

# Response to The City of Hartford's Request for Proposals For Public-Private Partnership



**Completing Hartford's Neighborhoods with Mixed-Use Development and  
Proposed Minor League Baseball Facility  
City of Hartford, Connecticut**

Prepared by:

**DoNo**  
Hartford LLC

A Collaboration Between



And



August 1, 2014





August 1, 2014

Department of Development Services  
Attn: Elisa Hobbs  
250 Constitution Plaza  
4<sup>th</sup> Floor  
Hartford, CT 06103

Re: Response to that certain Request for Proposals for Public Private Partnership – Completing Hartford’s Neighborhoods with Mixed-Use Development & Proposed Minor League Baseball Facility

Mayor Segarra:

Thank you for allowing DoNo Hartford LLC this opportunity to participate in the Request for Proposal for Public Private Partnership - Completing Hartford’s Neighborhoods with Mixed-Use Development & Proposed Minor League Baseball Facility (hereinafter the “RFP”). Our team, led by a partnership between Centerplan Development Company LLC and LeylandAlliance LLC is excited to submit this response for the planning, design and construction of a mixed-use development including a minor league baseball facility in the Downtown North area of Hartford (the “Project”).

DoNo Hartford LLC in partnership with its professional consultants offers the City of Hartford a master development team that is unmatched in both experience and expertise in their respective fields. Included with this response to the RFP are resumes of the team that would be working with the City of Hartford on the Project from inception through completion. We have also included resumes of past and current projects that evidence the experience, knowledge, depth and reach that our team would bring to the City of Hartford. What these projects will evidence is a team that has achieved the goals sought by the City of Hartford; successful projects that were on time, on budget, achieved in a collaborative effort and finished products that remain significant within the communities in which they were developed.

The Principal-In Charge will be Yves Joseph, who as further described herein, offers the City of Hartford an extraordinary amount of professional experience, education, and commitment to the task at hand. Jason S. Rudnick, the President of Centerplan Development Company, and Howard Kaufman, the Chief Executive Officer at LeylandAlliance, are also partners in this endeavor. As a team, the four of us offer almost 100 years of professional experience in all facets of real estate development and construction.

We have thought long and hard about the importance of this Project, and how it can be a catalyst not only for Downtown North, but for the City as a whole. We are excited to have the opportunity to play a role in this vision. Please take the time to review our proposal and we look forward to the opportunity to present and discuss the same with the City of Hartford.

Very Truly Yours,

Robert A. Landino, P.E.  
Chief Executive Officer  
Centerplan Development Company LLC

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## 1. Statement of Interest

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## **STATEMENT OF INTEREST**

DoNo Hartford LLC (hereinafter "RECM") is pleased to submit this response to the "Request for Proposals for Public Private Partnership" (hereinafter "Proposal"), prepared by the City of Hartford (hereinafter "The City") for "Completing Hartford's Neighborhoods with Mixed-Use Development & Proposed Minor League Baseball Facility" (the "RFP"). RECM proposes to deliver a wide range of services in the creation of a dynamic, mixed-use neighborhood, including planning and design, construction management, financing strategies, commercial and residential leasing, and property management. The net result will create a neighborhood that will not only become an entertainment destination for hundreds of thousands of visitors annually, with a professional baseball team as its focal point, but will also link the North End of Hartford and Downtown within an environment that includes public space, apartments, offices, retail, restaurants, a grocery store, and a variety of potential destinations that will define itself as a holistic urban core that provides its residents with a real opportunity to live, work and play. This neighborhood, known as Downtown North, or DoNo, will energize an area that is presently dormant, and create a major new assembly venue for the region.

### **PROPOSAL STRENGTHS**

The RECM has extraordinary strengths that clearly distinguish this Proposal and wholly address the goals and objectives outlined in the RFP. These are further described below, and include the discussion of the following:

- (1) TEAM**
- (2) CONCEPT MASTER PLAN**
- (3) CONTIGUOUS PROPERTY**
- (4) COMMITMENT TO PUBLIC SPACE/ELEVATED LITTLE LEAGUE PARK**
- (5) GROCERY STORE LETTERS OF INTEREST**
- (6) PROVISION FOR HOOKER BREWERY**
- (7) PROVISION FOR MUNICIPAL OFFICE BUILDING**
- (8) COMMITMENT TO PV SOLAR/LEED SILVER CONSTRUCTION**

### **TEAM**

The RECM has assembled a team with unmatched credentials in real estate development, stadium and neighborhood construction, finance strategies, and design. This Organization is graphically depicted in the organizational chart included and is further described below.

#### **Real Estate Development**

The RECM includes Centerplan Development Company LLC (herein after "Centerplan"), working collaboratively and in association with LeylandAlliance LLC (herein after "Leyland"). Over the past decade, Centerplan has committed itself to the creation of urban mixed-use development in

Connecticut's cities, while over the last 15 years Leyland has built a national reputation in the New Urbanism movement with several major initiatives in Connecticut, New York, Virginia and South Carolina. Together, Centerplan and Leyland are currently working together on College & Crown, a 230,000 square foot mixed-use building currently under construction in Downtown New Haven at the heart of the Arts & Entertainment District, which actually links Downtown and Yale's medical campus. Leyland is currently completing Phase 2 of Storrs Center, a development that has transformed the University of Connecticut and the Town of Mansfield with a defined mixed-use town center that has achieved enormous success and notoriety. Centerplan Construction Company LLC is currently acting as the construction manager on this work, and this team's proven track record is clearly demonstrated on these two mixed-use developments.

The Principal-In-Charge of the RECM, Yves Joseph, has spent his entire career working in the urban space, with experience as a commercial real estate developer, a market analyst, and an economist. Mr. Joseph received his Bachelor of Arts from Harvard College and his Master's in Business Administration from Columbia University. His credentials are further described herein in Section 11.

### **Market Study**

The RECM has already commissioned a market study prepared by RCLCO, one of the nation's leading firms in the delivery of market based investigations that analyze regions and determine the potential demand for residential and commercial uses. This study is included as part of Section 2 of this Proposal, and its commissioning further demonstrates this team's commitment to successful development of this neighborhood. The results of the study confirm that this market has great potential, and that the addition of the baseball stadium provides tangible benefit to the overall interest.

### **Design**

The design team assembled by the RECM enjoys an outstanding track record, local roots, and national reach. The preparation of a Concept Master Plan was led by Urban Design Associates (herein after "UDA") from Pittsburgh, Pennsylvania, working in conjunction with Hartford-based architecture firm JCJ and Hartford-based engineering firm Freeman Companies. This team presents the unbeatable combination of a planning firm with a national reputation in urban space successfully collaborating with two design firms with strong local roots and outstanding track records of success.

### **Construction**

Centerplan Construction Company LLC was recently ranked by Inc. Magazine as one of the fastest growing privately held firms in the United States and was also ranked as the second fastest growing privately held construction company in the country. The firm offers a diverse, sophisticated delivery system and focuses largely on urban mixed-use development and renewable energy, two areas that are critical to the success of this initiative. In keeping with creating a collaboration between a strong local firm and a firm with a national reputation, Florida based Sports Construction Group (herein after "SCG") will provide the specialized expertise in stadium construction to ensure that the City of Hartford enjoys the benefits of one of the most knowledgeable and experienced stadium contractors in the United

States. SCG recently completed the renovations for both Yankee Stadium and Citi Field, the home of the New York Mets.

### **Finance**

New-York-City-based CTL Capital LLC (herein after “CTL”) will create the finance strategies employed for the construction of the new professional baseball stadium. Their track record and experience will ensure a predictable, successful outcome, especially when combined with the time proven track record of both Centerplan and Leyland.

### **Communications/Public Relations**

Hartford-based McDowell/Jewett Communications will be fully committed to the delivery of a sound communication strategy, and will work diligently with local and national media, state and local officials, residents, and corporate citizens throughout the process to ensure that these key groups have access to high-quality, accurate information, delivered in a timely and predictable manner.

## **CONCEPT MASTER PLAN**

As described in Section 2, the Concept Master Plan of Development (hereinafter the “Master Plan”) depicts the creation of a neighborhood that proposes a plan of mixed-use buildings that offer retail, office, residential and other commercial uses in one holistic environment, creating a sense of place with real urban interest. With the baseball stadium as a focal point, this Master Plan will redefine Hartford by adding a new destination venue and numerous opportunities to attract visitors, tourists, fans, residents and businesses into an area that will transform the link between Downtown and the North End.

## **CONTIGUOUS PROPERTY**

The RECM has a contract to purchase the one large property at 150 Windsor Street (roughly three acres) immediately east of the baseball stadium site and, as depicted in the Master Plan, has taken full advantage of this opportunity by proposing to demolish this unsightly structure and replace it with an appropriate site for the Hooker Brewery, an elevated little league baseball field that overlooks the stadium concourse, and a residential development with views of the field and the park. Combined with 200 underground parking spaces reserved for stadium use, and given the opportunity to close Windsor Street, no other proposal can truly deliver a completed neighborhood that does not have a blighted, vacant structure that will forever block the view corridor both to and from the stadium.

## **COMMITMENT OF PUBLIC SPACE/ELEVATED LITTLE LEAGUE PARK**

As stated above, and further described in Section 2, acquiring the property at 150 Windsor Street, immediately east of the stadium parcel, offers the opportunity to propose a little league baseball field, elevated so that it enjoys a direct view of the professional baseball field, giving young athletes and their friends and family an experience unique to this region, providing a destination for thousands of

residents and visitors to enjoy annually. Combined with passive amenities, this park will forever distinguish this neighborhood in a manner that reinforces the City of Hartford's goals and objectives.

### **GROCERY STORE LETTERS OF INTEREST**

The RECM has successfully secured letters of interest from Wakefern (d/b/a Shop Rite), a national grocery store, and Balducci's Holdings LLC (d/b/a Balducci's) for its food market brand. We will continue to pursue the firm commitment of these opportunities. The RECM is committed to fulfilling the need for a neighborhood food store, as it is essential for the North End, for DoNo, and for Downtown, as more and more residents move into City limits.

### **PROVISION FOR HOOKER BREWERY**

The RECM proposes an ideal location for the Hooker Brewery accommodating its desire to be included in the new DoNo neighborhood. By situating the Hooker Brewery at 150 Windsor Street, this facility will enjoy the opportunity to construct an elevated platform with views into the stadium field, and will have a facility that will enjoy functional truck access from Pleasant Street, a presence for regional branding, and ample parking that will create yet another destination for visitors and residents alike. With more than 100,000 visitors annually, the Hooker Brewery will foster vibrancy, and will bring personality and uniqueness to this neighborhood.

### **PROVISION OF MUNICIPAL OFFICE BUILDING**

The Master Plan also envisions the opportunity for the City of Hartford to relocate its offices to one centralized location, with adjacent structured parking, situated in the heart of DoNo, directly across the street from the baseball stadium, and across the street from Downtown's business core. While this is an optional election for the City, it certainly offers the opportunity to replace the initiative that was previously investigated while at the same time enhancing the neighborhood with its presence.

### **COMMITMENT FOR PV SOLAR/LEED SILVER**

No other organization in New England maintains the depth of knowledge or the passion in the development of photo-voltaic ("PV") solar installations than the sister company of Centerplan Construction Company LLC, Greenskies Renewable Energy LLC (hereinafter "Greenskies"). This year, Greenskies and Centerplan Construction Company LLC will install more than 40 mega-watts of PV solar in New England. They are a market leader in this space. Combined with Centerplan Construction's LEED experience, most recently constructing 23 service plazas to a LEED Silver standard along Connecticut's highways, the City of Hartford will enjoy the benefits of having an industry leader create an eco-friendly, energy-efficient environment in DoNo.

