario 1A achieves:

- The preservation (partial) of the Sherburne School building.
- A reasonable density that can also accommodate community open space.
- Supports our thriving creative economy by providing spaces for artists to work and live.



# DEVELOPMENT PRO-FORMA

## SCENARIO 1 & 1A

Scenario 1 & 1A are quite similar. Option 1 provides for the new construction of four story 71-unit building (100% affordable), with the former school mothballed for future reuse. Option 1A takes that vision a little further with the adaptive reuse of a portion of the former school as affordable live/workspace for artists (8 units), together with a new 3 story walkup building (29 units) formed around an interior courtyard serving both buildings. Scenario 1 would be built in a single phase. Scenario 1A could be developed in one or two phases as depicted below.

The projected P&L/Debt Capacity statement that follows below is offered to demonstrate the operating characteristics and the amount of debt that can be leveraged for either concept. We believe both Scenarios are financially feasible as illustrated on the Sources & Uses statements that follow thereafter.

**Scenario 1/1A: Sherburne Affordable Housing, Projected Rental Income, OPEX & Debt Capacity**

	Phase 1		Potential Phase 2		
	Bldg "L" 9% LIHTC	Bldg "L" TE Bond/ 4% LIHTC*	Artist Live-Work (School)	Bar Bldg/3 Story Walk Up	TOTAL
#Units	36	35	8	29	108
Gross Rental Income	625,242	801,716	133,962	641,782	2,202,701
Less Vac & Collection	(31,262)	(40,086)	(6,698)	(32,089)	(78,046)
<b>TOTAL EGR</b>	<b>593,980</b>	<b>761,630</b>	<b>127,264</b>	<b>609,693</b>	<b>1,355,610</b>
Mgt Fee	29,699	38,081	6,363	30,485	104,628
Site Mgr/Audit/Admin	63,000	61,250	14,000	50,750	189,000
Maintenance	72,000	70,000	16,000	58,000	216,000
Utilities	69,545	67,614	15,455	56,023	208,636
Taxes & Insurance	99,398	116,163	52,726	100,969	369,257
Replacement Reserves	18,000	17,500	4,000	14,500	54,000
<b>TOTAL OPEX</b>	<b>351,642</b>	<b>370,608</b>	<b>108,544</b>	<b>310,727</b>	<b>1,141,521</b>
<b>NOI</b>	<b>242,337</b>	<b>391,022</b>	<b>18,720</b>	<b>298,966</b>	<b>951,045</b>
Debt	2,928,973	5,679,814	271,912	4,342,652	13,223,351
Debt Service	210,728	340,019	16,278	259,970	826,995
Net Cash Flow	31,609	51,003	2,442	38,996	124,049
<b>DCR</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

\* allocation of Sec 8 PBV units to TE Bond/4% developments result in higher rents/unit while preserving affordability

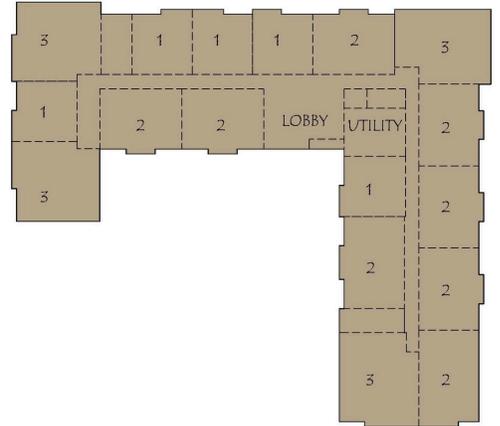
# SCENARIO 1

1 RENOVA TE EXISTING SCHOOL (18,000 sf) AS COMMUNITY RECREATION OR OPEN STUDIOS POSSIBLE CONDOS OR ARTIST LIVE/WORK UNITS.

2 \*BUILD A NEW CONSTRUCTION 4 STORY MULTI-FAMILY (19,100SF)

	1BR	2BR	3BR
LEVEL 1 - 17 UNITS	5	8	4
LEVEL 2 - 18 UNITS	6	8	4
LEVEL 3 - 18 UNITS	6	8	4
LEVEL 4 - 18 UNITS	6	8	4
<b>TOTAL: 71 UNITS</b>	<b>23</b>	<b>32</b>	<b>16</b>

TOTAL: 71 Units with a Mix of  
(23) 1-bedroom  
(32) 2-bedroom; and  
(16) 3-Bedroom units



TYPICAL L-SHAPE BUILDING



1 Site Plan - Option 1 - 71 UNITS  
SCALE: 1" = 50'-0"

# SCENARIO 1

## Scenario 1: Sherburne Affordable Housing, Projected Sources and Uses of Funds

	PHASE 1 NEW CONSTRUCTION "L" BLDG		
	9% "L" Building	TE Bond "L" Building	TOTAL PHASE 1 "L" BLDG
<b># UNITS</b>	36	35	71
<b>GBA ALLOC</b>	38,738	37,662	76,400
Land	0	0	0
Site Improvements	1,419,718	1,380,282	2,800,000
Structures	8,954,873	8,706,127	17,661,000
Demo/Mothball (rear school)	0	0	0
FF&E Site Amenities	500,000	500,000	1,000,000
Construction Contingency	518,730	504,320	1,023,050
A&E	363,111	353,024	716,135
Finance	754,580	734,633	1,489,214
Dev Fee/OPM/Ovhd/Contingency	743,040	1,826,758	2,569,798
Reserves	360,000	350,000	710,000
<b>TOTAL USES OF FUNDS</b>	<b>13,614,052</b>	<b>14,355,145</b>	<b>27,969,196</b>
TDC/Unit	378,168	410,147	393,932
LIHTC Alloc	880,000	502,385	1,382,385
LIHTC Equity	7,920,000	4,537,667	12,457,667
Permanent Debt	2,928,973	5,679,814	8,608,787
NH Housing Sub Debt	1,763,999	2,734,025	4,498,024
FHLBB AHP	850,000	0	850,000
CDFA	115,080	284,920	400,000
Energy Star Rebates	36,000	35,000	71,000
Portsmouth CIP/HUD 108/TIF/Other	-	-	-
PHA/Deferred DF	-	1,083,718	1,083,718
<b>TOTAL SOURCES</b>	<b>13,614,052</b>	<b>14,355,144</b>	<b>27,969,196</b>
<b>Capital Surplus (Gap)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

Note 1: Perm debt assumed at 6% (taxable), 5.25% (tax exempt), confirmed by recent commitments comparable NH projects

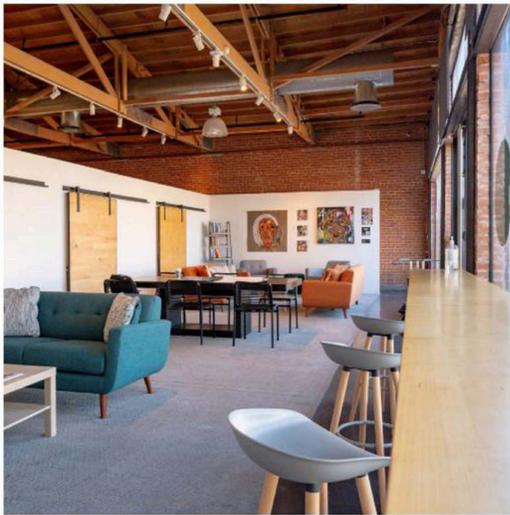
Note 2: LIHTC equity pricing assumed at .90/\$LIHTC, confirmed by recent commitments for comparable NH projects

Note 3: NH Housing LIHTC and Subordinate Debt assumed at allocation amounts confirmed by 2025 QAP and NOFA's

# SCENARIO 1 (CONTINUED)

1

RENOVATE EXISTING SCHOOL (18,000 sf)  
DEMOLISH GYM ADDITION ENTIRELY.  
POSSIBLE 6-8 CONDOS ATTACHED TO A NEW 3 STORY BUILDING.



OPEN STUDIOS / WORKSHOP



OPEN STUDIOS / WORKSHOP



L-SHAPED BUILDING



4 STORY RESIDENTIAL BUILDING W/ MULTIPLE MATERIALS AND COLORS



GARDEN STYLE APARTMENTS ON THE GROUND LEVEL

This Page Intentionally Left Blank

# SCENARIO 1A

- 1 RENOVAE EXISTING SCHOOL (12,800 sf) INTO ARTIST LIVE/WORK UNITS.  
DEMOLISH GYM ADDITION ENTIRELY (5200sf)

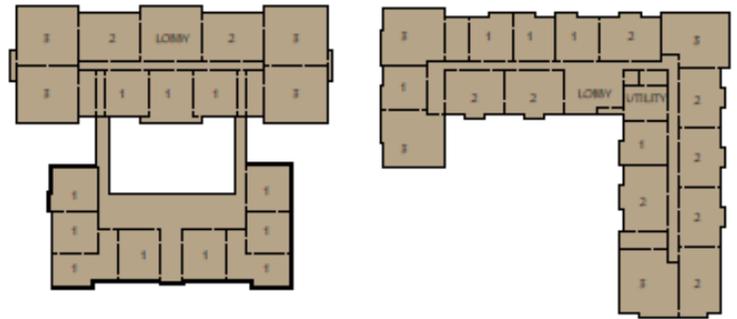
	1BR (1,000sf)
LEVEL 1 - 8 UNITS	8
<b>TOTAL: 8 UNITS</b>	<b>8</b>

- 2 BUILD A NEW CONSTRUCTION 3 STORY MULTIFAMILY (11,300sf)

	1BR	2BR	3BR
LEVEL 1 - 9 UNITS	3	2	4
LEVEL 2 - 10 UNITS	3	3	4
LEVEL 3 - 10 UNITS	3	3	4
<b>TOTAL: 29 UNITS</b>	<b>9</b>	<b>8</b>	<b>12</b>

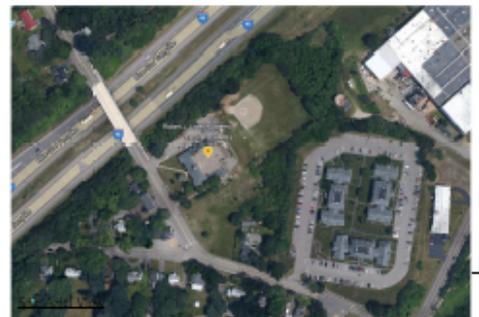
- 3 BUILD A NEW CONSTRUCTION 4 STORY MULTI-FAMILY (19,100 sf)

	1BR	2BR	3BR
LEVEL 1 - 17 UNITS	5	8	4
LEVEL 2 - 18 UNITS	6	8	4
LEVEL 3 - 18 UNITS	6	8	4
LEVEL 4 - 18 UNITS	6	8	4
<b>TOTAL: 71 UNITS</b>	<b>23</b>	<b>32</b>	<b>16</b>



TYPICAL BUILDING PLAN W/ RENO

TOTAL: 108 Units with a Mix of  
(40) 1-bedroom; (40) 2-bedroom; (28) 3-Bedroom



1 Site Plan - Option 1A - 108 UNITS

SCALE: 1" = 50'-0"

# SCENARIO 1A (CONTINUED)



OPEN STUDIOS / WORKSHOP



MULTIPLE BUILDINGS WITH DIFFERENT HEIGHT ON A SITE



GARDEN STYLE APARTMENTS ON THE GROUND LEVEL



LIVE WORK UNIT



3 STORY SMALL RESIDENTIAL BUILDING

# SCENARIO 1A (CONTINUED)

## Scenario 1A: Sherburne Affordable Housing, Projected Sources and Uses of Funds

PHASING	PHASE 1 NEW CONSTRUCTION "L" BLDG			PHASE 2: ADAPTIVE REUSE COURTYARD		
OPTION/BUILDING	9% "L" Building	TE Bond "L" Building	TOTAL PHASE 1 "L" BLDG	Bar Bldg 3 Story Walkup	Artist Live-Work (School)	TOTAL PHASE 2 COURTYARD / SCHOOL
# UNITS	36	35	71	29	8	37
GBA ALLOC	38,738	37,662	76,400	33,900	12,800	46,700
Land	0	0	0	0	-	0
Site Improvements	1,419,718	1,380,282	2,800,000	0	-	0
Structures	8,954,873	8,706,127	17,661,000	6,679,000	3,840,000	10,519,000
Demo/Mothball (rear school)	0	0	0	0	100,000	100,000
FF&E Site Amenities	500,000	500,000	1,000,000	50,000	50,000	100,000
Construction Contingency	518,730	504,320	1,023,050	333,950	192,000	525,950
A&E	363,111	353,024	716,135	233,765	134,400	368,165
Finance	754,580	734,633	1,489,214	532,660	315,097	847,757
Dev Fee/OPM/Ovhd/Contingecy	743,040	1,826,758	2,569,798	1,174,406	694,725	1,869,131
Reserves	360,000	350,000	710,000	290,000	80,000	370,000
<b>TOTAL USES OF FUNDS</b>	<b>13,614,052</b>	<b>14,355,145</b>	<b>27,969,196</b>	<b>9,293,781</b>	<b>5,406,222</b>	<b>14,700,003</b>
TDC/Unit	378,168	410,147	393,932	320,475	675,778	397,297
LIHTC Alloc	880,000	504,185	1,384,185	324,136	181,260	505,396
LIHTC Equity	7,920,000	4,537,667	12,457,667	2,917,225	1,631,339	4,548,564
Permanent Debt	2,928,972	5,679,814	8,608,786	4,342,652	271,912	4,614,564
NH Housing Sub Debt	1,764,000	2,734,025	4,498,025	1,573,538	2,126,462	3,700,000
FHLBB AHP	850,000	0	850,000	-	-	-
CDFA	115,080	284,920	400,000	-	-	-
Energy Star	36,000	35,000	71,000	29,000	8,000	37,000
Portsmouth CIP/HUD 108/TIF/Other	0	0	-	-	673,784	673,784
PHA/Deferred DF	-	1,083,718	1,083,718	431,366	694,725	1,126,091
<b>TOTAL SOURCES</b>	<b>13,614,052</b>	<b>14,355,144</b>	<b>27,969,196</b>	<b>9,293,781</b>	<b>5,406,221</b>	<b>14,700,003</b>
Capital Surplus (Gap)	(0)	(0)	(0)	(0)	(0)	(1)

This Page Intentionally Left Blank

# DEVELOPMENT PRO-FORMA

## SCENARIO 2

Development Scenario 2 assumes the demolition of the former school, the construction of the 4 story, 71-unit “L” structure and a 3 story walk up structure (29 units) along the frontage of Sherburne (100 units total). If desired, a second 29-unit bar building could be added to the rear of the school, which would raise the housing count to 129 units. However, we would prefer not to offer that more dense development option until we have the chance to discuss it with Portsmouth stakeholders. Similar to Scenario 1A, Scenario 2 could be developed in a single phase (100 units) or in two phases (71 units in Phase 1, 29 units in Phase 2).

The projected P&L/Debt Capacity statement that follows below is offered to demonstrate the operating characteristics of each building, and the amount of debt that can be leveraged for either element of the larger concept. We believe the Scenario to be financially feasible as illustrated on the Sources & Uses statements that follow thereafter.