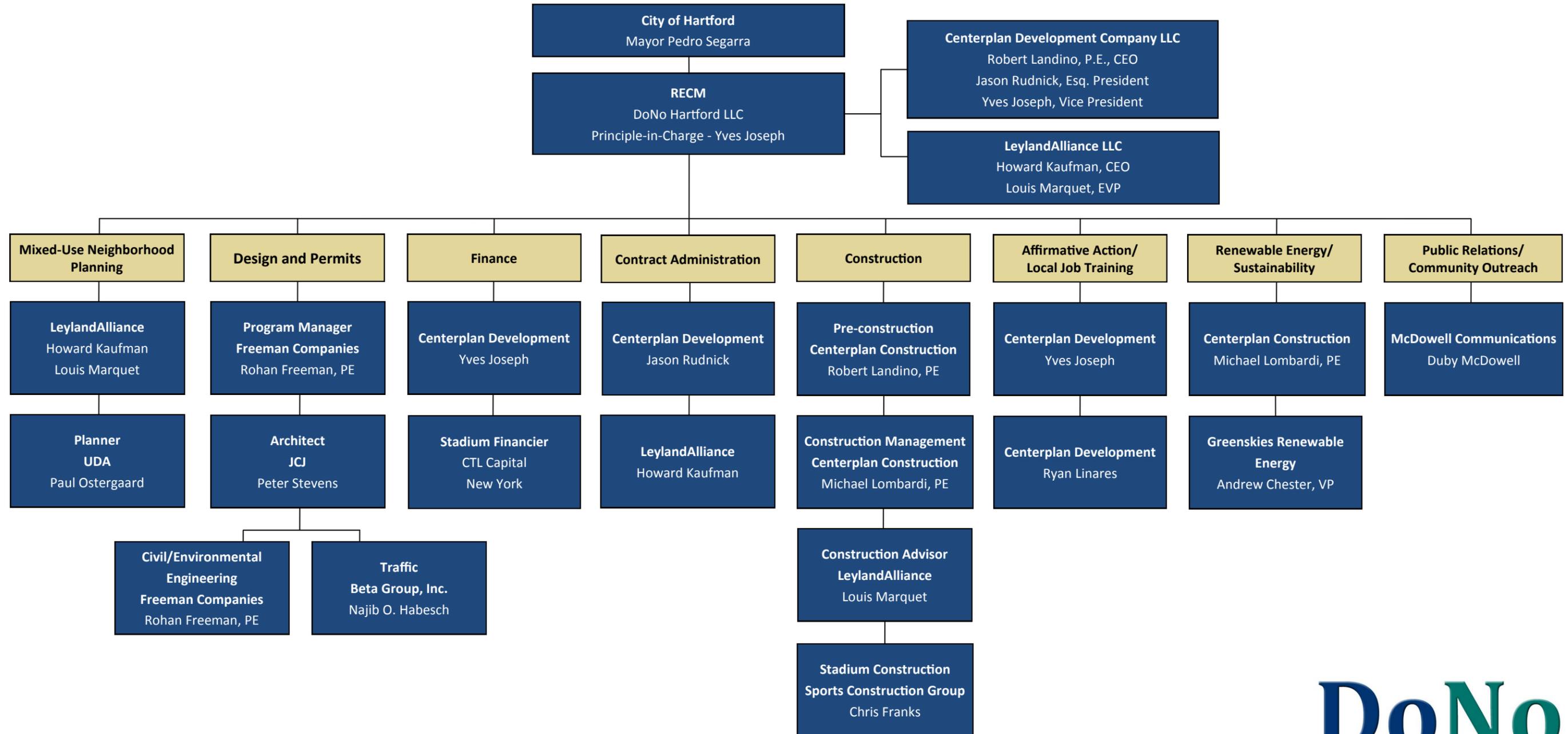
### **SUMMARY**

The Proposal further described herein demonstrates the RECM's interest and commitment to building a professional baseball stadium and creating a dynamic destination venue for all to enjoy. Further, this

Proposal describes and demonstrates the RECM's commitment to creating a Master Plan to build a dynamic neighborhood that offers a variety of opportunities not only to live, work, and play in Hartford, but also to create a vital link between the North End and Downtown that will permanently enhance the City at large.

# A Public-Private Partnership Between The City of Hartford and DoNo Hartford LLC

## Organizational Structure



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## 2. Concept Plan with Related MXD

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## CONCEPT PLAN WITH RELATED MXD

The concept Master Plan of Development (hereinafter “Master Plan”) proposes a dynamic new neighborhood in Downtown North that will include a new ballpark, retail and restaurants, a brewery, 210,000 SF of municipal office space, and over 600 residential units. This mix of uses will create a balanced community that combines work, play, and living. The ballpark will define the district and create a major new assembly venue for the region. Strategically located to take advantage of existing road access, parking, and supporting uses, the ballpark will attract hundreds of thousands of visitors each year into downtown Hartford.

### **Concept Plan with Related MXD**

Instead of wide high speed thoroughfares, the ballpark and new development will be connected by pleasant, safe, and attractive public spaces. The Master Plan depicted herein anticipates implementation of street improvements recommended in the downtown master plan to create balanced streets that better accommodate pedestrians, bicycles, on-street parking and landscaping.

Block A will be home to Hartford’s new minor league baseball facility. The main concourse is located at street level to provide easy access for fans. The seating bowl will descend from the concourse to field level. This arrangement creates the most pleasant ballparks in baseball allowing visual connections between the field, the concessions, circulation area and sidewalk areas. Retail can be integrated into the ballpark along Main Street to create a two sided shopping and entertainment street. The ballpark will have an open and gracious feeling.

Our team is able to deliver new development east of Parcel A in what is referred to in our plan as Parcel G. Our plan recommends closure of Windsor Street to create a much larger block for accommodating the ballpark and the ability to introduce other uses that will enrich the fan experience. By connecting Parcel G to Parcel A, we will be able to introduce more informal fan areas in the outfield, an outdoor beer garden that is part of a new brewery with views of the field, and a family park space with a small ball field for youth groups and special events.

Parcel G will include a 50,000 SF brewery with a roof top beer garden accessible from Pleasant Street and the ballpark concourse. The block will feature 228 residential units on the eastern side, many with views into the ballpark.

The gateway into Downtown North at the intersection of Main and Trumbull will become a major new public space in the city. With reductions in pavement, the development team will work with the city to create a gateway park at the existing triangle and Heaven Park to create a seamless pedestrian environment between the downtown and the ballpark. Careful attention to public space design will be critical to attract pedestrians over I-84.

Parcel F will feature an opportunity for a major new 210,000 SF municipal office building with 24,000 SF of first level retail and seven levels of Class A office space. The 30,000 SF floor plates will provide generous and flexible space for tenants with commanding views of the ballpark and downtown. The building will anchor the eastern side of the Main/Trumbull gateway park. The block will also accommodate parking for the office building in addition to retail shops in an adjacent parking deck.

Parcels B, C, D, and E will form a new mixed-use neighborhood with ground floor shops and restaurants on Main Street, a 25,000 SF grocery store at the corner of Pleasant and N. Chapel Street, and 450 new apartments. Our plan proposes a strategy of new construction that preserves the historic fabric of the neighborhood. If implemented as proposed, we can create complete blocks bounded by High Street, Main, Trumbull and N. Chapel Street that are both marketable and cohesive, while remaining historically relevant.

Parcels B, C and D are critical fragments of an incomplete environment that currently includes parking lots and existing residential and commercial buildings. The Master Plan proposes construction of four-story residential buildings along Pleasant and High Street and creation of a loop street to provide access to the interior of the block. The interior will include landscaped yards and amenity areas, and parking for the new development will be located along the interstate frontage. Ann Uccello Street is closed off from the intersection at Main and is flanked by existing buildings, including a flat iron multistory structure. With restoration and reuse of these buildings, Ann Uccello Street can become a focal point to the neighborhood as a pedestrian friendly street with restaurants and shops connecting Main Street to the new residential area and public safety building on High Street.

Parcel E is a mixed-use block with ground floor retail shops along Main Street and four stories of residential units above. This central block includes an urban grocery store of 25,000 SF at the corner of Pleasant and N. Chapel Street with adjacent ground level parking. The parking structure includes two levels for commercial parking and three levels for residential parking accessed from both Main Street and N. Chapel Street. The grocery store will be highly visible from the interstate and downtown and centrally located for the convenience of the emerging residential neighborhood. Other retail tenants will take advantage of the gateway frontage along Trumbull Street.

Included in this section, and in support of the foregoing, is the market study prepared by RCLCO. The Concept Site plans attached herein depict the massing of each area. Also included is a summary table identifying land uses, corresponding areas, and block locations.

### **Transportation Modifications**

The above description discusses what is proposed, and how it is intended to activate the street frontages on the proposed roadways. The overall goals and objectives of the off-site roadway improvements include the following:

- (1) Street re-alignment to accommodate the new Stadium**
- (2) Street re-construction for traffic calming/place-making**
- (3) Creating a functional/multi-modal transportation system**

- (1) Street re-alignment to accommodate the new Stadium-** the Master Plan depicts the re-alignment of Trumbull Street, the reconstruction of Pleasant Street, and the closure of Windsor Street between Trumbull and Pleasant Street. These are all anticipated as necessary modifications to accommodate the construction of the new minor league baseball stadium. Trumbull Street's reconstruction is designed to accommodate traffic flow and capacity, while at the same time developing a focal point and pedestrian linkages with its intersection with the Downtown area at Main Street. The goal in this

section of reconstruction is to enhance this pedestrian linkage with wide sidewalks and narrower streets along Main Street without sacrificing the necessary capacity along Trumbull Street to its intersection with Market Street.

- (2) Street re-construction for traffic calming/place-making** – the areas north of Trumbull along the Main Street corridor, and along the streets surrounding the proposed development will all be designed to slow traffic, activate streets, encourage outdoor seating at restaurants, and enhance the desirability for pedestrian activity and multi-modal opportunities. These are depicted in concept in the Master Plan design drawings but will be developed in greater detail during the planning and design phase. The goals and objectives in these areas are to propose a street design that harmonizes architecture, proposed building locations, and street amenities to foster a dynamic, place-making environment to enhance the experiences of residents and visitors alike.
- (3) Creating a functional/multi-modal transportation system** – as detailed design occurs, the final transportation objective is to create a functional plan for pedestrians, bicycles, motor vehicles, and public transportation that fosters a multi-modal lifestyle reflective of a successful urban core. This will become a priority in the planning and design process, and will become a critical element in the creation of a vibrant, successful mixed-use neighborhood and urban destination.

## Memorandum

DATE: 7/25/2014

TO: Mr. Yves-Georges Joseph, Vice President

COMPANY: CENTERPLAN Development Company, LLC

FROM: RCLCO

SUBJECT: Memorandum Outlining the Opportunity for Fully-Integrated Mixed-Use Redevelopment for Land Assemblage adjacent to the New Ballpark

RCLCO was engaged by CENTERPLAN Development Company to confirm the market opportunity and development economics governing this development opportunity, and provide strategic consulting to align the optimal development program that reflects the realities of this evolving marketplace.