### Scenario 2: Sherburne Affordable Housing, Projected Rental Income, OPEX & Debt Capacity

	Bldg "L" 9% LIHTC	Bldg "L" TE Bond/ 4% LIHTC*	Bar Bldg 3 Story Walkup	TOTAL
#Units	36	35	29	100
Gross Rental Income	625,242	801,716	641,782	2,068,739
Less Vac & Collection	(31,262)	(40,086)	(32,089)	(103,437)
<b>TOTAL EGR</b>	<b>593,980</b>	<b>761,630</b>	<b>609,693</b>	<b>1,965,302</b>
Mgt Fee	29,699	38,081	30,485	98,265
Site Mgr/Audit/Admin	63,000	61,250	50,750	175,000
Maintenance	72,000	70,000	58,000	200,000
Utilities	69,545	67,614	56,023	193,182
Taxes & Insurance	99,398	116,163	100,969	316,530
Replacement Reserves	18,000	17,500	14,500	50,000
<b>TOTAL OPEX</b>	<b>351,642</b>	<b>370,608</b>	<b>310,727</b>	<b>1,032,977</b>
<b>NOI</b>	<b>242,337</b>	<b>391,022</b>	<b>298,966</b>	<b>932,325</b>
Debt	2,928,973	5,679,814	4,342,652	12,951,439
Debt Service	210,728	340,019	259,970	810,717
Net Cash Flow	31,609	51,003	38,996	121,608
<b>DCR</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

\* allocation of Sec 8 PBV units to TE Bond/4% developments result in higher rents/unit while preserving affordability

# SCENARIO 2

- 1 BUILD A NEW CONSTRUCTION 4 STORY MULTI-FAMILY (19,100SF) ON THE BACK SITE

	1BR	2BR	3BR
LEVEL 1 - 17 UNITS	5	8	4
LEVEL 2 - 18 UNITS	6	8	4
LEVEL 3 - 18 UNITS	6	8	4
LEVEL 4 - 18 UNITS	6	8	4
<b>TOTAL: 71 UNITS</b>	<b>23</b>	<b>32</b>	<b>16</b>

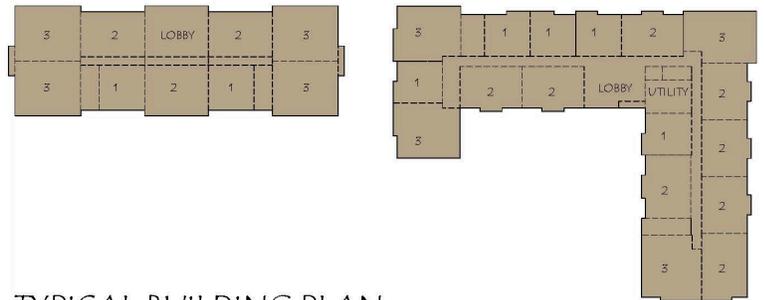
- 2 DEMOLISH EXISTING SCHOOL TO BUILD A NEW 2.5 STORY MULTIFAMILY BUILDING (11,300sf)

	1BR	2BR	3BR
LEVEL 1 - 9 UNITS	2	3	4
LEVEL 2 - 10 UNITS	3	3	4
LEVEL 3 - 10 UNITS	3	3	4
<b>TOTAL: 29 UNITS</b>	<b>8</b>	<b>9</b>	<b>12</b>

- 3 POTENTIAL FUTURE EXPANSION OR ADDITION WITH 29 UNITS.

**TOTAL:**  
100 Units with a Mix of (31) 1-bedroom; (41) 2-bedroom; and (28) 3-Bedroom units

**POTENTIAL TOTAL:**  
129 Units with a Mix of (39) 1-bedroom; (50) 2-bedroom; and (40) 3-Bedroom units



TYPICAL BUILDING PLAN



Site Aerial View

2 Site Plan - Option 2 (100 UNITS)

# SCENARIO 2 (CONTINUED)



STANDARD EFFICIENT UNITS



UNIVERSAL DESIGN



SENSE OF COMMUNITY



GARDEN STYLE APARTMENTS ON THE GROUND LEVEL STREET FACADE



GARDEN STYLE APARTMENTS ON THE GROUND LEVEL STREET FACADE

# SCENARIO 2 (CONTINUED)

## Scenario 2: Sherburne Affordable Housing, Projected Sources and Uses of Funds

OPTION/BUILDING	9% "L" Building	TE Bond NC "L" Building	TE Bond NC Bar Bldg 3 Story Walkup	TOTAL
<b># UNITS</b>	36	35	29	100
<b>GBA ALLOC</b>	38,738	37,662	33,900	110,300
Land	0	0	0	0
Site Improvements	1,419,718	1,380,282	0	2,800,000
Structures	8,954,873	8,706,127	6,679,000	24,340,000
Demo/Mothball (rear school)	0	0	100,000	100,000
FF&E Site Amenities	500,000	500,000	200,000	1,200,000
Construction Contingency	518,730	504,320	333,950	1,357,000
A&E	363,111	353,024	233,765	949,900
Finance	754,580	734,633	550,910	2,040,124
Dev Fee/OPM/Ovhd/Contingecy	743,040	1,826,758	1,214,644	3,784,442
Reserves	360,000	350,000	290,000	1,000,000
<b>TOTAL USES OF FUNDS</b>	<b>13,614,052</b>	<b>14,355,145</b>	<b>9,602,269</b>	<b>37,571,465</b>
TDC/Unit	378,168	410,147	331,113	1,119,428
<b>LIHTC Allocation</b>	<b>880,000</b>	<b>504,185</b>	<b>334,882</b>	<b>1,719,067</b>
LIHTC Equity	7,920,000	4,537,667	3,013,935	15,471,602
Permanent Debt	2,928,972	5,679,814	4,342,652	12,951,438
NH Housing Sub Debt	1,764,000	2,734,025	1,349,596	5,847,621
FHLBB AHP	850,000	0	-	850,000
CDFA	115,080	284,920	-	400,000
Energy Star	36,000	35,000	29,000	100,000
Portsmouth CIP/HUD 108/TIF/Other	-	-	395,482	395,482
PHA/Deferred DF	-	1,083,718	471,604	1,555,322
<b>TOTAL SOURCES</b>	<b>13,614,052</b>	<b>14,355,144</b>	<b>9,602,269</b>	<b>37,571,465</b>
<b>Capital Surplus (Gap)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>

Note 1: Perm debt assumed at 6% (taxable), 5.25% (tax exempt), confirmed by recent commitments on comparable NH projects

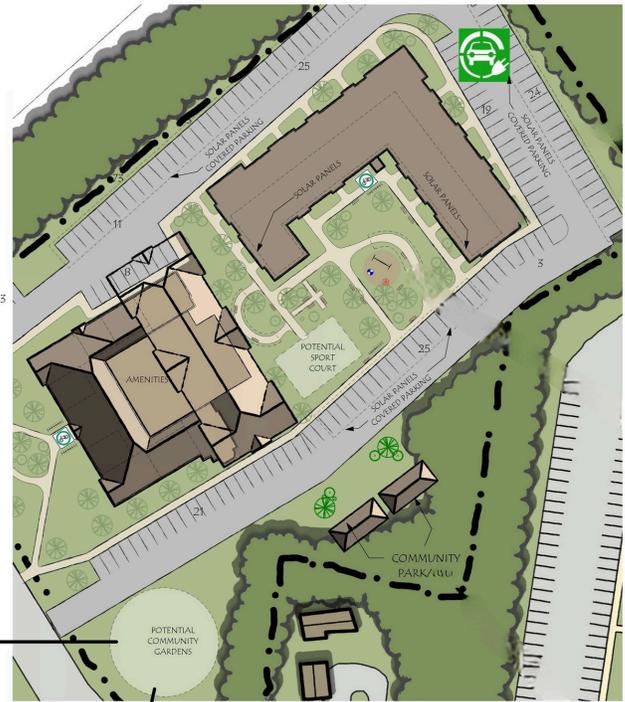
Note 2: LIHTC equity pricing assumed at .90/\$LIHTC, confirmed by recent commitments for comparable NH projects

Note 3: NH Housing LIHTC and Subordinate Debt assumed at allocation amounts confirmed by 2025 QAP and NOFA's

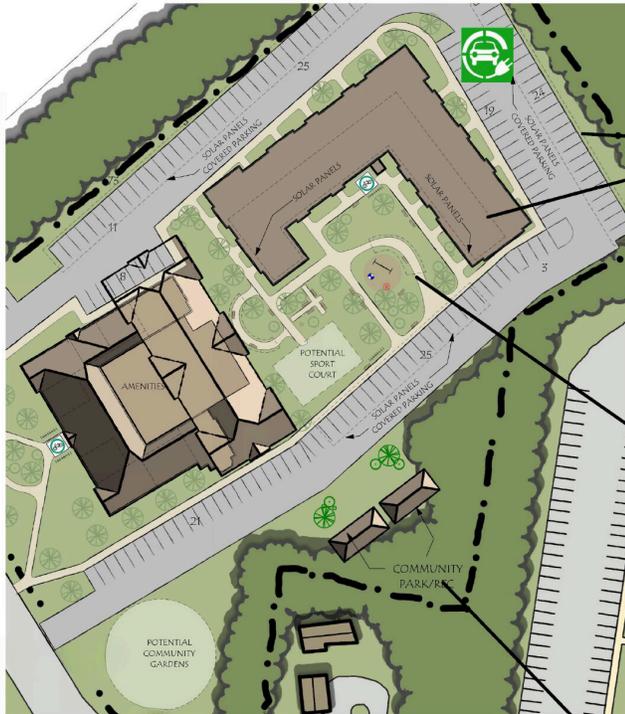
# CONCEPT IMAGES

## COMMUNITY

WALKOUT APARTMENTS  
SHARED GATHERINGS  
SUSTAINABLE HEALTHY DESIGN



# CONCEPT IMAGES



## COMMUNITY

WALKOUT APARTMENTS  
SHARED GATHERINGS  
SUSTAINABLE HEALTHY DESIGN

# FINANCING SOURCES

---

The PHA has successfully worked with many different financing partners to preserve and develop new affordable housing. While capital subsidies for new affordable housing development in New Hampshire are scarce, possible sources of financing for a housing project at the Sherburne School include:

- Low Income Housing Tax Credit equity
- Tax-exempt bond financing
- Federal Home Loan Bank of Boston Affordable Housing Program grants and subsidized loans..
- State of New Hampshire Community Development Tax Credit program
- City or County Community Development Block Grant Program
- City of Portsmouth Capital Improvement Plan funding
- NH Land and Community Heritage Investment Program
- Historic Tax Credits
- New Market Tax Credits
- NH Department of Energy - Climate Pollution Reduction Grants
- InvestNH - Municipal Per Unit and Municipal Demolition Grant Programs
- US Environmental Protection Agency Solar for All Program
- NH Department of Energy Low-Mod Income Community Solar Program
- HUD Green and Resilient Retrofit Program
- New England Heat Pump Accelerator Program
- PACE Financing
- Capital Magnet Fund
- Department of Housing and Urban Development Annual Contributions Contracts
- PHA's Project Based Voucher Housing Assistance Payments

# TARGET MARKET

---

The Sherburne below market rate housing development will be built with Portsmouth's working families in mind.

Because PHA will use the federal Low-Income Housing Tax Credit program to finance this housing development, the income limits and maximum rents are restricted to these federal standards. These rents and income limits are set according to data collected by the U.S. Department of Housing and Urban Development for the specific Portsmouth-Rochester metropolitan statistical area (MSA). These rents are adjusted annually.

The target income levels for LIHTC financed housing are households making 60% of the Area Median Income (AMI). However, the PHA will take advantage of certain provisions in the tax code which would allow PHA to accept households with higher incomes, up to 80% of the AMI.

Scenario 1A contemplates artist live-work space. If capital sources are available to support this concept, we will develop a program to reach this specific category of renters.

If the Sherburne School housing development were to be placed in service today these income limits and rents will be as set forth in the Housing Programming section.

# RESIDENT SELECTION & PREFERENCES

---

The PHA manages all 682 of our rental units across the city of Portsmouth. Our locally-based, highly trained staff oversees admissions and continued occupancy, ensuring that all aspects of affordable housing development and management are handled with care.

The PHA is proud to be designated as a HUD High-Performing agency and one of only 139 Housing Authorities nationwide chosen to participate in the innovative Moving to Work (MTW) program. Through MTW, we have the flexibility to adapt our programs to meet Portsmouth's specific housing needs.

Our tenant selection process will mirror the success we achieved at Ruth Lewin Griffin Place, where we quickly received over 500 applicants and leased all units ahead of schedule. We are committed to ensuring a fair and transparent process, which aligns with our goal to promote equal housing opportunities.

To streamline the application process, applicants will submit a simple online application to join the waitlist. Selection will then be based on any established preferences, followed by the earliest time and date the application was received. With the approval from our regulators, the PHA will prioritize applicants who work in the city of Portsmouth and veterans of the Armed Services.

Once an applicant reaches the top of the waitlist, they will be invited to provide the necessary documentation to verify their income, consent to a criminal background check, and submit landlord references for all adult household members. They will be offered the unit if they meet all the criteria and a suitable unit is available.

We are committed to fairness throughout this process, ensuring that all applicants are treated with respect and evaluated based on clear, equitable criteria. Once a new resident moves in, they will be welcomed by one of our Resident Services Coordinators, who will provide support and connect them with resources to help them achieve their personal and financial goals.

While most PHA properties prioritize Portsmouth residents, local preferences are no longer allowed due to federal fair housing laws, which prevent policies that have a disparate impact on underserved populations.

However, the PHA was granted a unique exception to offer a preference for applicants in the local workforce. This was first applied at Ruth Lewin Griffin Place, setting a precedent in New Hampshire. This preference allowed us to target applicants who work in the city, supporting multiple policy goals, such as workforce development, employee retention, and environmental sustainability.

The only specifically allowed preference under Section 42 of IRS Code is for artists. Scenario 1A contemplates live-work space for artists, a concept that will be facilitated by this preference category.

# RENTAL ASSISTANCE

---

As a Public Housing Authority, the PHA is uniquely positioned among the respondents to this Request for Proposals. Unlike other developers, the PHA operates a Housing Choice Voucher (HCV) program, through which the PHA can issue Project-Based Vouchers (PBVs) to the Sherburne School housing development. PBVs are a form of rental assistance that provides Sherburne School residents with long-term affordability.

The PHA currently administers 462 vouchers, including Housing Choice Vouchers, Tenant Protection Vouchers, Project-Based Vouchers, and Foster Youth to Independence Vouchers. In total, these programs provide more than \$5 million annually in rental assistance, directly supporting the local economy by reducing housing cost burdens and providing incentives to landlords to rent to lower income tenants.

In addition to the voucher programs, the PHA operates a Project-Based Rental Assistance (PBRA) program and manages two HUD Multi-Family voucher contracts, which further support affordable housing efforts in our community.

The PHA also offers an innovative Workforce Housing Education Incentive Program. This program provides rental subsidies to residents who enroll in higher education or certification programs, empowering them to acquire new skills, increase their household income, and work toward long-term financial independence. This initiative exemplifies our mission to not only provide housing but also to invest in our residents' futures.

## **IMPORTANT FINANCING NOTE:**

**Dedicating Project Based Rent subsidies gives PHA a significant advantage in competition for Tax Credit financing.**

**Dedicating PBVs earns important points in the stiff competition for Tax Credits. There are also extra points in the LIHTC competition given to Housing Authority applicants. Without LIHTC financing, achieving the stated goals of this project is not viable.**

**These vouchers also will help ensure the success of the project by providing a reliable source of rental income, reducing default risk, and making it easier to secure financing at better rates.**

# MONITORING AND COMPLIANCE

---

The PHA is a highly regulated agency with a proven track record of excellence in managing affordable housing developments and ensuring compliance with all necessary state and federal requirements. Our commitment to maintaining accurate and timely reports and certifications is grounded in our strong organizational systems and highly trained professionals. Our property management, compliance, and finance professionals have extensive experience managing HUD-funded programs, LIHTC compliance, and other state and federal housing regulations.

As a HUD High-Performing agency, the PHA is recognized as having a strong demonstrated ability to meet and exceed federal performance standards. We are among an elite group of housing authorities, recognized for our efficiency, financial integrity, and the quality of service provided to residents. Our participation in the HUD Moving to Work (MTW) program further highlights our innovative management approaches and our ability to tailor programs to local housing needs while maintaining full compliance with all HUD requirements.

Housing projects funded by the LIHTC program must meet various requirements in the thirty years after a new project is placed in service. The PHA employs our own Tax Credit Compliance staff so we can manage audits, inspections, and tenant files locally to provide the best service to our residents and our regulators.

See Development Team section for PHA Staff credentials.

# PROJECT IMPLEMENTATION PLAN

---

The basic timeline below starts with the assumption that the City will enter into a development agreement with the PHA in November 2024.

## **Phase 1 – Advocacy, Engagement, Education at Success (2016 – 2024)**

### **Phase 2 – Preliminary Due Diligence**

- Secured Right of Entry Agreement with City of Portsmouth
- Hired Architect, Civil Engineer, Environmental Consultant, Development Consultant.
- Construction Management RFP and Award
- Completed Survey, Phase 1 Environmental, Traffic Study
- Preliminary conceptual designs.

### **Phase 3 - Developer Partner Competition and Selection (January – December 2024)**

- Respond to Request for Qualifications
- Respond to Request for Proposals
- Sign Developer Partner Agreement

### **Phase 4: Community Engagement (January – February 2025)**

- Host community workshops, listening sessions, charettes
- Refine development plans based on community input.

### **Phase 4: Permitting and Approvals (February – September 2025)**

- Confirm Development Goals – Master Planning (February 2025)
- Planning Board site plan submission (April 2025 – May 2025).
- Planning Board site plan approvals (August 2025)
- Procure State and Federal permits if required

### **Phase 5: Financing and Fundraising (July 2025 – December 2025)**

- Select financing partners, grant sources, equity investors and secure funding commitments.
- Submit applications for LIHTC (July 2025 & September 2025).
- LHITC reservation awards (December 2025)

### **Phase 6: Construction (April 2026 – June 2027)**

### **Phase 7: Completion and Fully Occupied (November 2027)**

# COMMUNITY ENGAGEMENT STRATEGY

## Scope

The Portsmouth Housing Authority will incorporate an effective community engagement process that solicits feedback from the community regarding the development of below-market-rate housing at 35 Sherburne Road. The goal is to share ideas, provide information, and reach a general understanding and consensus about design principles, community space, technical constraints, and other elements that will support the development's integration with the community's existing character.

## Objective

To create a range of opportunities for people to share their perspectives and insights, ensuring that all voices are heard and considered in the planning, development, and design of below-market-rate housing at the Sherburne School property.

An effective engagement process is crucial for aligning the project with the community's needs and aspirations. By integrating outreach efforts, we will enhance transparency and strengthen relationships with community members. Aligning our engagement activities—such as surveys, information sessions, and charrettes—with specific project milestones will ensure that community members remain informed and actively involved throughout the process.

## Stakeholders

Portsmouth Residents: Concerned about maintaining their quality of life amidst housing developments.

Sherburne School Neighbors

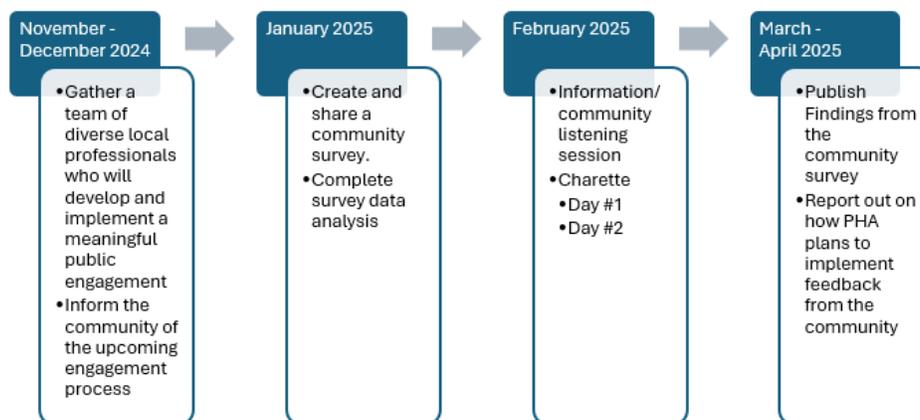
Business Owners: Facing hiring challenges due to the lack of affordable housing options.

Workforce: Individuals who work in Portsmouth but live elsewhere because of the high cost of rent and housing.

City Leaders: Elected officials who have committed to increasing the housing stock in Portsmouth

## Proposed Timeline & Deliverables

Upon entering into a development partner agreement, the PHA will begin reaching out to stakeholders, conduct a community survey, and establish communication channels that will see the project through completion.



# COMMUNITY ENGAGEMENT STRATEGY

---

## **Strategies**

**Inviting the Public to Participate:** Through a collaborative effort with the City, the PHA will share information about our community engagement process and what we hope to accomplish through its implementation.

**Community Survey:** Publish an anonymous online survey, complemented by hard-copy versions, to reach a broad section of the community and gather feedback, ensuring demographic representation.

**Community Listening Sessions/Charrettes:** Host at least three accessible sessions (both in-person and online) to clarify plans and gather feedback throughout the design process. We will select public meeting locations that ensure accessibility and neutrality.

**Facilitation:** Inviting open facilitation, a Certified Community Leadership Practitioner and trained facilitator will oversee the execution of the community engagement events, with collaboration from PHA and other experts as needed.

**Utilizing Existing Communications Channels:** PHA will use our communications tools, including social media, to promote engagement activities, including:

- PHA website
- PHA e-newsletter (1,733 subscribers)
- Facebook page (750 followers)
- Instagram page (243 followers)
- Portsmouth social media community pages - Portsmouth NH - 52K members, The (un)Official City of Portsmouth - 23K members

**Media Relations:** Publicize engagement opportunities to increase participation:

- Distribute news releases and media advisories to be published in local media outlets to notify people of scheduled meetings and survey opportunity
- Work with journalists and editors to ensure accurate information about the project is reported
- Identify spokespeople who will respond to media opportunities

**Engage with community partners:** collaborate with organizations that also have a stake in affordable housing by providing pertinent information to their existing audiences, including:

- Greater Portsmouth Chamber of Commerce
- City of Portsmouth
- New Hampshire Housing Finance Authority
- Workforce Housing Coalition of the Greater Seacoast

# A DECADE OF COMMUNITY ENGAGEMENT

---

Over the past decade, the PHA has worked hard to create the public support, policy context, interest by funders, and widespread media coverage that has led to the City Council's decision to pursue a housing project at the Sherburne School.

Today, we are seeing the benefits of the high degree of civic engagement among PHA staff and leadership, not only with affordable housing, but also with a variety of other organizations and initiatives.

This civic engagement has encompassed official roles including serving on the Advisory Committee of the Portsmouth Housing Endowment Fund since 2013, the City Land Use Committee from 2022 to 2024, and the Mayor's Blue Ribbon Housing Committee in 2016.

We have also made dozens of public appearances and presentations to educate the public, win public support, and guide policy within the city including:

- 2017 and 2024 Portsmouth Listens Study Circles
- 2025 Portsmouth Master Planning Process
- Home for All Coalition: Engaged in the Coalition's Strategic Planning process, successfully advocating for a broader mission that includes "increasing access to affordable housing" alongside "ending homelessness" on the Seacoast (March 2024)
- Home for All Coalition: Developer Round Table (September 2023)
- Service Credit Union Housing Project Advisory Committee

The PHA also engaged the business community in Portsmouth, inspiring thirty-one local businesses to invest in workforce housing through the NH CDFA Community Development Tax Credit Program. Our outreach to local businesses attracted attention to the challenges the local workforce has when being employed in Portsmouth. In all, these businesses invested \$500,000 into the Ruth Lewin Griffin Place development.

# A DECADE OF COMMUNITY ENGAGEMENT

---

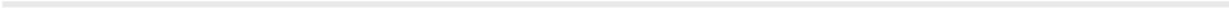
As the leading influencer of housing support and policy, the PHA has also been invited to make various presentations and host about housing and the work of the PHA, including:

- The Portsmouth City Council.
- The Portsmouth Economic Development Commission.
- The Mayor's Blue Ribbon Housing Committee
- The City Arts and Cultural Commission
- Seacoast Women's Giving Circle
- TEDx Portsmouth
- The Board of Directors of the New Hampshire Charitable Foundation
- Portsmouth Public Radio Community Currents
- InDepth NH and From the Market Square Podcast Series
- The Federal Home Loan Bank of Boston
- The US Green Building Council New Hampshire Chapter
- Both Portsmouth Rotary Clubs
- As an expert source of housing information for WMUR TV, the Portsmouth Herald, Union Leader, and others.

PHA has also earned widespread praise throughout the region, providing additional opportunities to highlight the demand for affordable housing while demonstrating that high quality design and environmental sustainability can be achieved. This included:

- Open Houses for the general public.
- New England Planners Association
- Common Ground
- The Episcopal Diocese of New Hampshire

Our outreach has also led to widespread media coverage of our work and the need for more workforce housing in the region. PHA has been featured on WMUR, the Union Leader, New Hampshire Public Television, New Hampshire Public Radio, Business NH Magazine, the Portsmouth Herald, and others. This widespread coverage has resulted in more understanding and action within the Portsmouth community to solve our housing crises.



## Exhibits and Addendum

## Exhibit A Applicant Certification

The Applicant hereby certifies that:

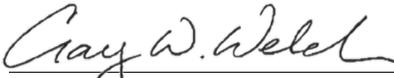
1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution, or, offer of employment to the applicant, or, to any other person, corporation, or entity as an inducement for, or, in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity, other than a bona fide full-time employee of the applicant has been retained or hired to solicit for or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, that all information provided in this application for services is correct.

**Craig W. Welch**

---

Executor (Printed)

  
Executor (Signature)

**Executive Director**

---

(Title)

**Portsmouth Housing Authority, PHA Housing Development Ltd.**

---

(Name of Firm)

**245 Middle Street, Portsmouth, NH 03801**

---

(Address)

**October 8, 2024**

---

(Date)

# Exhibit B

## Proposal Signature Page

### RFP #09-25 Below Market Rate Housing Development at 35 Sherburne Road Proposal

Portsmouth Housing Authority  
and PHA Housing Development, Ltd.  
Company Name

Craig W. Welch  
Contact Person (*please print*)

245 Middle Street  
Street

603-436-4310 ext. 118  
Phone

Portsmouth, NH 03801  
City, State, Zip

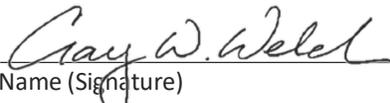
craigwelch@nh-pha.com  
Email

Submits the attached Proposal to the City of Portsmouth, on the authority of the undersigned and as dated below. I confirm and pledge to abide by and be held to the requirements of this RFP and its resulting Land Lease Agreement, to perform any tasks and deliver any documents required.

Proposer acknowledges receipt of the following addenda\*

1. Addendum 1 dated September 27, 2024
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Individual or Authorized Agent of the Contractor

  
Name (Signature)  
Executive Director

Craig W. Welch  
Name (Printed)

\_\_\_\_\_  
Title

10/08/2024  
Date

Form must be signed by a duly authorized officer(s) eligible to sign contract documents for the respondent firm, joint ventures, or teams submitting proposal. Proposals will not be considered responsive unless it is established that all contractual responsibility rests solely with one contractor or one legal entity. The Proposal must indicate the responsible entity.

\* to be filled in by proposer, if addenda are issued.

ATTACHMENTS

CONTRACTOR FIRM QUALIFICATIONS AND RESUMES



# Lori Waltz

As a Certified Community Leadership Practitioner and trained facilitator, I am passionate about fostering human connection and empowering individuals through community engagement.

Having accumulated two decades of experience in both the business and nonprofit sectors, I bring a wealth of knowledge and a strong commitment to making a lasting positive impact with those I work with.

I am involved in various organizations, such as the Portsmouth Listen's Steering Committee, the HAVEN Board of Directors, and volunteering for initiatives like TEDx Portsmouth and Blue Ribbon Committees for the City of Portsmouth, which underscores my active engagement and dedication to community service. My leadership style is characterized as intuitive, compassionate, and engaging. My focus on developing participants' knowledge, awareness, and inspiration aligns with my broader goal of nurturing impactful community leaders.

## Contact

---

### Phone

207-451-7281

### Email

loriwaltzgagnon@gmail.com

### Address

1001 Islington Street, Apt 21  
Portsmouth, NH 03801

## Education

---

1994

**Bachelor of Science**

Keene State College

## Expertise

---

- Certified facilitator
- Strategic Systems Thinker
- Natural convener + connector
- Authentic + passionate

## Accomplishments

---

- Leadership Seacoast Graduate, 2017
- Leadership Portland, Curriculum Advisor
- Portsmouth Listens, Steering Committee + Facilitator
- Sexual Assault Support Services Board Member (2006-2013)

## Experience

---

### 2018 - Current

Leadership Seacoast

#### Executive Director

Leadership Seacoast, a civic engagement leadership non-profit organization, delivers a seven-month experiential learning program for those who want to discover how their communities' function and how they can become a positive catalyst for change.

- Align the organization's mission, vision, goals, and objectives through a strategic lens to ensure the program deliverables are engaging, relevant and high quality.
- Exercise appropriate cost control measures to meet budget needs. Responsibilities include negotiating annual contracts, fundraising and sponsorship recruitment.
- Facilitate annual classes that consist of 40+/- professionals with diverse backgrounds through a high-impact, seven-month experiential civic engagement leadership program.
- Examine curriculum regularly with intentional focus on adult learners.
- Manage logistics of program days and organizational events including but not limited to securing event venues, catering, agenda development, and evaluations.
- Successfully develop and maintain long-term relationships with subject matter experts, community partners, donors, and sponsors.
- Write strategic content and messaging for website and social platforms.
- Attend networking and community events to recruit applicants and raise organizational profile.

### 2016 - 2018

HAVEN

#### Development Director

HAVEN, the state of New Hampshire's largest violence prevention and support services agency, is dedicated to eliminating domestic and sexual violence through education, support, and social change.