### Development Opportunity

#### *Downtown Hartford*

Downtown Hartford is characterized by a substantial density of regional employment, specifically state government, financial services, insurance and real estate, health services, and legal services. Most of the uses in the downtown core, including retail, hospitality, and restaurants are directly ancillary to this office-using employment. At the same time, there is not a well-developed stock of for-rent or for-sale multifamily, and the immediate area also lacks a residential serving grocery store. The current conditions do not demonstrate any intrinsic weakness in downtown overall or the subject site in particular, but instead reflects the initial tipping point phase in the evolution of Downtown Hartford towards a truly mixed use environment.

#### *Logical Customer Audience Profile*

Young professionals who currently live in outlying areas of Hartford County constitute the logical customer audience for the proposed product at this site. It is useful to consider trends and developments in analogous urban places elsewhere in the Northeast Corridor and the country as a whole. The prevailing trend in the nation has been towards urbanism and a return to more spatially concentrated housing patterns proximate to work, retail, restaurants/nightlife, and cultural/social institutions. These trends are particularly pronounced among highly educated young professionals, aged 22-35, who earn high incomes (greater than \$50,000) which allows them to choose between a variety of housing types and locations.

We have case studied a group of analogous low growth, stable markets including Milwaukee, Pittsburgh, and Providence, all of which demonstrate the trend of young professionals increasingly choosing to live in the central core areas in the past 10-15 years (*See Exhibit I-1, I-2*). Downtown Hartford, if infused with complementary neighborhood amenities and new multifamily product, is poised to join this cohort of cities which have been successful in increasing their concentration of residents and energy in the downtown core.

Amongst the target young professional renter, the decision to live in the core area is driven by lifestyle proposition. In the analogue markets studied, and in most urbanizing market, this proposition involves

offering more retail, restaurants, nightlife, cultural/social institutions, and an easier commute to work. Therefore, the reason that young people have increasingly moved to downtown cores in other analogous markets is not a pure desire for density, but instead a desire for the things associated with or facilitated by density, including proximity to friends, retail, and cultural/social amenities. As the downtowns in these analogous markets have added multifamily housing, retail, restaurants, and nightlife, the young people have followed.

Pittsburgh is an analogous case study for considering these trends. Downtown Hartford's retail stock is much older than Downtown Pittsburgh's retail stock, and has a much higher retail spending per downtown household. Although much of the spending in Downtown Pittsburgh is coming from households living outside of downtown, it still demonstrates a much more mature set of retail offerings in the downtown core. The more extensive retail offerings combined with event driven amenities (existing museums, new downtown ballpark) have allowed new multifamily development in neighborhoods adjacent to downtown to draw young professionals and achieve substantially higher rents (See Exhibits I-18 through I-20).

The existing Hartford for-rent housing market is decentralized in outlying suburban areas and is predominately low density, garden style apartment product or older, detached housing rented as group homes (See Exhibits I-3 through I-6). This housing pattern has continued despite an extremely high density of office employment in insurance, financial services, and professional services in the City of Hartford downtown core (See Exhibit I-7). Existing retail and restaurant offerings in the downtown core are still too limited today, and mostly draw exclusively from office-employment demand. The stock of for-rent multifamily buildings in downtown is predominately old, despite a few new developments that have effectively set the top of the market rental rate for downtown living (See Exhibit I-8 and Exhibit I-9).

Overall, the current downtown lifestyle proposition combines bland retail, old housing stock, and an office-driven environment, making it a weak alternative to the incumbent outlying areas. This is reflected in the current rental rents achieved in the City of Hartford, and Hartford County generally. A comparison of the actual distribution of rents paid with the distribution of affordable rents (based on a basic % of income allocated to rent ranges) demonstrates that households are paying far less in rents than they can actually afford (See Exhibit I-10 and I-11).

**This suggests that there is ample room at the middle and upper ranges of rental rates if a compelling product can be delivered. Currently, these households are not paying higher rental rents because there is no product or neighborhood that fits their needs. Thus, they are choosing based on value alone. This market condition does not guarantee that new product will be able to redefine the top of the market rental rates, but does suggest that there is substantial latent demand in the \$1,300 - \$2,200 rent band.**

Over time the pool of potential residents may expand to include more mature households, renter by choice and empty nester renters, student housing, or even for-sale product. The extent to which future phasing will be able to capture these differentiated demand pools will be contingent on the area maturing into a fully-realized neighborhood that also has amenities and retail which properly caters to these multiple groups.

### ***Place-making Opportunity***

Despite the uninspiring nature of downtown living, there has been a steady increase in the number of young, high-income earners deciding to live there. RCLCO believes that proven growth of downtown living among young professionals, in spite of the unexciting lifestyle proposition, actually demonstrates a substantial latent demand for denser living. Up to this point, there has not been the critical mass of retail, nightlife, and cultural activities in downtown to support extensive residential developments. With a new wave of renovated and new construction for-rent apartment developments, the prospective ballpark, and the incoming downtown Hartford UCONN campus, the downtown core is at a tipping point in its evolution into a live, work, play environment.

The land assemblage around the proposed ballpark, given its existing, intrinsic characteristics, is a good location for a mixed-use, place-making development, and can be complementary to the new housing deliveries downtown. The flexibility and scale afforded by the site allows for substantial place-making through an interconnected program of public spaces, retail and restaurant, and residential uses. The development can deliver a critical mass of retail and housing in a new downtown neighborhood through careful phasing of the following complementary uses.

**1. Daily Serving Retail**

- Retail serving resident's daily needs is most important component of creating a mixed-use environment that will be able to draw young professionals. The current plan for a centralized, 30,000-50,000 sf grocery store is critical, and perhaps the most important element of driving the desirability of the location. Other smaller format, neighborhood-serving retail options such as a pharmacy or dry cleaner should be carefully vetted by how they fit within the wider ecosystem of a walkable residential community.

**2. Restaurants and nightlife**

- Restaurants and nightlife add value to the residential components of mixed-use projects by creating a lifestyle proposition that will be attractive to young professionals. Spaces to eat dinner, go out, and congregate are essential in creating a sense of place. Larger prospective uses such as a large brewery can bring energy and excitement to the neighborhood.

**3. Public spaces**

- Parks, seating areas, or active recreation spaces are important in creating a place where people can congregate informally. Innovative ideas like using the ballpark field as a location for programming (ex. Farmer's Market, sports leagues) should be pursued, while smaller open areas can be designed to facilitate daily interaction and a sense of community.

These three uses are all critical in creating a place where residents can comfortably work, live, and play. Ultimately, the successful execution of this phase I plan will be determined by how well the target young professional's core social and lifestyle needs are met. If this placemaking strategy is executed well, RCLCO believes there is a substantial amount of demand for the kind of integrated community that this site can offer.

***Residential Amenities***

Another important aspect in creating a compelling lifestyle proposition for young professionals is the amenity package included in residential developments. A robust, targeted amenity package is another aspect that can differentiate the new neighborhood for people currently choosing to live in outlying areas. RCLCO employed its knowledge of national multifamily trends to compile a best practice list of innovative community features. Although it is not important to have a large number of these features, having a critical mass of lifestyle elements is a major way that the building can further differentiate itself from market comparables.

**1. Full-service Gym**

- This could be a publicly serving gym that offers membership to all residents as a service. It should include a full program of specialized classes, and other specialized activities such as a rock wall, racket courts, etc. The importance of a full-service gym is heightened within the high-earning, young professional cohort because they are used to extensive gym offerings from universities.

**2. Rooftop access**

**3. Zipcar Space**

**4. Cappuccino/Coffee Bar**

**5. Cardio Bar Classes (Pilates/ballet/Yoga)**

**6. Yoga studio**

**7. Microbrewery**

**8. Wave pool**

9. **Bike storage w/ maintenance station, immediate access to outside**
10. **Communal Kitchen/Pantry**
11. **Dog park**
12. **Drycleaner on site**
13. **Organic Community garden**
14. **3-d printer/workshop area**

A sample community feature package might look like this:

1. Full-service gym
2. Rooftop organic community garden that also works as a dog park
3. Dedicated bike storage room w/maintenance station and immediate access to the outside
4. Cappuccino/coffee bar
5. Zipcar Space

This strategy has the benefit of being recursive, where an initial precedent can effectively set the tone for what follows after. It is important to have enough innovative community features to attract the young professional renters. But once those younger renters become a substantial component of the community, they will impart energy just by living in the buildings. As the development progresses past the initial stages, the perception of being the place to be will be self-reinforcing

### ***Demand Analysis***

After identifying the logical customer audience profile and mixed-use strategy, RCLCO quantified the depth of that customer base, and analyzed how the core customer base could evolve as the site matured into a real place. Downtown has the potential to capture a substantially higher share of young, relatively high-earning renters than it does. Based on a statistical demand model of Hartford County, there are 6,500 total households between ages 18-34 earning incomes \$50,000 and higher in turnover annually. To fill a prospective phase 1 for-rent multifamily building of around 260 units would require a capture of 4% of those annual renters in turnover, a capture that RCLCO believes is quite conservative given the potential for additional demand from placemaking (See *Exhibit I-12*).

In addition, RCLCO believes that the nearly 1,100 renovated or newly constructed for-rent multifamily units in the downtown area set to deliver in the next three years (See *Exhibit I-16*) will induce new demand for downtown living because of the critical mass of retail, nightlife, and young people that it will inject into the area. Therefore, rather than competing directly against these developments for a static amount of demand, new deliveries will make downtown more of a center of gravity for young professionals in the region, and raise the desirability of downtown living for all new developments. Anything which enhances the perception of downtown as the new, central place to be fits directly into the broader strategy of lifestyle creation for this site.

Although the first development will need to explicitly cater to young professionals, subsequent phases have the opportunity to introduce rental segmentation including empty nester, student housing, and even for-sale products. RCLCO's analysis of segmentation between students, post-grads, young professionals, families, renters by choice, and empty nesters/seniors provides a quantitative cut of the various potential market segments subsequent phases could try to attract. Based on this analysis, other than young professionals, the two other segments with the necessary depth to base programming considerations around are renters by choice (total of 1,461 renters in turnover per year) and empty nesters/seniors (total of 927 renters in turnover per year) (See *Exhibit I-13 and Exhibit I-14*). Based on the depth of these potential sources of demand, a full project program with 87% young professionals, 12% renters by choice, and 5% empty nesters/seniors could be sized on the order of 750 - 800 total units conservatively (See *Exhibit I-15*). There is also potential for student housing demand, but this segment would not make up a substantial portion of the residents without a dedicated student housing building.

## Conclusion

Given the current dynamics between employment, the state of housing opportunities in outlying areas of Hartford, and the tremendous opportunity for placemaking around the ballpark, the necessary conditions are in place to redefine what it means to live downtown. There is currently no location in the region where young professionals can live in a walkable neighborhood with the critical mass of retail, restaurants, nightlife, and social activities that they truly prefer. Other markets have proven that a well-executed neighborhood providing these lifestyle amenities can be extremely successful in attracting and retaining young people. Hartford itself has proven that even in the absence of compelling lifestyle offerings, the downtown can still increasingly draw high income young professionals residents. The subject site represents an opportunity to develop and deliver a mixed use neighborhood at the exact inflection point of downtown redevelopment.

Adam Ducker, Managing Director  
Steven Wang, Associate  
Richard Baxley, Associate

A handwritten signature in black ink, appearing to read 'Adam Ducker', is centered below the list of names.