- Established the strategic direction, management, and ownership of all contributed income including corporate sponsorship, special fundraising events, grants, and corresponding fundraising expenses.

## Certifications

---

- Certified Community Leadership Practitioner (CCLP)
- Wilson Reading System Level I Certification

## Awards

---

- Spirit of the Seacoast Award
- Sarah Farmer Peace Award

# Lori Waltz

- Collaborated with the Board of Directors to define goals and drive successful execution of the development plan.
- Created fundraising strategies tied to HAVEN's mission, programs, and goals.
- Researched possible grants and then created proposals to submit with grant applications.
- Cultivated relationships with community, business, and local civic leaders to create awareness and secure new donors and volunteers.
- Oversaw data analysis, agenda preparation, and development committee assignments.
- Assisted with recruitment of board and committee members in compliance with organization bylaws and nominating and governance practices.
- Managed a donor database to improve donor relations and streamline donor outreach.
- Managed all event logistics and spoke at events and galas.

### 2006 - 2016

Wilson Language Training

#### **Special Project Manager**

Wilson Language Training provides evidence-based curricula and ongoing professional learning to literacy educators across the country.

- Developed and implemented a process and procedure plan for each phase of the proposal development life cycle.
- Established relationships with key stakeholders and provided timely, effective communication throughout the process.
- Utilized exceptional writing, editing and proofreading skills to produce engaging and error-free content.
- Organized and prioritized workload to delegate responsibilities among colleagues.
- Prepared and presented multiple written reports and PowerPoint presentations for stakeholders.
- Lead event planner for annual conferences, including developing budget, speakers, location, etc.

# **Barbara MacLeod**

**30 Pocahontas Rd**

**Kittery Point, Maine 03905**

**(207) 752-0484**

**Barbara@CrossCurrentCommunications.com**

## **Professional Experience**

### **Crosscurrent Communications, Portsmouth, NH**

*Principal. September 2011 – Present*

- Co-owner of strategic communications consulting firm. Delivers integrated communications plans, provides community engagement and public relations, social media management, marketing, media training and coaching, political strategy, content development for collateral and websites, and video production.
- Specializes in developing compelling messaging and storytelling as the foundation for highly individualized communications strategies using both traditional and digital platforms. Achieves consistent media placement due to personal relationships with a wide range of reporters and editors.

Clients include non-profit organizations, elected officials, universities and businesses.

Client List includes:

- New Hampshire Film Festival
- Pepperrell Cove Group
- NH Fish and Game
- All Hands Volunteers
- GATHER nonprofit organization
- Star Island Corporation
- Southern Maine Planning and Development Commission
- Harvard Forest at Harvard University
- Penobscot East Resource Center
- NH Technical Institute
- Lowell Community Health Center

- Bi-State Primary Care Association
- Ice Theatre of NY

**NECN (New England Cable News) Newton, Massachusetts**

*Special Assignment Reporter, Documentary Producer, Anchor. 1992-2011*

- Most honored Reporter in NECN history
- Anchored all newscasts, including hosting a live current affairs program
- Anchored extensive live coverage of countless breaking news stories including the CT power plant explosion, the death of Ted Kennedy, the death of Pope John Paul II, The Station Night Club fire in R.I.
- Conducted high-level interviews with leading political and community members including Hillary Clinton, John Kerry, Teresa Heinz Kerry, Bill Clinton, Rosa Parks, John McCain, Jeanne Shaheen, George W. Bush, Barney Frank, Vicky Kennedy, Margaret Chase Smith, Bode Miller, Connecticut serial killer Michael Ross
- Extensively covered every NH Presidential Primary from 1992 - 2008
- Repeatedly recognized by the Boston Herald as one of the top reporters in Boston

**New Hampshire Public Television, Durham, NH**

*Host "NH Roundtable." 2000 – 2001*

- Issue-oriented program with live guests, served as moderator for NH Gubernatorial, Congressional and Senatorial Debates

**WLVI, Boston, MA**

*Reporter/Writer/ Anchor. 1990-1992*

- Performed live shots and in-studio reports, anchored nightly "LifeWatch" segment covering health and lifestyle beat

**CAPE 11 News, Yarmouth, MA**

*Lead Anchor/Reporter/Writer. 1987-1990*

- Anchored award-winning nightly newscast and reported daily
- Freelance reporter for CNN

**WMTW TV 8, Portland, ME**

*News Writer, Weekend Reporter, Production Assistant. 1986 – 1987*

**Awards**

- National Edward R. Murrow Award, National Gabriel Award, National Gracie Award, NH Associated Press Award for best documentary for "Where Love Lives", profiling abused

children at St. Charles Children's Home and the nuns who care for them

- National Gracie Award and NH Associated Press Award for Best Documentary for "The Last Laugh: The Cindy Pierce Story", profiling a NH mother's quest to make it big as a comic storyteller
- National Columbia/DuPont Awards for team coverage
- Three Emmy Awards for Reporting, Writing and Documentary work
- National Gracie, Gabriel, and Murrow Awards, regional RTNDA and Associated Press Award for best documentary for "A Leap of Faith", a follow-up story on the threatened closure of the St. Charles Children's Home
- National Gracie, Gabriel and MA Associated Press Awards for documentaries: "A Story of Survival" and "Maria's Story" which chronicled the struggle of a young girl born with AIDS
- Two Edward R. Murrow Awards for writing and reporting
- National Gracie Award for a portrait of the late Maine Senator Margaret Chase Smith

## **Education**

### **MIDDLEBURY COLLEGE, Middlebury, Vermont**

- Bachelor of Arts: English & Creative Writing
- Graduated with honors
- Member of ski and field hockey teams
- Ran news department for college radio station
- Selected to attend Breadloaf Writers Conference

### **KEARSARGE REGIONAL HIGH SCHOOL, North Sutton, New Hampshire**

- NH Youth Governor, Girls Nation, Class President all four years
- Captain of State Championship Field Hockey, Tennis and Ski Teams

## **Philanthropic**

- Stage Force – Board of Trustees for Seacoast Theatre Company
- Puddle Dock Pond at Strawberry Banke - Planning Committee, volunteer public relations project over two years to launch an outdoor public skating rink
- The Housing Partnership – Board of Directors
- Served as Emcee of numerous events for nonprofit organizations such as Big Brothers/Big Sisters, moderated panel discussion at the Music Hall, Portsmouth on gender equality issues
- Panelist for “Miss-Representation” film premier at the Music Hall
- Presenter for transgender youth education

# development synergies llc

COMMUNITY • REAL ESTATE • BUSINESS

Development Synergies LLC, provides real estate and business development advisory services to development firms and institutions engaged in housing and community development. Development Synergies specializes in complex development initiatives, including mixed income and mixed-use developments, large-scale redevelopment projects, and community development strategies undertaken or supported by large institutions, particularly Universities and religious institutions.

Peter Roche, President of Development Synergies LLC has more than 35 years experience in real estate and community development and has previously served as Director of Development at MaineHousing, Founding CEO of Maine and NH Housing Investment Funds, Founding Executive Director of NeighborWorks Southern NH and Dir. of Commercial and Economic Development for the Neighborhood Reinvestment Corporation. In these capacities, Peter has served as lender, investor, developer or consultant to community development initiatives representing in excess of \$1.5 billion in capital investment in more than fifty communities across the nation, from Anchorage AK to Brunswick, ME



## AT-A-GLANCE

- 50 Years in Business
- AAA Credit Rating from Travelers Casualty & Surety
- \$200M Total Bonding Capacity
- \$100M Single Project Capacity
- 0.80 EMR Safety Rating
- First Place ABC NH/VT Safety Awards 2024 & 2023

## STRENGTHS

- Preconstruction Services
- Affordable Housing
- New Hampshire Housing (NHHFA)-Funding
- 82% Construction Management Delivery

## Relevant Experience

- 60 Completed Multi-Family Projects
- 43 Completed Affordable Housing Projects
- Adaptive Reuse of School Houses and Mill Buildings into Multi-Family Housing

Eckman Construction has delivered construction management, design-build, and general contracting services to project partners across New Hampshire and beyond since 1974. **Eckman has completed 60 multi-family housing projects, 43 of which are affordable housing.**

### Firm Philosophy

Eckman works to maximize our resources to provide our clients with the best service and quality possible, working hand-in-hand with the design and ownership teams to achieve positive project outcomes.

### Strong Leadership

Mark Walsh - President & CEO, and vice presidents John Deloia and Preston Hunter work as a team - with project ownership, the architect, engineers, subcontractors, and each other - to ensure each project stays on track.

### New Hampshire Housing (NHHFA) Experience

Our strong working relationship with New Hampshire Housing spans three decades. With Eckman you will have a project partner who knows how to deliver projects that meet their expectations.

### Focus on Preconstruction

We are focused on providing accurate estimates and constructability reviews which create a smooth transition to the construction phase.

### In-House Estimating Department

Eckman's estimating team is backed by over 60 collective years of market experience. They coordinate all estimating and bidding activities and work tirelessly to ensure that we receive the best pricing from the most qualified subcontractors.

### Adaptive Reuse and Historic Rehabilitation

Eckman excels in revitalizing historic structures, transforming them into dynamic multi-family housing communities. Our successes include converting the Bliss Schoolhouse in Attleboro, MA into affordable housing, and the recently completed Factory on Willow in Manchester, NH, where we transformed the former Cohas Shoe Factory into a vibrant mixed-use development.

## Ruth Lewin Griffin Place Portsmouth, NH

Owner: Portsmouth Housing Authority  
Delivery: Construction Management  
Size: 56,400sf New  
Units: 64

Eckman Construction provided preconstruction and construction services for the Portsmouth Housing Authority's Ruth Lewin Griffin Place, a new affordable housing complex located in the Historic District of downtown Portsmouth.

The 56,400 sf project features 64-units of affordable housing and an underground parking garage.

Eckman preserved a historic building located on-site as demolition occurred around its exterior and incorporated the structure into a green space that will act as a hub for the community.



## West End Yards Portsmouth, NH

Owner: Torrington Properties  
Delivery: Construction Management  
Size: 311,00sf New  
Units: 250

Through comprehensive preconstruction and construction management services, Eckman oversaw the redevelopment of this 12-acre site into a vibrant, mixed-use community.

The project encompassed the construction of three distinct buildings: two multifamily apartment buildings offering a combined 250 units, and a bustling commercial building designed to accommodate a variety of businesses, from restaurants and shops to wellness centers and offices.

West End Yards now stands as a testament to successful urban revitalization, providing residents and visitors with a vibrant live-work-play environment. The project's thoughtful design incorporates community green spaces, further enhancing the appeal of this landmark development in Portsmouth's West End.



## Jackson Square Apartments Nashua, NH

Owner: Crimson Properties, LLC.  
Delivery: General Contracting  
Size: 16,200sf New  
Units: 24

Eckman Construction successfully delivered this much-needed affordable housing project. The development, partially funded by an InvestNH grant, consists of two three-story buildings providing a total of 24 units.

Each unit features high ceilings, granite countertops, and quality cabinets, flooring, and finishes, ensuring residents have access to comfortable and modern living spaces. Eckman's expertise and experience were instrumental in overcoming the unique obstacles posed by the constrained site, allowing for the project's timely and successful completion.

This development significantly contributes to the city of Nashua's ongoing efforts to address housing needs by providing quality affordable housing options for the community.



## The Factory on Willow Manchester, NH

Owner: The Orbit Group  
Delivery: Construction Management  
Size: 84,400sf Adaptive Reuse (Mill)  
Units: 77

Eckman Construction provided preconstruction and construction services for this award-winning adaptive reuse project, breathing new life into the historic Cohas Shoe Factory.

The project encompassed extensive renovations spanning 84,400 square feet and partial demolition of 15,000 square feet, transforming the property into a dynamic mixed-use arts community.

The revitalized four-story mill building now boasts 77 versatile live-work apartments and micro-hotel units, inviting commercial and retail spaces, and revitalized green areas.



"The renovation process never slowed, even through the Covid-19 pandemic and the challenges that were met restoring a century old abandoned building to its former glory. I would highly recommend Eckman for their unparalleled professionalism, attention to detail, and commitment to our project."

Liz Hitchcock  
Owner  
The Orbit Group

## Bliss School Apartments Attleboro, MA

Owner: Great Bridge Properties  
Delivery: Construction Management  
Size: 30,000sf Adaptive Reuse (Schoolhouse)  
Units: 40

This project revitalized and repurposed the historic 1909 school building, seamlessly integrating a modern addition. The revitalized two-story structure now houses 10 one-bedroom apartments, while the three-story addition provides 30 two- and three-bedroom apartments, along with a community room and laundry facilities. A central lobby and vestibule connect the two buildings, fostering a sense of community.

The Bliss School Apartments were made possible through a combination of funding sources, including Low Income Housing Tax Credits from the Department of Housing and Community Development, Home Funds, the Affordable Housing Trust Fund, Massachusetts Housing Investment Corp., Boston Capital, and the Massachusetts Housing Partnership Fund. This collaborative effort ensured that the project could provide much-needed affordable housing options to the community.



## Silver Mill Apartments Manchester, NH

Owner: NeighborWorks Greater Manchester  
Delivery: General Contracting  
Size: 70,000sf Adaptive Reuse (Mill)  
Units: 57

The historic Silver Street Mill was originally built in 1916 by the F. M. Hoyt company, and shoes were manufactured there until the 1980's.

Eckman converted the empty mill into 57 one-four bedroom affordable apartments for low-income residents. Each spacious unit is unique, with large windows, high ceilings and reminders of the historic architecture of the century-old mill building. Each floor has a laundry room and a distinct color scheme for the hallways and public spaces. An elevator serves the four floors. The building also has a large community room with a patio and an on-site management office.



"As with any renovation of this nature one can expect to run into challenges and Eckman worked through every challenge and helped to identify creative and cost effective solutions. Every challenge was approached from a place of productivity and a get-it-done attitude. I can say that Eckman works well as part of a team and makes efforts to identify issues before they arise."

Jennifer Vadney  
Neighborhood Development Director  
NeighborWorks Greater Manchester

## Laurette Sweeny Apartments Manchester, NH

Owner: Manchester Housing &  
Redevelopment Authority  
Delivery: Construction Management  
Size: 55,800sf New  
Units: 61

Eckman provided construction management over two phases. Phase 1 delivered 31 housing units and a meeting room for the Knights of Columbus, while Phase 2 added an additional 30 apartment units, bringing the total to 61.

Each unit features high ceilings, granite countertops, and quality cabinets, flooring, and finishes, ensuring comfortable and modern living spaces. Eckman's expertise and experience were instrumental in overcoming the unique obstacles posed by the constrained site, allowing for the project's timely and successful completion.

This project was funded from multiple sources, including the American Recovery and Reinvestment Act, HOME funds through both New Hampshire Housing (NHHFA) and the City of Manchester, HUD project-based vouchers, and capital subsidies/permanent financing through NHHFA.



## Union Crossing Apartments Lawrence, MA

Owner: Lawrence Community Works  
Delivery: Construction Management  
Size: 142,500sf Adaptive Reuse (Mill)  
Units: 60

Converted from commercial use to residential, the historic Southwick Mill building (built in 1916) now contains sixty apartments, a daycare, commercial space, and several community spaces.

The affordable apartments include a mix of one-, 2-, and three-bedroom units. Eckman completely renovated the five-story building, including new electrical, plumbing and heating systems. Historic features of the mill, including the brick façade and the original hardwood floors, remain.

The renovations resulted in a highly energy-efficient building envelope, also with minimal air infiltration between units. Since its completion, it has been proven to use only 45% of the energy of similar buildings nationwide.



"The Eckman team worked with us to refine the design, assessing the cost of alternatives, and providing value engineering suggestions. During construction they expertly handled all of the surprises that accompanied the renovation of an historic mill building. This important high quality project would not have come together without the hard working team at Eckman."

Lisa Kozol  
Director of Real Estate Development  
Lawrence Community Works

Project	Owner	City/Town	Units	Completed
Jackson Square Apartments	Crimson Properties	Nashua, NH	24	2024
Ruth Lewin Griffin Place	Portsmouth Housing Authority	Portsmouth, NH	64	2022
South Main Street Apartments	Manchester Housing & Redevelopment	Manchester, NH	20	2016
River's Edge Apartments	Laconia Area Community Land Trust	Laconia, NH	32	2016
Union Crossing Apartments	Lawrence Community Works	Lawrence, MA	60	2011
Mallard Place Hooksett Townhomes	NeighborWorks Southern NH	Hooksett, NH	16	2011
Laurette Sweeny Apartments Phase 2	Manchester Housing & Redevelopment	Manchester, NH	30	2011
Elmwood Gardens Apartment Renovations	Manchester Housing & Redevelopment	Manchester, NH	58	2010
Laurette Sweeny Apartments Phase 1	Manchester Housing & Redevelopment	Manchester, NH	31	2010
AHEPA 35 Apartments	AHEPA Chapter 35	Nashua, NH	38	2008
Silver Mill Apartments	NeighborWorks Southern NH	Manchester, NH	57	2007
Linscott Court Apartments	Rochester Housing Authority	Rochester, NH	58	2007
The Meadow at Northwood	Southern New Hampshire Services	Northwood, NH	31	2006
Temple Street Elderly Housing	Southern New Hampshire Services	Nashua, NH	43	2006
Bliss School Apartments	Great Bridge Properties	Attleboro, MA	40	2006
YWCA Fina House	YWCA of Lawrence, MA	Lawrence, MA	20	2005
Bowers Landing Phase II	Bower's Landing of Merrimack, NH	Merrimack, NH	15	2005
Brookside Place Affordable Housing	Great Bridge Properties	Rochester, NH	90	2004
Chasse Village Elderly Housing	Southern New Hampshire Services	Rochester, NH	42	2004
Covered Bridge Manor	Covered Bridge Affordable Housing Corp.	Dover, NH	26	2003
Auburn Apartments	Great Bridge Properties	Haverhill, MA	30	2003
Bower's Landing Phase 1	Bower's Landing of Merrimack, NH	Merrimack, NH	104	2002
Greenfield Commons Elderly Housing	Southern New Hampshire Services	Greenfield, NH	24	2001
Davidson Landing Phase 2	Southern New Hampshire Services	Nashua, NH	82	2001
Smith & Dow Apartments	NeighborWorks Southern NH	Manchester, NH	40	2001
Carpenter & Bean Apartments	NeighborWorks Southern NH	Manchester, NH	28	2001
Simpson Meadows Elderly Housing	Southern New Hampshire Services	North Berwick, ME	30	2000
Davidson Landing Phase 1	Southern New Hampshire Services	Nashua, NH	82	2000
Prescott Hill Apartments	Finlay, LLC.	Peterborough, NH	50	2000
Laurel Terrace Elderly Housing	Southern New Hampshire Services	Rochester, NH	55	1999
The Partridge House	Seacoast Health Center	Hampton, NH	40	1999
Meadow Brook Housing	Belknap-Merrimack C.A.P.	Epsom, NH	50	1999
St Ann Nursing Home	Catholic Charities NH	Dover, NH	58	1999
Ledgewood Commons Elderly Housing	Southern New Hampshire Services	Raymond, NH	24	1998
The Arbors at Bedford	Merrimack Assisted Living	Bedford, NH	80	1998
Sundance Village Elderly Housing	Southern New Hampshire Services	Manchester, NH	41	1997
Wagner Court Elderly Housing	Southern New Hampshire Services	Nashua, NH	70	1997
Roberge Manor Elderly Housing	Southern New Hampshire Services	Rochester, NH	44	1995
Terrytown Road Apartments	Manchester Housing & Redevelopment	Manchester, NH	100	1989
Saint Francis Nursing Home	Catholic Charities NH	Laconia, NH	58	1988
Saint Teresa Nursing Home	Catholic Charities NH	Manchester, NH	58	1988
Wyandotte Mill Apartments	Rochester Housing Authority	Rochester, NH	71	1986
Betty's Dream	Rainbow Apartments	Portsmouth, NH	24	1985



## PROPOSED TEAM QUALIFICATIONS

- Project Team Experience:
  - Portsmouth Housing Authority
  - Market Square Architects
- Affordable Housing Projects
- NHHFA-Funded Projects
- Managing Construction within the City of Portsmouth, NH



**John Deloia**  
Vice President, Project Executive

- Began Construction: 1990
- Joined Eckman: 1998
- BS, Civil Engineering, Southeastern Massachusetts University
- LEED® Accredited Professional
- Standard First Aid, Emergency Care & Safety Institute
- Adult CPR & AED, Emergency Care & Safety Institute



## Relevant Experience

- Ruth Lewin Griffin Place | 64-Affordable Units | Portsmouth Housing Authority
- Bliss School Apartments | 40-Affordable Units | Great Bridge Properties
- Davidson Landing | 164-Affordable Units | Southern New Hampshire Services
- Bowers Landing | 119-Affordable Units | Bower's Landing of Merrimack, LLC.



John Deloia, who joined Eckman Construction in 1998, has a proven track record of success in project management, earning him a promotion to Vice President in 2010. He now oversees the firm's overall operations, providing insightful leadership and a practical approach to managing all Eckman projects.

Throughout your project, John will be actively involved, working closely with our project manager and superintendent. John's extensive experience with NHHFA-funded affordable/workforce projects and adaptive reuse/historic restoration projects makes him a valuable asset to the team, ensuring a successful outcome.



**Preston Hunter**  
Project Development & Client Relations

- Began Construction: 2002
- Joined Eckman: 2005
- B.S., Electrical Engineering, Bucknell University
- LEED® Accredited Professional
- Board of Directors, Amoskeag Industries Corporation
- Former Chairman of the Board, Greater Manchester Chamber
- Former Trustee, The Derryfield School, Manchester, NH



**Relevant Experience**

- Ruth Lewin Griffin Place | 64-Affordable Units | Portsmouth Housing Authority
- The Factory on Willow | 105-Market-Rate Units | The Orbit Group
- The Ridge at Eastern trails | 124-Market-Rate Units | Red Oak Apartment Homes
- Bowman Place at Olde Bedford | 105-Market-Rate Units | Bedford Senior Living



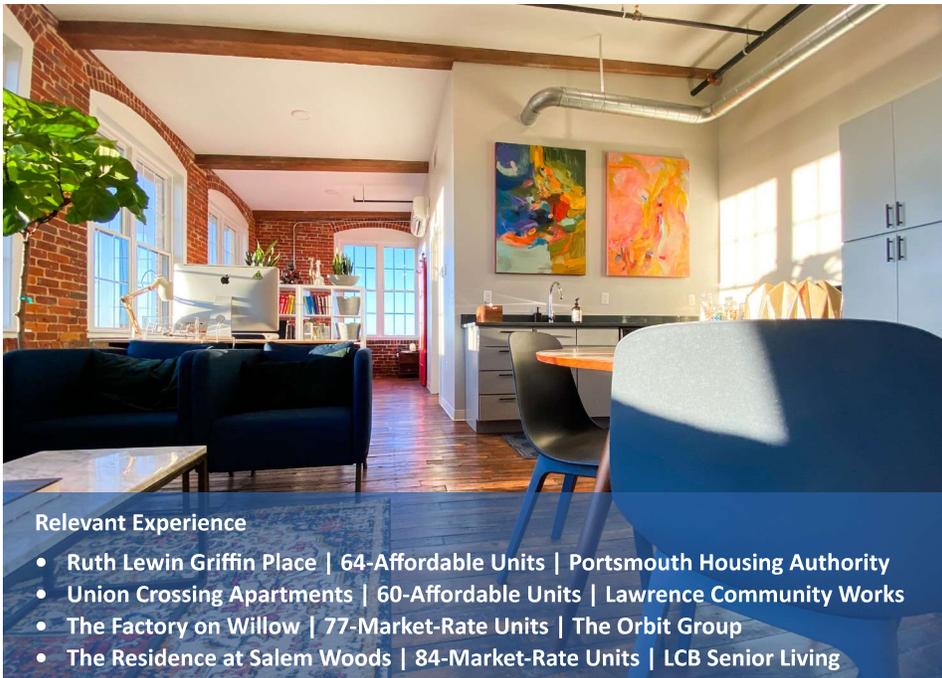
Preston Hunter is an electrical engineer by training. As Vice President, Preston manages Eckman's new project development and client relations activities.

Preston's welcoming leadership style is conducive to bringing key parties together to work collaboratively to get projects lined up and started efficiently.



**Jonathan Krygeris**  
Project Manager Candidate

- Began Construction: 2001
- Joined Eckman: 2010
- BS, Architectural Engineering Technology, Wentworth I.T.
- LEED® Accredited Professional
- 10-Hour OSHA
- Adult CPR & AED, Emergency Care & Safety Institute
- Certified EMT



**Relevant Experience**

- Ruth Lewin Griffin Place | 64-Affordable Units | Portsmouth Housing Authority
- Union Crossing Apartments | 60-Affordable Units | Lawrence Community Works
- The Factory on Willow | 77-Market-Rate Units | The Orbit Group
- The Residence at Salem Woods | 84-Market-Rate Units | LCB Senior Living



Jon is a highly accomplished project manager with over 23 years of experience. Since joining Eckman Construction in 2010, he has consistently delivered successful projects through meticulous management and strong communication. Jon's diverse project experience showcases his adaptability and expertise.

Jon has recent experience with this project team, having served as project manager for the Portsmouth Housing Authority's Ruth Lewin Griffin Place project and on two adaptive reuse projects with Market Square Architects, including the historic restoration/conversion of a century-old mill building into 77-units of mixed-use apartments.



**Matthew Walsh**  
Project Manager Candidate

- Began Construction: 2011
- Joined Eckman: 2014
- B.S., Civil Engineering, Northeastern University
- M.S. Construction Management, Northeastern University
- Certificate, Revit Architecture, Boston Architecture College
- Certificate, CQM for Contractors, U.S. Army Corps of Engineers



**Relevant Experience**

- West End Yards Building-A | 133-units | Torrington Properties
- West End Yards Building-B | 117-units | Torrington Properties
- West End Yards Building-C | Commercial Building | Torrington Properties
- Land Rover Bedford | Goodwin Motor Group



Matthew Walsh excels in managing complex construction projects, particularly in the housing sector. His standout achievement is the 311,000 sf West End Yards in Portsmouth, NH. This 250-unit mixed-use redevelopment of the former Frank Jones Center is comprised of three-buildings and features residential and commercial space.

Matt's additional experience includes three ABC NH/VT Excellence in Construction Award-winning projects: the new Land Rover Bedford dealership, the new Derryfield School Athletic & Wellness Center, and the Derryfield School Science and Innovation Center adaptive reuse projects.



**Craig Myslivy**  
Superintendent Candidate

- Began Construction: 1996
- Joined Eckman: 1996
- OSHA 30-Hour Certification
- Standard First Aid, Emergency Care & Safety Institute
- Adult CPR & AED, Emergency Care & Safety Institute



**Relevant Experience**

- Ruth Lewin Griffin Place | Affordable | Portsmouth Housing Authority
- Jackson Square Apartments | Affordable | Crimson Properties, LLC.
- Mallard Place Townhomes | Affordable | NeighborWorks Greater Manchester
- The Residence at Salem Woods | Market Rate | LCB Senior Living



A seasoned construction superintendent with nearly three decades of experience at Eckman Construction, Craig Myslivy is renowned for his exceptional communication and leadership abilities. He fosters strong relationships with project owners and subcontractors, ensuring seamless collaboration and efficient project execution. Craig's commitment to safety and productivity creates a positive and successful work environment on every job site.

Craig has worked in partnership with Banwell on two previous projects: The Primary School Building expansion project at Spaulding Academy in Northfield, NH, and the Honeywell Woodchip Heating Plant project for the Winnisquam Schools in Tilton, NH. Previous experience includes facilities and municipal projects, which have involved coordination around complex systems not provided by Eckman to ensure the facilities are set up to receive the specialized equipment correctly. A recent example is the new Litchfield Fire Station.



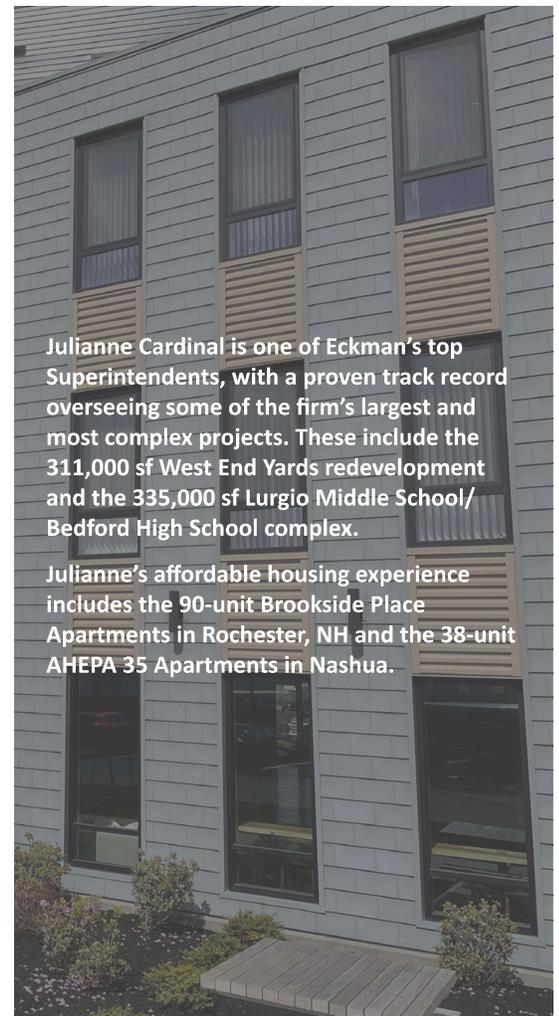
**Julianne Cardinal**  
Superintendent Candidate

- Began Construction: 2000
- Joined Eckman: 2000
- BS, Civil Engineering, University of New Hampshire
- OSHA 30-Hour Certification
- Construction Supervisor's License  
Commonwealth of Massachusetts # CS 98804



**Relevant Experience**

- West End Yards Building-A | 133-units | Torrington Properties
- West End Yards Building-B | 117-units | Torrington Properties
- AHEPA 35 Apartments | 38-units | Ahepa Chapter 35
- Brookside Place Affordable Housing | 90-units | Great Bridge Properties



Julianne Cardinal is one of Eckman's top Superintendents, with a proven track record overseeing some of the firm's largest and most complex projects. These include the 311,000 sf West End Yards redevelopment and the 335,000 sf Lurgio Middle School/Bedford High School complex.