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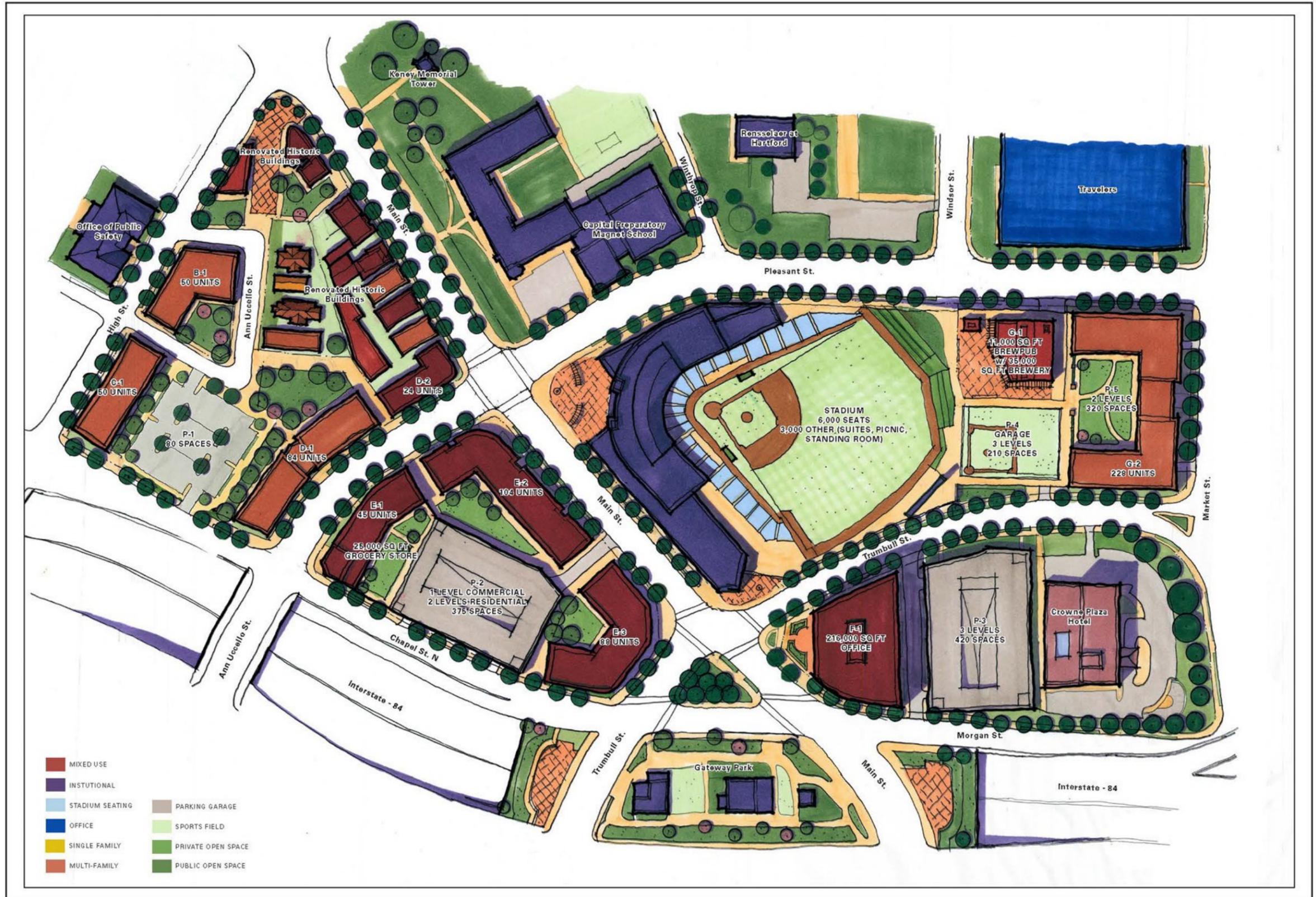
## Aerial View

Hartford Rock Cats Stadium Area | Leyland  
Hartford, CT

Rev.  
25 July 2014  
Project No.  
2014

URBAN DESIGN ASSOCIATES

31ST FLOOR, GULF TOWER  
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# Concept Site Design

Hartford Rock-Cats Stadium Area | Leyland  
Hartford, CT

DATE: 25 July 2014  
PROJECT: 2014

## URBAN DESIGN ASSOCIATES

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BUILDING #	FLOOR PLATE SF.	FLOORS	UNITS/FL.	TOTAL UNITS	RESI. SF	RETAIL SF.	OFFICE SF.	LIGHT INDUST. SF.	TOTAL BUILDING SF	NOTES
B-1	12,600	4	12	50	50,400	0	0	0	50,400	
C-1	12,600	4	12	50	50,400	0	0	0	50,400	
D-1	21,000	4	22	84	84,000	0	0	0	84,000	
D-2	8,000	3	12	24	18,000	8,000	0	0	26,000	
E-1	15,000	4	11	45	45,000	25,000	0	0	70,000	Grocery store
E-2	26,000	5	21	104	109,200	20,800	0	0	130,000	
E-3	22,000	5	17	88	92,400	17,600	0	0	110,000	
F-1	30,000	8	0	0	0	24,000	216,000	0	240,000	
G-1	11,000	2	0	0	0	11,000	5,000	30,000	46,000	Hooker Brewery and BrewPub
G-2	39,000	4	39	156	156,000	0	0	0	156,000	Housing above garage
G-2	25,100	3	24	72	76,400	0	0	0	76,400	Liner housing around garage
<b>Total</b>				<b>673</b>	<b>681,800</b>	<b>106,400</b>	<b>221,000</b>	<b>30000</b>	<b>1,039,200</b>	

Parking Structure / Lot	Decks	SF./Deck	Spaces/Deck	Total Spaces	Total SF	Notes
P-1	1	32,400	80	80	32,400	Surface parking
P-2	3	46,600	125	375	139,800	1 level coml., 2 levels res.
P-3	3	51,800	140	420	155,400	Main stadium garage
P-4	3	29,500	70	210	88,500	
P-5	2	57,400	160	320	114,800	
<b>Total Parking</b>				<b>1,405</b>	<b>530,900</b>	

## Development Table

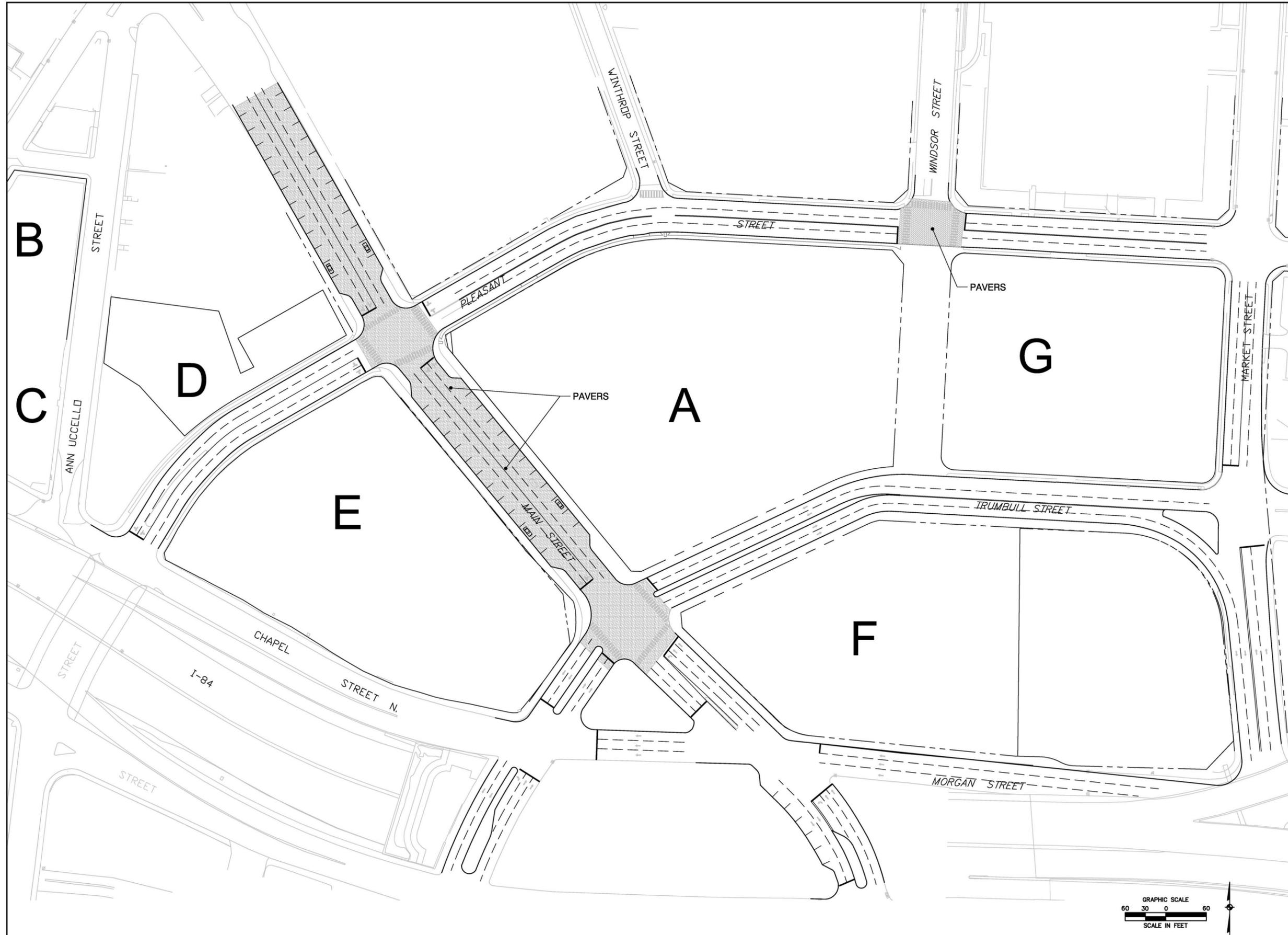
Hartford Rock Cats Stadium Area | Leyland  
Hartford, CT

Rev.  
25 July 2014  
Project No.  
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PREPARED FOR  
 CITY OF HARTFORD  
 530 MAIN STREET  
 HARTFORD, CT 06112

NO.	DATE	DESCRIPTION	REVISIONS

**FREEMAN COMPANIES**  
 96 JOHN STREET, HARTFORD, CT 06103  
 WWW.FREEMANCOMPANIES.COM  
 (860) 234-1100  
 ELEVATE YOUR EXPECTATIONS

CONCEPTUAL OFFSITE  
 ROADWAY IMPROVEMENTS  
 HARTFORD, CONNECTICUT

DRAFTED: CAD  
 APPROVED: D.A.C.  
 SCALE: 1" = 60'  
 PROJECT NO.: 2014-0206A  
 DATE: 07/30/14  
 CAD FILE: 2014-0206

TITLE:  
 CONCEPTUAL OFFSITE  
 ROADWAY IMPROVEMENTS

SHEET NUMBER:  
 1

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## 3. Contiguous Property

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## CONTIGUOUS PROPERTY

The contiguous property to the east of the stadium site is depicted in the adjacent photo. DoNo Hartford LLC (hereinafter “DoNo”) believes the acquisition of this parcel is of vital importance to the success of the Master Plan. First, we have concerns that the parcels of land currently controlled by the City do not offer sufficient opportunity for public spaces, or enough land to



create a critical mass of living and business opportunities. Moreover, without incorporating this contiguous parcel, the stadium property is “cut-off” by Windsor Street, and a large, dated, vacant concrete building blocks the stadium’s view corridor, while also significantly impacting the ability to create a cohesive neighborhood experience.