Julianne's affordable housing experience includes the 90-unit Brookside Place Apartments in Rochester, NH and the 38-unit AHEPA 35 Apartments in Nashua.



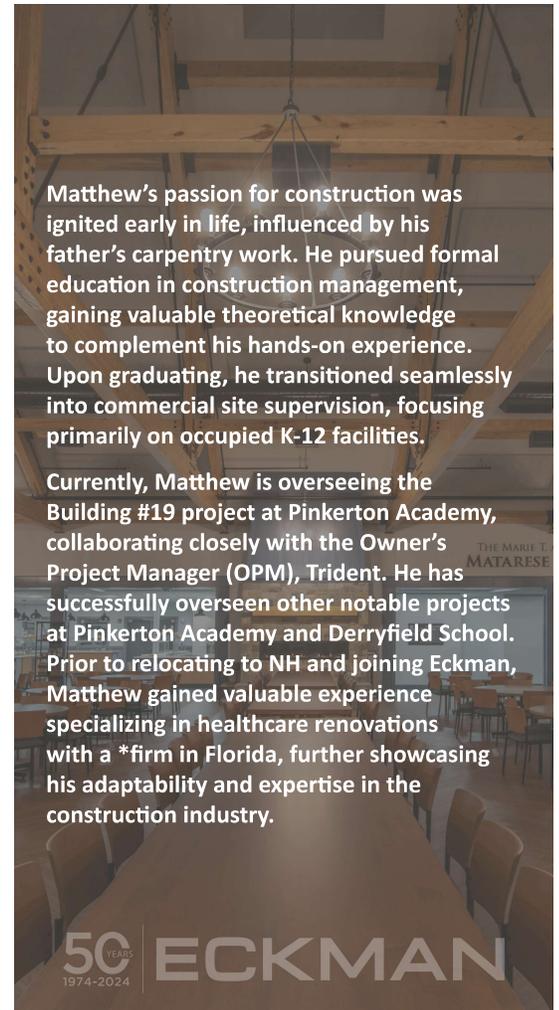
**Matthew Murphy**  
Superintendent Candidate

- Began Construction: 2004
- Joined Eckman: 2022
- OSHA 30-Hour Certification
- Standard First Aid, Emergency Care & Safety Institute
- Adult CPR & AED, Emergency Care & Safety Institute



**Relevant Experience**

- Building #19 | Pinkerton Academy
- Matarese Dining Commons | The Derryfield School
- \*Tallahassee Memorial Heart Rhythm Clinic
- \*Tallahassee Memorial Pulmonary Clinic



Matthew's passion for construction was ignited early in life, influenced by his father's carpentry work. He pursued formal education in construction management, gaining valuable theoretical knowledge to complement his hands-on experience. Upon graduating, he transitioned seamlessly into commercial site supervision, focusing primarily on occupied K-12 facilities.

Currently, Matthew is overseeing the Building #19 project at Pinkerton Academy, collaborating closely with the Owner's Project Manager (OPM), Trident. He has successfully overseen other notable projects at Pinkerton Academy and Derryfield School. Prior to relocating to NH and joining Eckman, Matthew gained valuable experience specializing in healthcare renovations with a \*firm in Florida, further showcasing his adaptability and expertise in the construction industry.



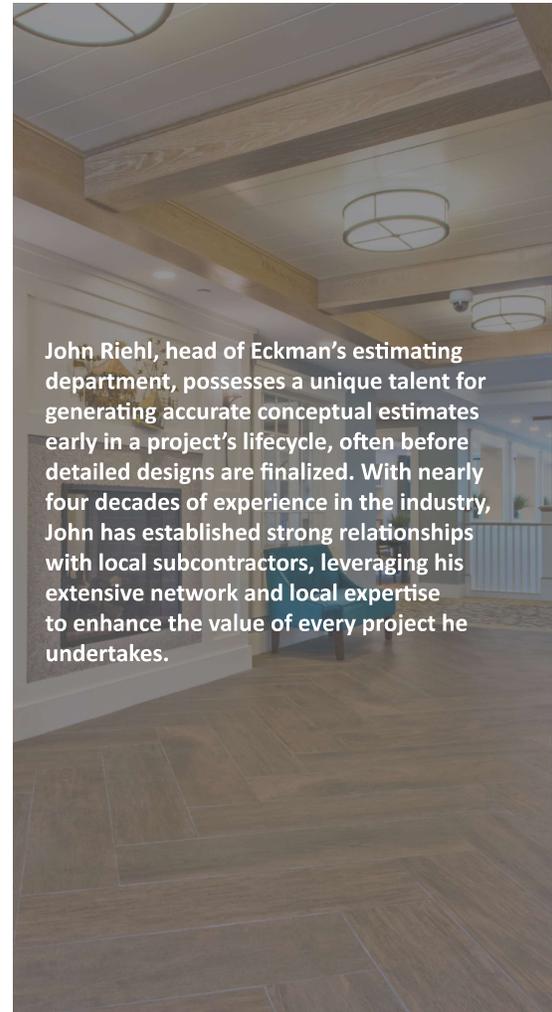
**John Riehl**  
Chief Estimator

- Began Construction: 1984
- Joined Eckman: 1988
- A.S. Architectural Engineering Tech, NH Technical Institute
- Civil Engineering Courses, University of NH
- Construction Procedures, Associated Builders & Contractors
- Construction Management and Practices, NH Voc./Tech College



**Relevant Experience**

- Ruth Lewin Griffin Place | Affordable | Portsmouth Housing Authority
- Union Crossing Apartments | Affordable | Lawrence Community Works
- West End Yards Building-A | 133-units | Torrington Properties
- West End Yards Building-B | 117-units | Torrington Properties



John Riehl, head of Eckman’s estimating department, possesses a unique talent for generating accurate conceptual estimates early in a project’s lifecycle, often before detailed designs are finalized. With nearly four decades of experience in the industry, John has established strong relationships with local subcontractors, leveraging his extensive network and local expertise to enhance the value of every project he undertakes.



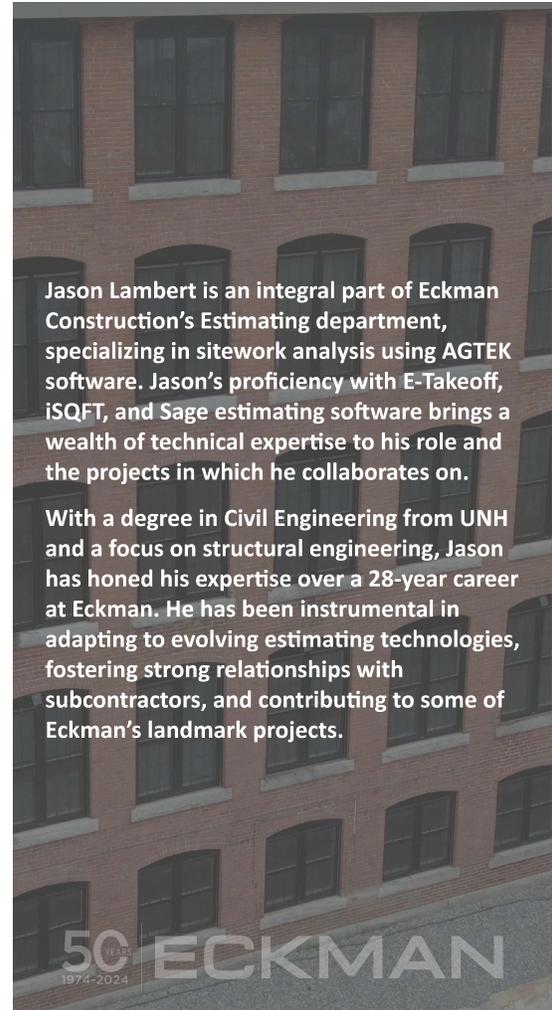
**Jason Lambert**  
Sr. Estimator

- Began Construction: 1995
- Joined Eckman: 1995
- BS, Civil Engineering, University of NH



**Relevant Experience**

- Bowers Landing | 119-Affordable Units | Bower’s Landing of Merrimack, LLC.
- The Factory on Willow | Market-Rate | The Orbit Group
- The Ridge at Eastern trails | 124-Market-Rate Units | Red Oak Apartment Homes
- Bliss School Apartments | 40-Affordable Units | Great Bridge Properties



Jason Lambert is an integral part of Eckman Construction’s Estimating department, specializing in sitework analysis using AGTEK software. Jason’s proficiency with E-Takeoff, ISQFT, and Sage estimating software brings a wealth of technical expertise to his role and the projects in which he collaborates on.

With a degree in Civil Engineering from UNH and a focus on structural engineering, Jason has honed his expertise over a 28-year career at Eckman. He has been instrumental in adapting to evolving estimating technologies, fostering strong relationships with subcontractors, and contributing to some of Eckman’s landmark projects.

Request for Proposal #09-25

**35 Sherburne Road,  
Portsmouth NH**

October 9, 2024



**Market Square Architects**  
603.501.0202

104 Congress Street, Suite 203  
Portsmouth, NH 03801





## ABOUT US

Market Square Architects was established by Adam Wagner, AIA and Robert Harbeson, AIA with a focus on providing great value and satisfaction to every client we serve.

We believe that **good architecture should strike a balance between visually appealing design, functionality, cost efficiency, technical delivery and lasting value.**

That all starts with an understanding of what you want to accomplish with your project; it could be as simple as wanting to create a mudroom for an active family, or as complex as wanting to improve nursing work-flow and the patient experience in an acute care setting.

We start with the fundamental understanding of your **desired outcomes and create a path to get you there.**

### **LISTEN**

Our approach starts with the simple premise of listening. We want to understand your goals and vision for the project so the design solution can be focused on meeting those goals and the outcome is a successful one. It is essential to build a relationship before you can design and construct a building and the first step is defining a clear understanding of the services to be provided.

### **DESIGN**

Design is an integral component for any architecture firm. We focus on finding creative design solutions that meet the needs and the budget. We assist our clients in navigating the decision-making process so that decisions can be based on aesthetics, value and life cycle maintenance costs.

### **DELIVER**

Our blend of creative design and technical abilities sets us apart. Our wealth of experience navigating approvals, permitting, the construction process and representing the interests of our clients helps to ensure that a project is completed with the same focus and energy as when it begins.



# OUR SERVICES

- Master Planning
- Zoning Analysis
- FEMA Analysis
- Code Analysis/Review
- ADA/ ANSI Compliance Review
- Existing Conditions Documentation
- Historic District Commission Applications/Approvals
- Planning Board Applications/ Approvals
- Zoning Board of Appeals Variance Requests
- Certificate of Need Application Support
- Conceptual/Schematic Design
- Feasibility Studies
- Construction Documents
- Engineering Consultant Coordination
- Construction Administration
- Project Management
- As-Built Documents
- Condominium Documents
- 3D Renderings and Perspectives
- Building/Tenant Marketing Packages
- Tenant Improvement Standards Packages
- Specifications
- LEED Documentation
- Interior Design

Market Square Architects is a full service architecture firm that provides a wide array of services. With offices in Portsmouth, N.H.; Austin, Texas; and Nashville, Tenn., we engage in projects nationwide across residential and commercial sectors.



★ MSA offices



## MSA TECHNOLOGY

### Autodesk Revit

Rather than 2D drawings, we do 3D modeling. Modeling in 3D allows us to work in plan, section and elevation, all at the same time. Spaces are built in 3D, so why not design them that way?

### Teams, Zoom and Go-to-Meeting

Market Square Architects was a strong advocate for virtual meetings long before we all heard about Covid-19. Whether an inhouse meeting or a client presentation, the screen sharing option allows us to present and collaborate on drawings in a manner much easier than huddling around a set of drawings on a table. We can make real-time changes or markups in Bluebeam or Revit and record meetings to assist in the creation of meeting notes after the fact.

### BIM 360

This cloud based hosting platform gives both access and security to all of our Revit files. This technology allows us to access and work on files from anywhere that an internet connection is available. We pursued this technology because we thought it would give us flexibility in our hiring options, national growth and employee retention through flexible

working arrangements. The added benefit was that it kept us nimble through the ever changing protocols during the early phases of Covid and allowed us to maintain work-flow despite everyone working remotely.

### Lumion for 3D Video

Lumion is also capable of creating virtual 3D walkthroughs or aerial flyovers of projects. These photorealistic videos are an impactful way of showing your future vision for planning or marketing purposes.

### Lumion Renderings

Lumion is becoming the industry standard for photorealistic renderings. MSA was way ahead of the curve and invested in the infrastructure and talent acquisition to bring this inhouse years ago. Because this service is in-house, we are not reliant on outside vendors and can make adjustments quickly and efficiently.

### Bluebeam Revu

Bluebeam Revu is a software application that allows us to markup, takeoff, organize, and collaborate with PDF files. It's also convenient because more than one person can be in the file at once allowing us to work on redlines at the same time to see what others have done.

### Leica Camera

Market Square Architects utilizes the Leica Geosystems BLK360 Scanner operated remotely by the mobile version of Autodesk Recap on an IPAD Tablet. This scanner creates a point cloud model and is capable of measuring 360,000 laser scan setpoints per second, which is quite a bit faster than the old tape measure method! This allows us to reference precise measurements and details throughout the design process especially impactful in working with older and historic buildings due to alterations caused by age. The camera downloads directly to Revit.

### Leica TruView Cloud

Utilizing the Leica Camera scanning technology, MSA can share point cloud data, design models, mark-ups through construction. Allowing to add notes, markups, GeoTags and hyperlinks to communicate what is within the walls of the building before construction is finished. Allowing for insight into building infrastructure for the completed project years later.



# SOCIAL RESPONSIBILITY

## Our Pledge

In order to address the financial obligations that we believe any successful company should implore, we pledge to give a portion of our year-end profits to non-profit organizations whose mission aligns with those of Market Square Architects. The primary focus areas for these funds will be housing and education and it is our ultimate goal to keep these funds with local charities, where we will get to see their impact and know the greatest need first-hand. Firm partners will select where 75% of the allocated money goes and the remaining 25% will be determined by the staff of the organization.

## Our Involvement

Market Square Architects firmly believes in being an active participant in the communities we serve. Over the past years we have been involved in a variety of non-profit organizations including the following:

- **Veterans Count** (current board member)
- **Southeast NH Habitat for Humanity** (former board president)
- **Great Bay Kids Company** (former board chairperson)
- **Plan NH** (former board member)
- **Area HomeCare and Family Services** (former board member)
- **HOBYS Maine** (former board president)
- **NH Homebuilders Association** (former board member)
- **NH State Board of Architects** (current chairperson)
- **Wentworth Douglas Hospital Foundation** (current board member)
- **Rochester Economic Development Authority** (former board secretary)

## Our Commitment

Good architecture is not only beautiful and functional, but should always be considerate of the lasting impact that it will have on the environment. This includes the selection of material used, where they are sourced from and how they can be recycled at end of use. Good architecture should also consider the operational use of electricity, water and fossil fuels. Market Square Architects has been at the forefront of the sustainable design movement and has LEED accredited professionals who have been registered since 2002. We start every project with a sustainable design analysis and a client questionnaire that explores areas that should be considered for integration in the design. This includes the use of geothermal systems, solar arrays and improvements in the building envelope that exceed the minimum requirements of the International Energy Conservation Code (IECC). Our goal is to minimize the impact that each of our projects have on the environment and to be good stewards to the Earth through our work.

## Robert J. Harbeson, AIA

Founder and Partner



### Education

University of Maryland, College Park, MD Master of Architecture  
University of Maryland, Rome Program

University of Delaware, Newark, DE  
Bachelor of Civil Engineering,  
Minor of Art History

### Registrations and Certifications

National Council of Architects  
Registration Boards, DE, DC, IA,  
ME, MA, NH, NJ, NY, TX, and VT

Texas Architectural License -  
#26600

Rob is a long-established leader in seacoast New Hampshire with over 25 years in architecture and related fields. As both Partner and Owner of Market Square Architects, Rob oversees all aspects of the organization and works to ensure its long-term success and stability. He supports all projects in the Commercial Studio, as well as Special Projects, leveraging his strong leadership and extensive experience to guide a smooth process and successful outcome with his team.

As Design Principal, Rob guides the aesthetic process for all projects. Whether he is personally crafting the vision, or providing critical review to clients or team members, Rob has established a culture of context-sensitive design within the office and has fostered a top-level studio environment for creative collaboration. Rob leads by listening. In the early stages of projects, his focus (and that of his team) is on the unique needs of each and every client.

Rob's tertiary education in Civil Engineering and Art has positioned him to successfully blend the concepts of form and function. He has a strong skillset in urban design and master planning and has collaborated extensively with clients to write civic zoning and set the vision for master plans of both mixed use and educational campus. Over the years, Rob has worked in many municipalities with unique code, and zoning regulations. This experience has led to the development of a strong process at MSA to manage public reviews in successful collaboration with municipal staff.

Rob's mastery of design in concert with his ability to assess the unique needs of clients and effectively lead his team to deliver exceptional design solutions provide a winning formula for MSA clients and the communities in which they live, work and play.

## Adam Wagner, AIA

LEED BD+C, ACHA  
Founder and Partner



### Education

University of Denver -  
Denver, CO  
Master of Science- Real Estate and  
Construction Management

Syracuse University -  
Syracuse, NY  
Bachelor of Architecture

### Registrations and Certifications

National Council of Architects  
Registration Boards: CT, IN, ME,  
MA, MO, NH, NJ, NY, VT, TX

LEED BD+C

American College of Healthcare  
Architects (ACHA)

Evidence Based Design  
Accreditation and Certification  
(EDAC)

Adam has been an instrumental leader in the New England region for the past 25 years, helping two prior firms make the Inc. 5000 list for fastest growing companies. He leverages his experiences at each of those firms to provide executive level leadership to all three MSA locations as well as the clients he works with. For three years running, Adam has led Market Square Architects to be named one of Inc. 5000's fastest growing companies. A member of the prestigious American College of Healthcare Architects (ACHA), Adam has also worked extensively in the Student Housing, Multi-Family Housing, Industrial, and Commercial Office markets.

As a licensed architect and visionary leader, Adam holds the distinguished positions of Lead Principal, Partner, and Owner at Market Square Architects. He leverages his exceptional vision, strategic acumen, and architectural expertise to drive the firm's growth and status in the industry. His innovative thinking and forward-looking approach have helped define Market Square Architects' design philosophy and culture.

As Partner and Owner, Adam is vital in shaping the firm's business strategy. He oversees fiscal management, business development, client relations, and the company's long-term sustainability. Providing leadership and direct guidance throughout all phases of the architectural process, Adam stays directly involved with clients ensuring each project aligns with MSA's key design principles and client-focused approach.

Adam's level of involvement helps him foster and maintain strong client relationships, acting as a trusted advisor throughout the project lifecycle. With a commitment to understanding client needs and delivering exceptional design solutions in not only aesthetic but also budget, Adam has shaped the firm's outstanding reputation.

Adam's relentless work ethic and supportive approach drives the success of his talented team of architects at MSA - nurturing a collaborative and innovative work culture while mentoring team members to be empowered and grow within their roles.

# Sothea Cheney, AIA

Project Architect/Technology Manager NH



## Education

Wentworth Institute of Technology, Boston, MA  
Bachelor of Science in Architectural Engineer Technology (BAET)  
2007 Cum Laude

## Registrations and Certifications

National Council of Architects Registration Boards, NH



Throughout her career, Sothea she has focused on designing for multifamily housing, senior living, education, and healthcare markets. She has completed many successful projects on the East Coast with high profile clients. Sothea has won AIA awards for her work, and is a highly-detailed and responsive project leader.

## Project Experience

### Foundry Place Mixed-Use - Portsmouth, NH

Urban constrained mixed-use project in downtown Portsmouth, NH. Comprised of retail on the first floor with four floors with 40 multi-family units above.

### Hadley Falls Multifamily - Goffstown, NH

Adaptive repurposing of the 152,200 sq ft Goffstown Mill building. The mill now offers amenity space, with sixteen premium rental units overlooking the Piscataquog River. Two new buildings designed as four stories over podium parking add eighty more units.

### Meadow Commons Millyard - Newington, CT

A 3-building, 269-unit, four-story multi-family complex. Timber frame accents and a warm exterior color scheme give this property a lodge inspired feel. Units range from one to three bedrooms and provide high quality finishes in a neutral color palette.

### Easterseals Champlin Place - Rochester, NH

75,180 square foot a new ground up Affordable Senior Living situated on the Champlin Place grounds. Creating a visual connection with service synergies to existing Champlin House building that provides Easterseals homemaker health services.



## Jay Longtin, AIA

LEED AP  
Director of Quality



As a tenured design professional in the greater New England market, Jay has worked on a wide range of projects in multiple sectors, including custom single-family homes, industrial, historic preservation, education, senior living, hospitality, manufacturing, contracting, as well as student and multi-family housing. Jay's collaboration with clients, construction partners, and the production team highlights his passion for the built environment.

### Education

University of Colorado at Denver  
Master of Architecture

### Registrations and Certifications

LEED AP

As the Director of Quality, Jay is responsible for meeting a high standard of excellence, compliance, and constructability for every project designed by Market Square Architects. Through a consistent and predictable QA/QC framework tailored to MSA's design process, Jay has created a standardized procedure, checklist, and quality guidelines for projects at each stage of design.

Jay's unique approach and strong guidance helps the QA/QC team to establish benchmarks for quality, identify potential issues and discrepancies early in the process and reduce project delays, budget overruns, and re-design while ensuring regulatory compliances are met. Jay helps mitigate project risk by adding a layer of review, team leadership, and a keen eye to every MSA project.

Multi-Family Housing

## The Residences At Foundry Place

Portsmouth, New Hampshire



**CLIENT:**  
Deer Street Associates

**COST:**  
\$20,000,000

**CONTRACTOR:**  
Fulcrum Associates

**COMPLETION DATE:**  
Summer 2024



The Residences at Foundry Place is 51 luxury condo units within walking distance of the historic city of Portsmouth NH. Residents enjoy private secure parking, community meeting space, outdoor courtyard, an executive fitness center and a private roof top terrace. Private deck space is available in some residential units.

Multi-Family Housing

## Monahan Manor

Nashua, New Hampshire



**CLIENT:**  
Boston Capital

**COST:**  
\$38,000,000

**CONTRACTOR:**  
Hutter Construction

**COMPLETION DATE:**  
2023



Monahan Manor is the redevelopment of the former Bronstein complex situated in the Mine Falls Park area of Nashua. It replaces 48 units of obsolete public housing owned by the Nashua Housing and Redevelopment Authority (NHRA) and includes 216 units of new mixed-income apartments. Housing options range from studios to one-, two-, three-, four-, and five-bedroom units. Mine Falls Park offers more than 300 acres of athletic fields, scenic trails, and lush open space with endless opportunities for outdoor recreation. In addition to Downtown Nashua, residents enjoy convenience to the shopping and dining at Nashua Mall Plaza. Financing was through NHHFA.



## Brookline Workforce Housing

Concord, New Hampshire



**CLIENT:**  
Tamposi Brothers Development

**COST:**  
\$24,000,000

**CONTRACTOR:**  
Gary Chicoine Construction Corp

**COMPLETION DATE:**  
November 2024



The Brookline Workforce Housing Development in Concord, NH brings much-needed affordable housing to the city. The design includes 123 two bedroom units across 3 buildings. It is energy efficient, community focused and has been planned in accordance with the Department of Energy's EnergySTAR program. This project has utilized 4% and 9% specialty financing through New Hampshire Housing Finance Authority.



## Residences At Chestnut

Manchester, New Hampshire



**CLIENT:**  
Lincoln Avenue Capital

**COST:**  
\$30,000,000

**CONTRACTOR:**  
PC Construction

**COMPLETION DATE:**  
Fall 2024



Residences at Chestnut is a three-building, 187-unit affordable housing property just a short walk from vibrant downtown Manchester and close to restaurants, services, and places of employment. The units are modern in design and beautifully appointed. An ample amenity package includes off-street parking, resident storage, pet spa, shared open work spaces, community kitchen and gathering space, rooftop deck and lounge, outdoor green space, walking paths, enclosed dog play area, fitness center, mail and package room, and a leasing office. Financing is through NHHFA.



## Easterseals Champlin Place

Rochester, New Hampshire



**CLIENT:**  
Easterseals NH/ME/VT/Farnum

**COST:**  
\$10,000,000

**CONTRACTOR:**  
Hutter Construction

**COMPLETION DATE:**  
Summer 2023



Easterseals Champlin Place is an independent living community for older adults that sits on serene wooded acreage in Rochester, New Hampshire. The building is designed to meet the needs of residents 62 years of age or older who want to live in an affordable, well-equipped, modern apartment in an independent living setting. With 65 one- and two-bedroom apartment homes (60 one-bedroom and five two-bedroom), the three-story, secured entry building features elevators, indoor mail delivery, a community room and a social room. Each level of the building has laundry and trash rooms. Apartments feature modern finishes, large windows, walk-in closets, and all kitchen appliances, including a dishwasher and microwave. Other features include property-wide smoke-free living, outdoor leisure space and on-site parking. Financing through NHHFA.



Civil Engineers  
 Structural Engineers  
 Traffic Engineers  
 Land Surveyors  
 Landscape Architects  
 Scientists

**Engineering Excellence since 1968!**

**TFMoran Company Profile**

TFMoran, Inc. is a regionally recognized multi-disciplinary engineering, land surveying, and landscape architecture firm with over 50 years of continuous service to private and public clients. We have been responsible for many of the largest and most visible projects inside and outside of New Hampshire. Many of these projects involve hundreds of acres in size, and hundreds of millions of dollars in value. Our staff of over 65 professionals are located in Bedford and Portsmouth, New Hampshire.

**TFMoran Principals:**

- Robert Duval, PE, LEED AP  
*President / Chief Engineer*
- Dylan Cruess  
*Chief Operating Officer*
- Paul Sbacchi, PE  
*Chief Structural Engineer*
- J. Corey Colwell, LLS  
*Seacoast Division Manager*
- Nicholas Golon, PE  
*Civil Project Supervisor*
- Christopher Rice  
*Senior Project Manager*
- Thomas Lamb, PE  
*Senior Structural Engineer*
- Kyle Roy, PE  
*Senior Structural Engineer*



Voted *Best of Business*  
 In Engineering  
 12 Years in a row!



**Professional Services**

**Civil, Structural & Traffic Engineering**

TFMoran is a full-service engineering firm offering civil, structural and traffic engineering services. We handle all aspects of permitting, local through federal. Our engineers and CADD technicians utilize state-of-the-art industry software, including Autodesk Civil 3D, REVIT and ArcView GIS.

**Services Include:**

- Site Planning & Design
- Subdivision Design
- Structural Building Design
- Roadway Design
- Traffic Impact Analysis
- Water & Sewer Systems
- Aerial Photogrammetry
- Drone Surveys
- Construction Layout

**Land Surveying**

Our surveyors use the latest technology for field data collection including GPS, LIDAR, and Drone Photogrammetry for greater accuracy and productivity, saving our clients time and money.

**Services Include:**

- ALTA Surveys
- Boundary Surveys
- Topographic Surveys
- Route Surveys
- Subdivision Plans
- ROW Surveys
- Aerial Photogrammetry
- Drone Surveys
- Construction Layout

**Landscape Architecture**

Our licensed Landscape Architecture staff provides landscape designs and details for municipal parks, college campuses, mixed-use developments, downtown revitalization, and streetscape plans to enhance the character of our communities.

**Land Planning**

TFMoran provides master plans and conceptual site plans to identify the highest and best use of a property under a variety of site development scenarios and zoning regulations.

**Environmental Permitting**

TFMoran provides wetland delineation, function and value assessments, wildlife studies, soil mapping, historic and archaeological studies and related services to facilitate environmental and cultural resource permitting at the local, state and federal levels.

**Certified Erosion Control Specialists**

TFMoran staff includes Certified Professionals in Erosion Control and Certified Erosion Sediment and Storm Water Inspectors. These certifications are required for environmentally sensitive projects.



Civil Engineers  
Structural Engineers  
Traffic Engineers  
Land Surveyors  
Landscape Architects  
Scientists



## Jason Cook, EIT

### Civil Project Engineer – Seacoast Division

Jason Cook, EIT has been a Civil Project Engineer for the past 3 years in TFMoran's Seacoast Division in Portsmouth, NH. Jason has various design experience for both public and private projects. This includes site planning, drainage and utility design, stormwater management design and local and state permitting.

### **Selected Project Experience Includes:**

- **Parson Woods Condominiums – Portsmouth, NH**

Project Engineer that assisted in Alteration of Terrain Permit associated with the 56-unit condo development along Pevery Hill Road. Also worked with developers and town staff to address the conditions of approval and receive administrative approvals for the project during the construction phase. Also conducted site visits to observe construction of stormwater management basins.

- **Liberty Lane Sewer Association – Hampton, NH**

Worked with the town and inspectors to generate yearly Capacity, Management, Operation, and Maintenance Plans detailing the existing sewer lines included in the Liberty Lane Sewer Association. This plan includes yearly inspections of different aspect of the sewer service, developing maintenance schedules, complete system valuation, and updating utility and design plans based on development in the prior year.

- **Seasons Corner Market – Hooksett, NH and Tilton, NH**

Project Engineer involved in the site design, stormwater management design, utility permitting, and site permitting for the redevelopment of existing commercial sites to a Seasons Corner Market Convenience Store (5,400 s.f.) and Gas Station (12 pumps). The project also included a drive-thru and underground storage tanks. Permitting for these two projects included local site plan approval, NHDOT driveway permits, NHDOT Sewer Connection, and local utility connections. We worked closely with town staff and state organizations including DOT and Eversource to develop a site design meeting the needs of each department.