DoNo viewed these limitations as serious impediments to the creation of a place that is intended to become a vibrant, active neighborhood that will link the North End to the Central Business District, and would serve as a gateway and an annual destination for hundreds of thousands of people.

Therefore, as our first and most critical step in the planning process, DoNo secured a contract to purchase this parcel, and made this land a fundamental building block in the creation of a superior Master Plan of Development. Within the first week of this RFP being published, DoNo executed a contract to purchase this land, demonstrating our commitment to develop a vibrant new neighborhood that will be transformative in its impact on the City. Our goal is to effect permanent, positive change, centered around a new minor league baseball stadium.

With this property included in the planning process, a combination of uses have been proposed in the Master Plan of Development that creates a multitude of benefits individually and collectively, thereby adding an important enhancement to the neighborhood experience. The cornerstone of this experience is the creation of an elevated little league baseball park situated to offer a view corridor over the concourse of the stadium, providing young athletes with the opportunity to play within sight of a professional field of play, and understand at an early age the ultimate evolution of their game. This park will also have passive and recreational opportunities so that all visitors can experience this unique place as one of many destinations in this new neighborhood. What was once a dilapidated, unsightly, concrete structure will become one of the City’s most unique and interesting public spaces that all residents can enjoy. Visiting teams and their families will experience Hartford’s newest neighborhood at one of the most extraordinary public venues in New England.

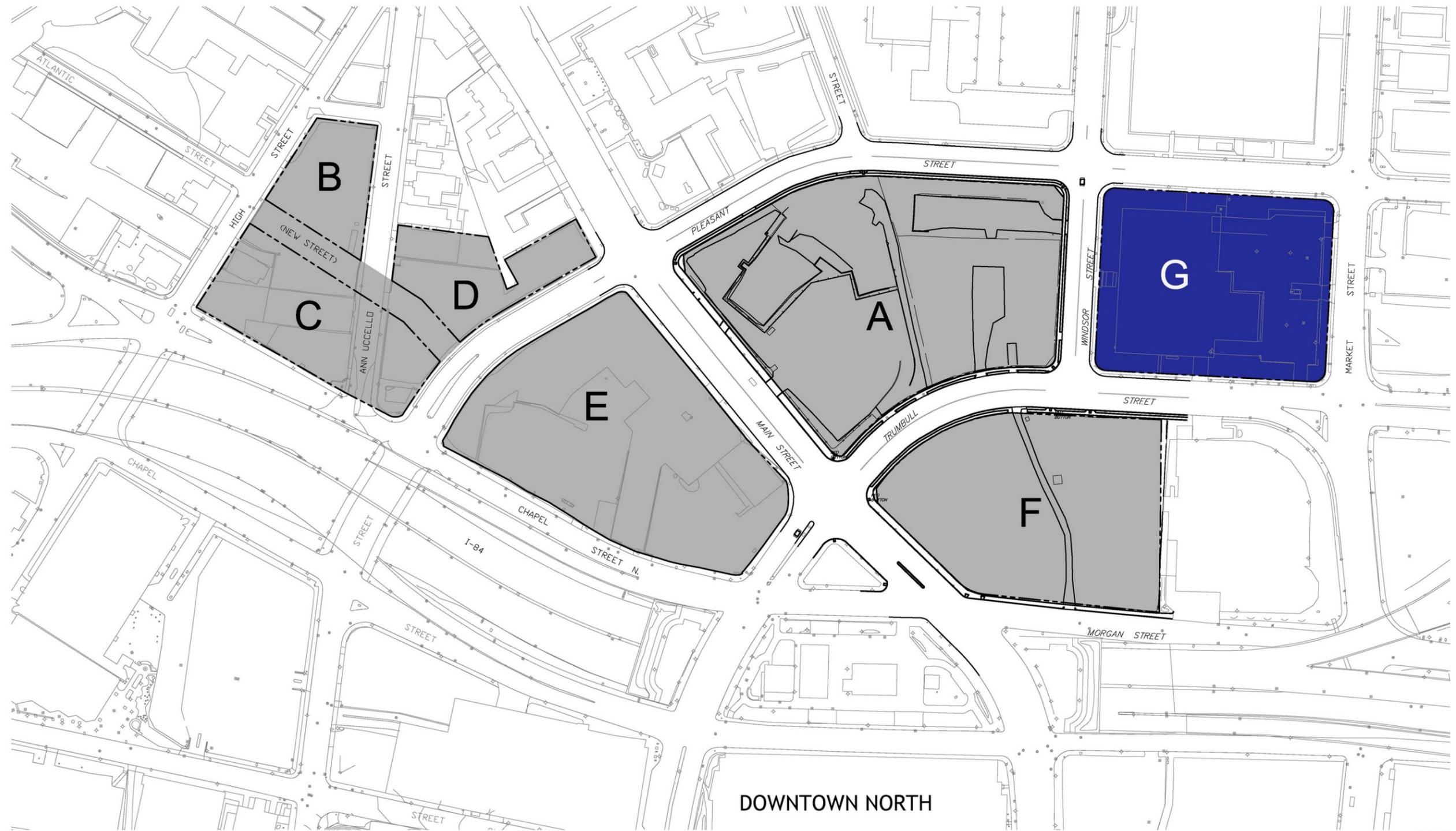
Second, this property offers Hooker Brewery an ideal location for its manufacturing facility and restaurant. With a proposed location on Pleasant Street, along the left field concourse, Hooker Brewery enjoys an ideal location for its operations, with direct regional highway access for its delivery trucks, and

an opportunity to create a visitor's platform above the concourse so that its patrons can view the field during tours, tastings and corporate outings. With more than 100,000 visitors expected annually, this facility brings another unique destination to Hartford, and at the same time, ideally separates the manufacturing activity from tourist activity, giving this new neighborhood all of the benefits of this facility without sacrificing operational efficiency.

Third, the eastern portion of this parcel is intended to include a residential component with more than 228 market-rate rental dwelling units, many of which will have a view of the park and the stadium field. This represents an outstanding living opportunity that anchors the eastern portion of this Master Plan of Development, and enhances the entire neighborhood experience all the way to Market Street. This investment will also create new development opportunities along Market Street, creating a link that is likely to foster significant future development along this corridor that otherwise may not be possible.

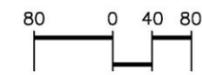
Given this multitude of critical uses, the elimination of one of the most unsightly structures in this neighborhood, and the opportunity to create a truly unique public space, the purchase of this contiguous parcel is not merely important, but critical to the potential success of Downtown North. The massing of this parcel offers future development opportunities along Market Street, creates an ideal place for Hooker Brewery, and most importantly builds a spiritual bridge from the stadium field to a City park and related amenities that bring immeasurable intangible benefits to the neighborhood. What is a significant liability in its existing form is now a cornerstone of this proposal, and its inclusion adds enormous overall planning and economic value.

In order to make acquisition of the contiguous parcel feasible, DoNo would require the City to forgive all unpaid property taxes. In addition, we note that a portion of the IID proceeds would be used for the development of this parcel.



**LEGEND**

- INDICATES PROPERTY INCLUDED WITHIN THE RFP.  
(PARCEL A, B, C, D, E, AND F)
- INDICATES PROPERTY UNDER CONTROL OF Do No HARTFORD, LLC  
(PARCEL G)



**CP-1**  
AUGUST 1, 2014

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## 4. Renewable Energy/Sustainable Construction

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## RENEWABLE ENERGY/SUSTAINABLE CONSTRUCTION

DoNo Hartford LLC (hereinafter “DoNo”), is fully committed to sustainable construction and the use of renewable energy. All structures depicted in the Master Plan of Development will be planned to a LEED Silver standard. In the schematic design and design development phases, each structure will be scored to ensure its compliance with a LEED Silver standard, and wherever possible, DoNo will encourage multi-modal transportation, the use of bicycles, and pedestrian linkages to foster an eco-friendly and energy efficient environment.

Centerplan Construction Company LLC, along with its sister company Greenskies Renewable Energy LLC, are New England’s leader in the planning, design, capitalization, and installation of photo-voltaic (PV) solar systems, with more than 50 mega-watts of installations currently in operation, and more than 40 mega-watts of contracts for retailers, municipalities, and businesses throughout the region. This team represents the largest developer of PV solar installations for both Wal-Mart Stores, Inc., and Target Stores, Inc. in the eastern United States, and executes all aspects of this work in-house with its own electricians, design team and maintenance crews.

Centerplan Construction Company LLC and Greenskies Renewable Energy LLC are committed to maximizing renewable energy opportunities on each structure depicted in the Master Plan for DoNo, and rooftops will all be designed to maximize the potential for PV solar, and to minimize the use of fossil fuels within the entire development envelope.

LeylandAlliance LLC, a member of DoNo, also has a strong commitment to green building and sustainability. Recently, LeylandAlliance has developed and implemented a set of Sustainability Guidelines at Storrs Center, resulting in cuts of nearly 50% in water usage from expected levels. The Storrs Center Sustainability Guidelines were established with the assistance of Steven Winter, former Chairman of the U.S. Green Building Council.

More than simply scoring to a LEED silver standard, or fully committing to PV solar and renewable energy, DoNo will maintain a holistic commitment to efficient, sustainable construction; energy efficiency; and creating a neighborhood in which walking to destinations, whether to work or play, becomes a way to live.



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## 5. Scope of Work

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## SCOPE OF WORK

DoNo Hartford LLC (hereinafter the “RECM”) will provide Real Estate Development and Construction Management services to the City of Hartford (hereinafter the “City”), for the planning and development of a new mixed-use neighborhood centered around the construction of a minor league baseball facility. The new DoNo (hereinafter “MXD”) will include retail, office, and residential uses, all strategically planned to create a vibrant neighborhood that links the North End of Hartford with the Central Business District and offers residents and visitors a destination in which to live, work and play amongst unique public spaces and entertainment venues. This effort will be executed in accordance with the following Scope of Work:

### I. Scope of Work:

- A. **Master Lease Execution** – The RECM will negotiate a 25-year lease with the City for the minor league baseball facility (hereinafter the “Stadium”), with rent commencing on the date that the Stadium is delivered. The lease will have options to renew as described in more detail in our Development Proposal. Rent will be calculated as set forth in our Development Proposal. The lease will address items such as escalation, property management, short term re-investment, and long term re-investment. This lease will be executed no later than December 1, 2014.
- B. **Due Diligence** – The RECM will perform all required due diligence on the parcels in question, including but not limited to matters pertaining to utilities, surveys, zoning, grades, hazardous materials, traffic and transportation, title, and market conditions.
- C. **Master Plan/Implementation Strategy** –The RECM will enhance the proposed Master Plan for the site and the environs, and take into account the following:
  - 1. **Stadium Placement and Design**
  - 2. **Stadium Linkage to the CBD and the North End of Hartford**
  - 3. **Related MXD of Neighboring Properties with a Grocery Store**
  - 4. **Municipal Offices**
  - 5. **The Placement of Hooker Brewery**
  - 6. **Public Space**
  - 7. **Parking**
  - 8. **Implementation Strategy with Phased Development**

This work will include organizing working sessions with the City and community groups, and preparing and presenting a draft Master Plan for review and comment. This work is further described in Section 3.

- D. **Budget Management/Cost Analysis** – The RECM will perform budget analyses of all aspects of the project, throughout the planning, design, and construction phases. The RECM will work with the City to continuously reduce costs, and will attain real-time

construction cost data in an on-going basis. From the point of lease execution, the RECM will submit monthly budget/scope tracking reports for City review.

- E. Finance Plan** – The RECM will present a comprehensive finance plan that defines the methods by which the Stadium will be developed, including an identification of the following:
- 1. Equity**
  - 2. Senior Debt**
  - 3. Infrastructure Improvement District (“IID”)**

This section is further described in Section 9.

- F. Job Training/Employment and Contracting Diversity Plan** – The City has specific targets and goals related to local employment, job training, and affirmative action. These are further described in Section 10. The RECM will submit a detailed plan that articulates its commitment to this plan and outlines a strategy to meet the minimum standards prescribed therein.

- G. Architecture/Engineering** – The RECM will engage the Stadium Architect and all required engineering, planning, and design professionals for the following:

**1. Stadium** – The RECM will retain the City’s Stadium Architect, and will complete the preparation of design development and construction documents. This will also include all required engineering, traffic/transportation, planning and environmental services related to the proposed construction of a new Stadium consistent with the lease document.

**2. MXD** – The RECM will retain a planning and design team to prepare schematic, design development and construction documents for the MXD surrounding the Stadium. This work will also include all required engineering, traffic/transportation, planning and environmental services related to the proposed construction of the MXD. This work will specifically include the construction of market rate residential housing and storefront retail with a grocery store centrally located within the MXD. Two letters of interest from grocery store companies are incorporated within Section 13.

**3. Municipal Office Construction** – The RECM proposes the construction of municipal offices with required parking on Parcel F, bounded by Trumbull, Main and Morgan Streets. The City has the option of partially or wholly locating municipal offices at this location and can elect to execute a long-term lease based on an overall maximum development budget. This is further described in Section 2.

**4. Public Space** – The RECM proposes the construction of public space that enhances the neighborhood, and creates a connection between the proposed Stadium

and the MXD, with a goal of bringing residents and visitors closer to the Stadium experience.

**5. Parking** - The RECM proposes a mix of strategically located parking structures and surface parking facilities to service residents, patrons, and tourists.

**H. Public Relations/Branding Strategy** – The RECM will develop a public relations and branding strategy that will include retaining consulting firms that will provide counsel, assist in the preparation of press releases, and work with the public-private team on the branding of this vibrant new neighborhood in Hartford. The RECM will also engage government relations firm(s) as needed to assist with communications. The RECM will additionally perform community outreach in coordination with the City, and will organize public meetings/hearings that may be required to obtain local support and approvals.

**I. Entitlement Process** – The RECM will manage the local, state and federal permitting process for both the Stadium and the related MXD surrounding the Stadium. The RECM will include the following in this effort:

- 1. Local Planning and Zoning**
- 2. Utility Coordination/Permits**
- 3. Storm Water Permits**
- 4. Local/State Traffic Permits**
- 5. Environmental Permits**
- 6. Building Permits**

**J. General Construction** – The RECM will construct the Stadium in accordance with the agreed schedule. The Stadium will be completed no later than April 1, 2016, and the related MXD and optional office development will follow, on a schedule that will be dependent on demand and market conditions. Once designed and priced, the RECM will build the Stadium based on a guaranteed maximum price (“GMAX”) that will be used to set the annual rent payment by the City. The balance of the construction will be pre-defined based on market conditions. This work will include at least the following:

- 1. Existing Building Demolition/Site Preparation**
- 2. Stadium Construction**
- 3. MXD Construction (as the market allows)**
- 4. Municipal Office Construction (Optional)**
- 5. Renewable Energy Component (PV Solar) Installation**
- 6. Public Spaces/Park Construction**
- 7. Public Parking Structures/Surface Parking Facilities**

**K. Project Reporting** – The RECM will prepare monthly progress reports that include the following:

- 1. Project Report Narrative**

- 2. Schedule Tracking, Actual verses Projected**
- 3. Budget Tracking, Actual versus Projected**
- 4. Summary of Action Items and Follow-up**
- 5. Project Pictures, Related Exhibits**

This Scope of Work serves as a road map for the City to understand the direction and action plan associated with the development of the overall Master Plan of Development, centered around the construction of the Stadium and MXD. This Scope of Work is further supplemented by the specific Development Proposal outlined in Section 7, and dovetails with the proposed Schedule provided in Section 6.

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## 6. Schedule

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## 7. Development Proposal

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## **DEVELOPMENT PROPOSAL**

DoNo Hartford LLC (hereinafter “DoNo”) respectfully submits the following Development Proposal in response to the City of Hartford’s RFP for a Public/Private Partnership in Downtown North (the “RFP”). The Development Proposal set forth below has been created with the underlying assumption that DoNo, its affiliates and or its assigns, shall acquire title and be the Owner and Landlord with regard to those certain properties known herein as Parcels A, B, C, D, E & F all in Hartford, Connecticut and currently owned by the City of Hartford (hereinafter “The City”).

As two (2) different developments are being proposed, the Development Proposal has been divided into two (2) sections to comport to the development of the Ballpark (as such term is defined below) on Parcel A and mixed-use development on Parcel’s B, C, D, E & F.

## PARCEL A - BALLPARK

The following are the terms upon which DoNo proposes to develop, build and lease to The City, a Ballpark and Parking in the Downtown North section of the City of Hartford. The Ballpark will be developed and built upon Parcel A.

1. **Property:** That certain parcel of property located between Pleasant, Main, Windsor and Trumbull Streets referred to in this response to RFP as Parcel A ("Parcel A").
2. **Purchase Price:** DoNo shall acquire Parcel A from The City for One and 00/100 Dollars (\$1.00).
3. **Ownership/Title:** Parcel A is to be conveyed to DoNo, or to such affiliate and/or assign as DoNo designates, by a good and sufficient Warranty Deed (with warranty covenants) in form and substance acceptable to DoNo (the "Deed"), and said Deed shall convey a good and clear record, marketable fee simple title thereto, insurable by a recognized national title insurance company acceptable to DoNo.
4. **Environmental:** Parcel A shall be delivered to DoNo free and clear of any and all environmental conditions that would require remediation or ongoing monitoring, including compliance with any and all State of Connecticut DEEP regulations. To the extent that Parcel A is not delivered to DoNo at the time of transfer of title free and clear of any and all environmental conditions or monitoring, the cost of the same shall be incorporated into the budget for the Ballpark and be factored into the Rent (as such term is defined below) that shall be payable by The City.
5. **Ballpark & Parking:** In accordance with the Lease (as such term is defined below), DoNo shall design, build and deliver to The City by the Delivery Date (as such term is defined below), a minor league baseball facility (the "Ballpark"). Also in accordance with said Lease, DoNo shall deliver 200 parking spots to The City in conjunction with the delivery of the Ballpark (the "Parking").
6. **Planning/Design:** It is understood that DoNo and its consultants will collaborate with The City to design and build the Ballpark and Parking. As the timeline for delivery of the Ballpark and Parking is limited, planning and design efforts may need to be initiated immediately upon The City's decision pursuant to the RFP. DoNo will begin such efforts, if selected, prior to the transfer of title with regard to Parcel A and prior to the execution of the Lease with The City for the Ballpark and Parking; however, DoNo shall require that The City fully indemnify DoNo for any and all actual costs incurred by DoNo should The City not transfer title to Parcel A and not enter into the Lease by December 1, 2014.

7. **Entitlements:** It is understood that DoNo, in collaboration with the City, shall seek and endeavor to obtain all necessary entitlements for the design and construction of the Ballpark and Parking. As the timeline for delivery of the Ballpark and Parking is limited, entitlements efforts will need to be initiated immediately upon The City's decision pursuant to the RFP. DoNo will begin such efforts, if selected, prior to the transfer of title with regard to Parcel A and prior to the execution of the Lease with The City for the Ballpark and Parking; however, DoNo shall require that The City fully indemnify DoNo for any and all actual costs incurred by DoNo should The City (a) not transfer title to Parcel A and not enter into the Lease by December 1, 2014, or (b) should DoNo not receive all necessary entitlements for the development of Parcel A for the Ballpark.
8. **Lease:** DoNo and The City shall enter into a fully triple net lease (the "Lease") for the Ballpark and Parking. The City shall be responsible for all property taxes, insurance, utilities, maintenance, repair and replacement, including roof, mechanical and structural items. The Lease shall be backed by the full faith and credit of the City of Hartford and may not be conditioned or qualified based upon City appropriations.
9. **Possession:** DoNo shall deliver possession of the Ballpark and Parking to The City on or before April 1, 2016 (the "Delivery Date").
10. **Lease Term:** The initial term of the Lease shall be for a period of twenty five (25) years ("Initial Term").
11. **Rent Commencement:** Rent shall commence upon the Delivery Date.
12. **Rent:** Rent for the Initial Term shall be calculated by multiplying all costs associated with the development and construction of the Ballpark and Parking by a capitalization rate of eight percent (8%). By way of example, if all of the costs associated with the Ballpark amounted to \$40,000,000, Rent for the Initial Term would be calculated as follows ( $\$40,000,000 \times .08 = \$3,200,000$ ).
- Furthermore, after every five (5) years of the Initial Term, Rent shall increase by one hundred and five percent (105%) of the annual rent due DoNo for the period immediately preceding such five (5) year period. By way of example, if Rent for the Initial Term were \$3,200,000, Rent during the first extension would be calculated as follows ( $\$3,200,000 \times 1.05 = \$3,360,000$ ).
13. **Extension Options:** The City shall be provided with three (3) options to extend the term of the Lease. Each option shall be for a period of five (5) years. Rent during each option period shall be equal to one hundred and five percent (105%) of the annual rent due DoNo for the period immediately

preceding the option period. Extension periods must be opted into upon twelve (12) months prior written notice.

14. **Property Taxes:**

Property Taxes shall be assessed and fixed at a rate of five percent (5%) of gross revenues in perpetuity. To the extent that Parcel G (discussed in the Contiguous Property Section herein) is developed in conjunction with the Ballpark and/or Ballpark Parking, it shall be taxed according to this Section.

## **PARCELS B, C, D, E & F – MIXED-USE DEVELOPMENT**

The following are the terms upon which DoNo proposes to acquire from The City certain parcels of land for mixed-use development in the Downtown North section of the City of Hartford. The mixed-use development will occur upon Parcels B, C, D, E & F. As will be set forth in more detail below, the Development Proposal provides for the ability to design, build and lease to The City a Municipal Office Building (the “MOB”) and MOB Parking (as such term is defined below) on Parcel F.