- **Wing-Itz Site Development – Dover, NH**

Project Engineer involved in the site design, utility design, and stormwater management for site redevelopment associated with the Wing-Itz Dover location. The project included the redevelopment of an existing gravel lot to a paved parking lot with building access, landscaping, dumpster, and stormwater management system. I represented the project at all town meetings to obtain all necessary permits for this project. We worked closely with town staff including the planning department, police, fire, engineering, and DPW to ensure the development would have a positive impact in the Dover Downtown area.

- **Various Residential Projects – Seacoast Area**

Project engineer involved in site design, drainage design, and site permitting. I was also involved in coordination with town staff and state agencies, including NHDOT and NHDES for site development. I also represented the various projects at town meetings including Zoning Board of Adjustment, Planning Board, and Conservation Commission. I also worked with the town and their respective boards to address comments provided at public meetings.

### **Education**

---

#### **Western New England University**

BS Civil Engineering, 2021

### **Registrations & Certifications**

---

Engineer in Training (EIT)



Civil Engineers  
Structural Engineers  
Traffic Engineers  
Land Surveyors  
Landscape Architects  
Scientists



## J. Corey Colwell, LLS

Principal | Division Manager

Mr. Colwell serves as Division Manager and Principal for TFMoran, Inc. He has over 40 years of experience in the land surveying and environmental/civil permitting industry. Mr. Colwell is responsible to oversee all land surveying, civil and environmental permitting projects in the Portsmouth office from proposal to completion, including field operations, technical computations, research, project management and presentations to local planning boards, conservation commissions, zoning boards and board of selectmen.

### Education

---

**University of New Hampshire,**

Thompson School of Applied Science,  
AAS Natural Resources/Surveying

### Registrations, Certifications & Affiliations

---

**Licensed Land Surveyor,**

New Hampshire #844

**New Hampshire Land**

**Surveyors Association (NHLSA),**

former president

**New Hampshire GPS Consortium**

### **Selected Project Experience Includes:**

---

- **Lady Isle Residential Development, Portsmouth, NH:**

Project manager responsible for surveying, civil design, environmental permitting and construction monitoring for a re-development of the residential compound including bridge permitting and access, utilities, geothermal, layout and inspections.

- **Parson Woods Condominium Residential Development, Portsmouth, NH:**

Project manager responsible for survey, civil design and permitting of a 56 unit residential development with  $\pm 3,000$  linear feet of new public roadway.

- **Governor Benson's Residence, Rye, NH:**

Project manager responsible for coordination with Federal Emergency Management Agency (FEMA), town officials, and owner to make recommendations, site design improvements and plans for improving property for compliance with National Flood Insurance Program (NFIP) Standards and permitting improvements within the 100' Tidal Buffer Zone.

- **Cavaretta Subdivision and Roadway Relocations, Rye, NH:**

Project manager responsible for surveying, site design, permitting and variances required for the relocation of a class VI highway, wetland and shoreland protection permitting and subdivision approval.

- **Hampton Inn and Suites, Exeter, NH:**

Project manager responsible for surveying, site design, permitting, environmental permitting, construction inspection, monitoring and regulatory approvals.

- **Wentworth-by-the-Sea Country Club, Rye, NH:**

Project manager responsible for surveying, site design, permitting, environmental permitting, construction inspection, monitoring and regulatory approvals of dozens of improvement projects to the  $\pm 108$  acre country club.

- **Air National Guard Base, Pease Airforce Base, Newington, NH:**

Project manager responsible for steel column layout for the Air National Guard Base on Newmarket Street in Newington.



Civil Engineers  
 Structural Engineers  
 Traffic Engineers  
 Land Surveyors  
 Landscape Architects  
 Scientists



## Brenda M. Kolbow, LLS, PLS

Survey Department Manager – Seacoast Division

Brenda Kolbow, LLS, PLS, serves as Survey Department Manager for the management for TFMoran’s Seacoast Division in Portsmouth, NH. She has 18 years of experience and is responsible for the management and coordination of survey projects with internal staff, clients, engineers, contractors, and regulatory officials from proposal through the completion of construction. Her office and field skills include boundary determination, plan development, state and local permitting/approvals including environmental permitting and planning & zoning Board representation for lot line adjustments, subdivisions, condominiums and variance requests, existing conditions surveys for commercial and residential projects, topographic surveys, ALTA/NSPS Surveys, construction layout, as-built surveys, FEMA Elevation Certificates, and legal descriptions, along with total station data collection and GPS static and kinetic observations.

### Selected Project Experience Includes:

- **Exeter Rose Farm, Exeter NH:**  
 41 Lot Open Space Subdivision with 5 unit Multi-Family Dwelling and 2 Unit Multi-Family Duplex including Boundary & Existing Conditions Survey, Environmental Permitting, Subdivision, Condominium Site Plan, Project Representation.
- **Hog Hill Preserve, Kensington & South Hampton NH:**  
 400 ± Acre Subdivision & Lot Line Adjustment including Boundary & Existing Conditions Survey, Variance Request, Environmental Permitting, Project Representation.
- **Nordstrom Eltzroth Woods, North Hampton:**  
 42 Acre Conservation Land Subdivision including Boundary & Existing Conditions Survey, Variance Request, Environmental Permitting, Project Representation.
- **West End Landing Condominiums, Portsmouth NH:**  
 31 Unit Condominium Development including Condominium Site & Floor Plans, As-Built Survey.
- **Silvergrass Place Condominiums, Portsmouth NH:**  
 46 Unit Condominium Development Including Boundary & Existing Conditions Survey, Condominium Site Plan, Easement Plans, Construction Layout, As-Built Survey.
- **14 Mechanic Street, Portsmouth NH:**  
 Site renovation Plans including Boundary & Existing Conditions Survey, Variance Request, Project Representation, Construction Layout.
- **Unit Energy Systems, inc., North Hampton, Hampton & Seabrook NH:**  
 6 Mile Utility Line Rebuild including Existing Conditions Survey, Wire Elevation Details.
- **Seasons Convenient Store & Gas Station, Nashua NH:**  
 Site Development Plan including Boundary & Existing Conditions Survey, Lot Line Adjustment, Subdivision, Easement Plan, Legal Descriptions, Construction Layout, As-Built Survey.
- **Planet Honda Car Dealership, Tilton NH:**  
 ALTA/NSPS including Boundary & Existing Conditions Survey, Legal Descriptions, Construction Layout.

### Education

**Western Piedmont Community College, Morganton North Carolina**

Associates Degree in Survey Technology

### Registrations & Certifications

#### Licensed Land Surveyor

New Hampshire #

Maine #

North Carolina #

#### New Hampshire Land surveyors Association (NHLSA)

Member



Civil Engineers  
Structural Engineers  
Traffic Engineers  
Land Surveyors  
Landscape Architects  
Scientists



## John J. McTigue, PE, CPESC

### Project Manager

Mr. McTigue serves as a Project Manager for TFMoran's seacoast division in the Portsmouth office. He is responsible for the design and permitting for civil engineering projects. Mr. McTigue has over 25 years of experience in the private sector designing commercial, industrial, and residential projects. Mr. McTigue also has 7 years of experience with the Maine DOT where he worked on highway transportation projects.

### **Selected Project Experience Includes:**

- **Silvergrass Place Condominiums, Hampton, NH:**  
Engineer in charge of 46 single-family unit condominium with 3,500 linear feet of roadway. Design responsibilities included the design of the stormwater management system, roadway layout and grading, lot grading and the design of the sewer system. Worked with town departments to obtain Planning Board approval. Responsible for obtaining an Alteration of Terrain permit and Sewer Connection permits from local and state agencies.
- **The Village of Banfield Woods, Portsmouth, NH:**  
Engineer in charge of 22 single-family unit condominium (open space planned unit development) with 1,200 linear feet of roadway. Design responsibilities included the design of the stormwater management system, roadway layout and grading, lot grading and the design of the sewer system. Proposed and installed innovative solutions for wetland crossing (Ecopassage). Worked with town departments to obtain Planning Board approval. Responsible for obtaining an Alteration of Terrain permit and Sewer Connection permits from local and state agencies.
- **Rose Farm, Exeter, NH:**  
Engineer in charge of a 33 lot subdivision. Responsible for the design of 4,000 linear feet of roadway, 2,800 linear feet of sewer, one stream crossing, and the stormwater management system. The project has received approval from the Planning Board and will obtain permits and approval from the NHDES Alteration of Terrain Bureau, Wetland Bureau (stream crossing) and the NHDES Subsurface Bureau for sewer system connections.
- **Parson Woods Condominium. Portsmouth, NH:**  
Engineer in charge of 56 single-family unit condominium (open space planned unit development) with 1,200 linear feet of roadway. Design responsibilities included the design of the stormwater management system, roadway layout and grading, lot grading and the design of the sewer system. Worked with town departments to obtain Planning Board approval. Responsible for obtaining an Alteration of Terrain permit and Sewer Connection permits from local and state agencies.
- **Residences at Riverfront Landing, Nashua, NH:**  
Engineer of site/civil design of a 228-unit apartment site consisting of three residential buildings with four floors of apartments above a deck of structured parking. Design responsibilities included pavement layout, utilities layout, and drainage improvement. Obtained local and state permits, along with several amended site plans.
- **Cornerstone at Hampton, Hampton, NH:**  
Engineer of site/civil design for a 130-bed healthcare facility located on Liberty Lane in Hampton, NH Responsible for the pavement layout, geometry, and drainage improvements, as well as securing the state permitting for drainage and sewer connection. LIC was used to meet drainage requirements.

### **Education**

**University of New Hampshire,**

BS, Civil Engineering

**University of Maine,**

Civil Engineering Management

### **Registrations, Certifications & Affiliations**

**Licensed Professional Engineer**

New Hampshire, Maine

**Licensed Professional in Erosion and Sediment Control (CPESC)**

The logo for TFM (Traffic Flow Management) features the letters 'TFM' in a bold, white, sans-serif font on a dark blue background.

Since 1968

Civil Engineers  
Structural Engineers  
Traffic Engineers  
Land Surveyors  
Landscape Architects  
Scientists

## Christopher R. Rice

Senior Project Manager | Principal

Mr. Rice serves as a Senior Project Manager and Principal for TFMoran, Inc. Mr. Rice is responsible for the management and engineering design of private, public and municipal land development projects. He has over 22 years of experience in site planning, drainage design, sewer design, water main extensions, local and state permitting of both private and public projects.

### Selected Project Experience Includes:

- **Bedford Mall Redevelopment, Bedford, NH:**

Project Manager for site design, permitting, land surveying and landscape architecture for the redevelopment of the existing Bedford Mall, originally built in the 1970's. The existing site was almost entirely comprised of pavements and buildings, with no modern stormwater treatment because of the property's age. In order to obtain a state stormwater permit, he worked closely with NHDES (New Hampshire Department of Environmental Services) to develop a combination of bio-retention, tree filter, and mechanical treatment measures to treat nearly all of the stormwater runoff from the site at a reasonable cost. This system will benefit and help preserve the health of the local watershed.

- **Bedford Village Inn, Bedford, NH:**

Site plan for a four-story inn and spa, including a restaurant, guest rooms, meeting rooms, spa treatment rooms and indoor pool. Responsible for site layout, grading, drainage, utilities, 1600lf water main extension, local and state AoT permitting, construction documents and stormwater management plan.

- **City of Manchester Municipal Complex, Manchester, NH:**

Project manager for site/civil design, permitting and landscape architecture for a new 30,000sf Public Works Department administrative building, a 36,000sf vehicle maintenance building, a 48,000sf vehicle storage building and a 12,000sf salt storage shed. The complex also included a new Police Department.

- **Tilton Center, Tilton, NH:**

Project manager for site design, civil engineering, permitting (including stormwater plans and AoT permitting) and construction administration for a 138,000sf Lowe's Home Improvement store, a 69,000sf Kohl's store and a 5,600sf Chili's restaurant. Additionally, master planned and provided preliminary engineering including site traffic circulation, utility infrastructure, stormwater plans, AoT permitting, working in conjunction with a design/build team in an effort to fast track the construction for a new Pizza Hut restaurant. The retail center has 1,088 parking spaces.

- **Stonyfield Farm, Inc., Londonderry, NH:**

Site plan for a phased development of an industrial pre-treatment facility, 10,000sf milk receiving addition, and 800sf contractor office/workshop building. Phase 1A included 314 new parking spaces. Responsible for site layout, grading, drainage and local and state AoT permitting and stormwater management plan.

- **Riverwalk at Bedford, Bedford, NH:**

Site plan for a senior independent living community, which includes a 3-story, 62-unit mid-rise condominium complex and 28 detached, 1-story cottages on a 15-acre site located on Hawthorne Drive. Responsible for site layout, grading, drainage, AoT permitting and 900lf water main extension.



### Education

University of New Hampshire, BS Civil Engineering Technology, 1999

### Registrations, Certifications & Affiliations

Member, ICSC (International Council of Shopping Centers)

## CIPNH Workforce Housing Development Key Dates

Date	Action	Notes
15-Jan-24	Choose Civil	
22-Feb-24	Final Portsmouth Listens Session	
25-Feb-24	Approval for additional for LTD. Pre-Development Funding	
29-Feb-24	Planning Board Vote on Zoning Change	
1-Mar-24	Commence ERR - SHPO	
6-Mar-24	Sign A&E Contracts	
8-Mar-24	Deadline for CDFA Application	
11-Mar-24	Informal Meeting with Public Works / TAC	
13-Mar-24	March Board Meeting	
21-Mar	Presentation to Housing Committee	
22-Mar	Deadline for CDS Funding	
3-Apr-24	DHR Submittal	
20-May-24	TAC Submission #1 (Site Review & CUP's)	
30-May-24	Hire Tax Credit Legal	
1-Jun-24	Investor Outreach	
4-Jun-24	TAC Meeting #1	
7-Jun-24	Award Construction Management Contract	
16-Jun-24	LCHIP Application Due	
17-Jun-24	TAC Submission #2	
30-Jun-24	Deadline for Banks to submit LOIs	
2-Jul-24	TAC Meeting #2 (assume recommendation for approval)	
12-Jul-24	Submit Pre-Application of LIHTC	
18-Jul-24	Finalize Agreement with EDNH	
19-Jul-24	Deadline for FHLBB	
24-Jul-24	Planning Board Submission (Site Review & CUP's)	
24-Jul-24	Apply for NHHFA Pre-Development Funding	
31-Jul-24	Kickoff Design Development	
15-Aug-24	Planning Board Meeting (assume approval)	
27-Sep-24	Final Tax Credit Application Submitted	
1-Sep-24	Design Development	
1-Sep-24	Engineering and schematic design	
1-Sep-24	Complete Market Study Required by NHHFA	
11-Sep-24	September Board Meeting	
15-Sep-24	DEADLINE - Submit CIP Requests to City	
1-Oct-24	Design, Engineering, Planning	
31-Dec-24	Construction Documents Completed	
31-Jan-25	Release Construction Documents	
15-Feb-25	Bidding/Sub-Contract Awards Completed	
15-Mar-25	Closing	
16-Mar-25	Construction Start	
15-May-26	Construction Complete	
1-Oct-26	100% Leased	