1. **Property:** Those certain parcels of property located in the Downtown North Section of the City of Hartford referred to in this response to RFP as Parcel B, Parcel C, Parcel D, Parcel E, and Parcel F (hereinafter referred to collectively as the “Parcels”).
2. **Purchase Price:** DoNo shall acquire each of Parcel B, Parcel C, Parcel D, Parcel E, and Parcel F from The City for One and 00/100 Dollars (\$1.00).
3. **Ownership/Title:** The Parcels are to be conveyed to DoNo, or to such affiliate and/or assign as DoNo designates, by good and sufficient Warranty Deeds (with warranty covenants) in form and substance acceptable to DoNo (the “Deeds”), and said Deeds shall convey a good and clear record, marketable fee simple title thereto, insurable by a recognized national title insurance company acceptable to DoNo.
4. **Environmental:** The Parcels shall be delivered to DoNo free and clear of any and all environmental conditions that would require remediation or ongoing monitoring, including compliance with any and all State of Connecticut DEEP regulations. To the extent that any of Parcel B, Parcel C, Parcel D, Parcel E and/or Parcel F are not delivered to DoNo at the time of transfer of title free and clear of any and all environmental conditions or monitoring, the cost of the same shall be borne by The City.
5. **Infrastructure Improvement**  
**District:** To develop the Parcels as proposed in the Master Plan of Development, DoNo shall require the legislation by the State of Connecticut of an Infrastructure Improvement District (“IID”) that encompasses and is defined as the Parcels. DoNo will be responsible for coordinating and ultimately implementing the IID; however, DoNo will look to The City for support in this endeavor.
6. **Municipal Office Building:** As displayed on the Master Plan of Development, DoNo is willing to collaborate with The City to develop, build and lease back to The City an MOB along with on-site parking (the “MOB Parking”) on Parcel F. The proposed MOB is approximately 210,000 SF and the proposed MOB Parking is approximately 420 spots. The terms of this development and the lease with The City are subject to discussion and negotiation.
7. **Entitlements:** Following successful legislation of the IID and transfer of title to the Parcels from The City to DoNo, DoNo shall endeavor to obtain all

necessary entitlements for a mix of retail, office and residential uses that are substantially in conformity with the Master Plan of Development that is part and parcel of DoNo's response to the RFP, as the same may be amended from time to time, with the approval of The City.

**8. Property Taxes:**

Property Taxes shall be assessed and fixed at a rate of five percent (5%) of gross revenues across all commercial and residential uses in perpetuity. To the extent that Parcel G (discussed in the Contiguous Property Section herein) is developed it shall be taxed according to this Section.

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## 8. Examples of Similar Scale / Scope of Design + Constructed Projects

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**STORRS**  
RETHINK MAIN STREET  
**CENTER**

Located just steps from the University of Connecticut, Storrs Center is Mansfield's new downtown – a town center where an eclectic mix of restaurants, shops, offices, homes, walkways, and green spaces create a connected, thriving community for everyone. Storrs Center has been planned and developed with the Mansfield Downtown Partnership, Inc., the Town of Mansfield, the University of Connecticut, community leaders, LeylandAlliance LLC, and residential development partner EdR.  
[www.storrscenter.com](http://www.storrscenter.com)

## EIGHT ROYCE CIRCLE, STORRS, CT



Anticipated completion: Summer 2014  
Approximately 16,000 s.f. commercial  
92 Residential apartments

Building tenants:  
Bruegger's Bagels  
CVS Pharmacy  
Jamba Juice  
The Oaks on the Square Luxury Apartments

*References available upon request*



Contact: Howard Kaufman, Managing Member, LeylandAlliance LLC  
845.351.5900 ext 224 | [hkaufman@leylandalliance.com](mailto:hkaufman@leylandalliance.com) | [www.leylandalliance.com](http://www.leylandalliance.com)



**STORRS**  
RETHINK MAIN STREET  
**CENTER**

Located just steps from the University of Connecticut, Storrs Center is Mansfield's new downtown – a town center where an eclectic mix of restaurants, shops, offices, homes, walkways, and green spaces create a connected, thriving community for everyone. Storrs Center has been planned and developed with the Mansfield Downtown Partnership, Inc., the Town of Mansfield, the University of Connecticut, community leaders, LeylandAlliance LLC, and residential development partner EdR.  
[www.storrscenter.com](http://www.storrscenter.com)

## NINE & ELEVEN DOG LANE, STORRS, CT



Construction completed: Summer 2012  
Approximately 14,500 s.f. commercial  
75 Residential apartments

- Building tenants:
- Bank of America
  - The Flower Pot
  - Friendly Fire Game Center
  - Geno's Grille
  - Head Husky Barber Shop
  - Horizon Travel
  - Husky Pizza
  - The Oaks on the Square
  - Pandora's Playground
  - Select Physical Therapy
  - Storrs Automotive
  - Storrs Center Alliance
  - Sweet Emotions Candy



*References available upon request*



Contact: Howard Kaufman, Managing Member, LeylandAlliance LLC  
845.351.5900 ext 224 | [hkaufman@leylandalliance.com](mailto:hkaufman@leylandalliance.com) | [www.leylandalliance.com](http://www.leylandalliance.com)



**STORRS**  
RETHINK MAIN STREET  
**CENTER**

Located just steps from the University of Connecticut, Storrs Center is Mansfield's new downtown – a town center where an eclectic mix of restaurants, shops, offices, homes, walkways, and green spaces create a connected, thriving community for everyone. Storrs Center has been planned and developed with the Mansfield Downtown Partnership, Inc., the Town of Mansfield, the University of Connecticut, community leaders, LeylandAlliance LLC, and residential development partner EdR.  
[www.storrscenter.com](http://www.storrscenter.com)

## ONE DOG LANE, STORRS, CT



Construction completed: Summer 2012  
Approximately 13,500 s.f. commercial  
52 Residential apartments

Building tenants:  
7-Eleven  
Dog Lane Café  
Froyoworld  
Insomnia Cookies  
Moe's Southwest Grill  
Mooyah Burgers & Fries  
The Oaks on the Square Luxury Apartments  
Subway

*References available upon request*



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[www.storrscenter.com](http://www.storrscenter.com)

## ONE ROYCE CIRCLE, STORRS, CT



Construction completed: Summer 2013  
Approximately 42,000 s.f. commercial  
195 Residential apartments  
Parking Garage  
Nash-Zimmer Transportation Center

Building tenants:  
Ballard Institute & Museum of Puppetry  
GBS Threading & SPA  
Haru Aki Café  
Le Petit Marché Café  
Storrs Wine & Spirits  
ThinkitDrinkit  
The Oaks on the Square Luxury Apartments  
oneTribe  
UConn Co-op Bookstore  
UConn Dental  
UConn Health Center  
UConn Urgent Care  
Webster Bank

*References available upon request*



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[www.storrscenter.com](http://www.storrscenter.com)

## 1220 STORRS ROAD, STORRS, CT



Construction completed: Spring 2014  
31,500 s.f. Price Chopper grocery store

*References available upon request*



Contact: Howard Kaufman, Managing Member, LeylandAlliance LLC  
845.351.5900 ext 224 | [hkaufman@leylandalliance.com](mailto:hkaufman@leylandalliance.com) | [www.leylandalliance.com](http://www.leylandalliance.com)



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[www.storrscenter.com](http://www.storrscenter.com)

## WILBUR CROSS WAY, STORRS, CT



Anticipated completion: Summer 2015  
Approximately 34,000 s.f. commercial  
Approximately 200 residential apartments

Building tenants secured to date:  
Educational Playcare  
The Oaks on the Square Luxury Apartments

*References available upon request*



Contact: Howard Kaufman, Managing Member, LeylandAlliance LLC  
845.351.5900 ext 224 | [hkaufman@leylandalliance.com](mailto:hkaufman@leylandalliance.com) | [www.leylandalliance.com](http://www.leylandalliance.com)

# Hammond's Ferry

NORTH AUGUSTA'S RIVERFRONT

[www.hammondsferry.com](http://www.hammondsferry.com)

Hammond's Ferry is a new mixed-use neighborhood that joins the charming City of North Augusta, South Carolina, to the timeless beauty of the Savannah River, fulfilling a vision first conceived in 1891 by city founder James U. Jackson. LeylandAlliance is proud to be partnering with the leadership of North Augusta in this public-private alliance.

The 700-unit mixed-use neighborhood combines a beautifully crafted traditional neighborhood with a vibrant town center, including a future minor league baseball stadium for the Augusta GreenJackets, to create one of South Carolina's most compelling new communities.

## HAMMOND'S FERRY, NORTH AUGUSTA, SC



Anticipated completion: 2016  
 Approximately 100,000 s.f. commercial  
 Approximately 700 residences  
 Minor League Baseball Stadium

Commercial tenants:  
 Brick Pond Market  
 Edge Salon & Formals  
 Faith Magazine  
 Manuel's Bread Café  
 NewFire Media  
 Taste

*References available upon request*



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 845.351.5900 ext 224 | [hkaufman@leylandalliance.com](mailto:hkaufman@leylandalliance.com) | [www.leylandalliance.com](http://www.leylandalliance.com)

# College & Crown: A Centerplace

## Completion Date

2015 Expected Delivery

## Location

New Haven, CT

## Project Type

Mixed-Use Retail, Parking  
and Residential Project

## Project Size

240,000 square feet

dream  
plan  
create



College & Crown in New Haven, Connecticut will be one of the premier residential developments in downtown New Haven, located at the nexus of the area's primary business district, Yale University, and New Haven's major retail corridor. The project's location and amenities will make it New Haven's newest desirable luxury apartment development. College & Crown will include 160 luxury apartment ranging from studios to two-bedroom units in approximately 126,275 rentable square feet. All units will have top-of-the-line finishes, including nine-foot ceilings, granite countertops, stainless steel appliances, custom cabinetry, hardwood floors in the living areas, and upgraded bathrooms.

Residents will be able to enjoy a range of on-site amenities, including a fitness center, two roof-top courtyards, attended front desk with concierge services, a clubhouse, on-site storage, bike storage, parking, and a hotel-quality lobby. In addition to the residential units, College & Crown will also include approximately 20,000 square feet of retail space on the ground floor. The retail will include white-table-cloth restaurants, fashion boutiques, and neighborhood uses. College & Crown will include an at-grade and below-grade parking garage consisting of 160 stalls. College & Crown is under construction at this time with ground breaking having occurred in December of 2013 and scheduled delivery in August of 2015.



BREAKING NEW GROUND

10 Main Street, Suite D | Middletown, CT 06457

PHONE (860) 398-5390 | FAX (860) 398-5423

[www.centerplan.com](http://www.centerplan.com)

*"This is a tremendous opportunity to create a landmark quality building in downtown New Haven. New Haven is eager for first-class, luxury residences. We are all looking forward to bringing our collective vision closer to reality."*

Robert Landino, CEO

# Route 34 West

## Location

New Haven, CT

## Project Type

Mixed-Use, Retail,  
Restaurant, Parking and  
Medical Project

## Project Size

Approx. 150,000  
square feet



Centerplan Development Company LLC is developing the Route 34 West project in downtown New Haven, Connecticut located between Martin Luther King Jr Boulevard and Legion Avenue will be the new home of Continuum of Care mental health facility. The project will also feature a pharmacy, a restaurant, medical office space and retail shops, as well as a parking garage. This \$50-million dollar project will assist in the revitalization efforts in downtown New Haven, securing 300 permanent jobs in the city.

The new buildings will sit on a previously-undeveloped 5.5 acres of land. The 150,000 square-foot, multi-phase project will be built to LEED Silver equivalent standards with many green design features, including photo-voltaic solar panel installations on unoccupied rooftops, the incorporation of living wall elements, and the use of native flora for landscaping. Centerplan Construction will create a pedestrian-friendly environment with new sidewalks and bike racks. The proposed site drainage design will utilize infiltration practices to the maximum extent practical. The site will also incorporate a new storm water connivance system with catch basins and sumps to help collect sediment and trash, underground detention and recharge areas, a rain garden within the retail parking lot, and water quality structures at the discharge points

dream  
plan  
create



B R E A K I N G   N E W   G R O U N D

10 Main Street, Suite D | Middletown, CT 06457

PHONE (860) 398-5390 | FAX (860) 398-5423

[www.centerplan.com](http://www.centerplan.com)

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## 9. Preliminary Finance Statement

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## Preliminary Finance Statement

The proposed Master-Plan of Development of the Downtown area (the “Master-Plan”) will be capitalized using a variety of capital sources including private equity capital, senior debt, bond proceeds from the creation of an Infrastructure Improvement District (hereinafter “IID”), and a previously committed infrastructure investment from the City of Hartford. Beyond this infrastructure investment from the City of Hartford, no further public assistance (State or Municipal), grants, or subsidies will be relied upon to capitalize the upfront costs of the project. The balance of the development will be 100% privately financed and will be owned 100% by DoNo Hartford LLC (hereinafter the “RECM”), its affiliates and/or assigns. A detailed schedule of sources and uses of funds for the entire Master-Plan is included in the table below.

The members of the RECM, including Centerplan Development Company LLC and LeylandAlliance LLC, each have a strong track-record of financing large-scale projects and deep relationships with numerous local, regional, and national lending institutions including but not limited to: People’s United Bank, Liberty Bank, First Niagara Bank, Bank of America, PNC Bank, Wells Fargo, Washington Trust Company, and others. The RECM intends to approach these and others among our strategic banking partners to secure project construction and permanent financing for all aspects of the development of the Master-Plan.

To finance the construction of the baseball stadium, the RECM has included CTL Capital LLC (hereinafter “CTL”) as a part of its team for the specific purpose of providing the construction and permanent financing required to capitalize the stadium. CTL is the market leader in Structured Lease Finance and has completed over \$14 billion in net lease financings with over \$6 billion of direct loans. CTL has executed financings which have been secured by leases covering nearly 40 million square feet across over 30 states and throughout 6 countries. CTL has committed to provide construction and permanent financing in an amount up to \$50M to execute the development of the stadium and a term sheet evidencing the same has been included below.

The RECM’s approach to securing the equity capital required to finance the project will be similar to the approach used to capitalize its other projects. The members of RECM have a number of well-capitalized and reliable strategic equity partners that provide equity to our development partnerships. Our approach to capitalizing this project will be to combine personal (Centerplan Development and LeylandAlliance) capital with capital provided by these strategic equity partners to fund the project equity requirements.

As part of the execution of this project, a substantial infrastructure investment will be required to complete required roadway, utility, and other public improvements required to implement the Master-Plan. The RECM proposes a two-pronged approach to the financing of these needed infrastructure improvements. The first component is to apply \$8M of investment which we understand the City of Hartford has committed to provide to fund offsite and roadway improvements related to the completion of the Master-Plan. The second component is to create an IID, which will raise capital through a bond issue supported by a municipal tax sharing agreement to be executed with the City of Hartford.

It is anticipated that in excess of \$10M can be raised through the creation of an IID which will include the entire DoNo Master-Plan area. These funds would be applied exclusively towards the funding of infrastructure and stadium related improvements and are critical to the financial viability of the Master-Plan. Although we anticipate that the IID financing will take 12 to 18 months to implement, our development can accommodate such a schedule. In order to help facilitate the successful implementation of an IID, the RECM has retained Pullman & Comley as lead counsel responsible for all aspects of IID

execution. Pullman & Comley has recently successfully created an IID and executed a bond issue for over \$100M in Stamford to support the Harbor Point mixed-use development. They are also currently finalizing the creation of the IID for the Great Pond project in Windsor, CT. A letter from Pullman & Comley which further describes IID's is included below.

## SOURCES & USES

### PROPOSED MINOR LEAGUE BASEBALL STADIUM & SURROUNDING MIXED-USE NEIGHBORHOOD

Hartford CT -- DONO Ballpark Mixed-Use

August 1, 2014

<b>DEVELOPMENT PROGRAM</b>	<b>Parcel A Ballpark</b>	<b>Parcel B,C,D Residential</b>	<b>Parcel E Mixed-Use</b>	<b>Parcel F HMOB</b>	<b>Parcel G Mixed-Use</b>	<b>Public Infrastructure</b>	<b>Total</b>
# of Residential Units		208	237		228		673
Retail GSF		8,000	63,400	24,000	46,000		141,400
Office GSF				216,000			216,000
# of Parking Spaces		80	375	420	530		1,405
<b>Total Project GSF:</b>		<b>256,000</b>	<b>487,900</b>	<b>395,400</b>	<b>395,400</b>		<b>1,534,700</b>

### DEVELOPMENT BUDGET

	<b>Parcel A Ballpark</b>	<b>Parcel B,C,D Residential</b>	<b>Parcel E Mixed-Use</b>	<b>Parcel F HMOB</b>	<b>Parcel G Mixed-Use</b>	<b>Public Infrastructure</b>	<b>Total</b>
<b>Land Costs:</b>							
Total Land Costs	\$1	\$3	\$1	\$1	\$525,000	\$0	\$525,006
<b>Hard Costs:</b>							
Total Hard Costs	\$41,250,000	\$35,120,000	\$60,566,000	\$100,640,000	\$55,300,000	\$15,993,506	\$308,869,506
<b>Soft Costs:</b>							
Total Soft Costs	\$5,880,000	\$8,505,000	\$8,505,000	\$9,905,280	\$5,197,500	\$2,193,750	\$40,186,530
Soft Cost Percent (%)	12.5%	19.5%	12.3%	9.0%	8.5%	12.1%	11.5%
<b>Total Development Budget</b>	<b>\$47,130,001</b>	<b>\$43,625,003</b>	<b>\$69,071,001</b>	<b>\$110,545,281</b>	<b>\$61,022,500</b>	<b>\$18,187,256</b>	<b>\$349,581,043</b>

### SOURCES & USES OF FUNDS

#### Uses of Funds:

Total Uses of Funds	\$47,130,001	\$43,625,003	\$69,071,001	\$110,545,281	\$61,022,500	\$18,187,256	\$349,581,043
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#### Sources of Funds:

Equity Capital	\$7,069,500	\$10,906,251	\$17,267,750	\$27,636,320	\$15,255,625	\$0	\$78,135,446
Senior Debt @ 75% LTC	\$0	\$32,718,752	\$51,803,251	\$82,908,961	\$45,766,875	\$0	\$213,197,839
CTL Stadium Senior Debt @ 85% LTC	\$40,060,501	\$0	\$0	\$0	\$0	\$0	\$40,060,501
IID Bond Proceeds (Net)	\$0	\$0	\$0	\$0	\$0	\$10,187,256	\$10,187,256
City of Hartford Infrastructure Contribution	\$0	\$0	\$0	\$0	\$0	\$8,000,000	\$8,000,000
<b>Total Sources of Funds</b>	<b>\$47,130,001</b>	<b>\$43,625,003</b>	<b>\$69,071,001</b>	<b>\$110,545,281</b>	<b>\$61,022,500</b>	<b>\$18,187,256</b>	<b>\$349,581,043</b>

CTL CAPITAL<sup>®</sup> LLC  
CTL SECURITIES, LLC

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July 30, 2014

Yves-Georges A. Joseph  
Vice President, Development  
DoNo Hartford LLC  
10 Main Street, Suite B  
Middletown, CT 06457

**Re: Construction and Long-Term Financing for  
Hartford Ballpark Stadium and Parking Facility  
Leased to the City of Hartford, CT**

Mr. Joseph:

CTL Capital, LLC ("CTL") is pleased to express its interest in providing financing to DoNo Hartford LLC (together with its successors and assign, the "Lessor") for the development of a baseball stadium and parking facility in Hartford CT (the "Project"). Based on our preliminary evaluation of the project and the current interest rate environment, we estimate financing proceeds to be in the approximate amount of \$50,000,000. The financing proceeds shall be in the form of a securitized loan (the "Loan") for the to-be-built facility to be leased to the City of Hartford, CT. The Loan will provide construction and long term financing for the Project at a fixed interest rate estimated to be [REDACTED] subject to: (1) the final award and execution of the lease to Lessor; (2) satisfactory loan documentation and due diligence.

The first mortgage financing will be a fixed rate financing of the City of Hartford lease (the "Lease") and rent and, based upon the owner's equity contribution, the proposed rent and interest rate, will be in an amount sufficient to: (1) construct the intended improvements upon the subject site and prepare the space; (2) fund up-front financing costs and closing related expenses. The actual proceeds will be subject to the interest rate market at the time the Lease is awarded. The financing term sheet further describing the financing is attached hereto as Exhibit A.

CTL is actively involved in providing funds for the construction and development of commercial, retail and government properties - representing both the U.S. Government and private sector developers. Over the past 36 months, CTL has provided financing on over \$1.5 Billion of projects, approximately \$1.2 Billion of which have been projects leased to public entities.

Best regards,



Anthony Bax  
Senior Director  
CTL Capital LLC

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500 Fifth Avenue  
48<sup>th</sup> Floor  
New York, NY 10110

Tel: (212) 792-7863  
Fax: (212) 792-7865  
[www.ctlcapital.com](http://www.ctlcapital.com)

**EXHIBIT A**

**Preliminary Financing Term Sheet for  
City Of Hartford, CT  
Ballpark Stadium and Parking Facility**

- Issue:** Financing evidencing proportionate interest in Lease Payments to be made by the City of Hartford during the 25 year term of the lease.
- Lessor:** DoNo Hartford LLC, a newly formed bankruptcy remote entity affiliated with Centerplan Development Company LLC and its successors and assigns.
- Lessee:** The City of Hartford, CT
- Lender:** CTL Capital LLC (or its affiliates)
- Purpose:** Financing for the development of a new stadium complex having a 9,000 seating capacity and parking facility consisting of approximately 200 spaces.
- Loan Amount:** \$50,000,000 ±
- Loan Term:** Final maturity co-terminus with the 25-year firm term City of Hartford Lease.
- Amortization:** The scheduled amortization period is 25 years following the completion of construction. The loan shall fully amortize over the firm term of the lease.
- Payments:** Payments of interest only on amounts advanced during the construction period and payments of interest and principal payments upon the City Of Hartford's acceptance of the Project and the commencement of rent under the lease (expected project delivery is April 2016). Payments shall be due on the 15<sup>th</sup> business day of each month over the term of the loan.
- Interest Rate:** An estimated fixed interest rate of [REDACTED] based on the current treasury market, subject to change due to market conditions at the time post award when the interest rate is locked.
- Security:** The security interest for the financing shall include among other requirements:
- The first mortgage lien on the property;
  - A GMP construction contract;
  - A completion guarantee issued by an acceptable entity affiliated with the borrower;
  - An assignment of the construction contract;
  - Assignment of any funds on hand in the escrow accounts;
  - An assignment of claims on the lease and rental payments;
- Lease:** The lease between DoNo Hartford LLC and the City of Hartford shall be NNN with the city being responsible for all property taxes, insurance, utilities, maintenance, repair and replacement, including roof, mechanical and structural items.
-

- Prepayment:** The Loan shall be prepayable:
1. in whole, but not in part, at any time, with a make whole premium calculated on a yield equal to 50 basis points over the remaining average life UST; and
  2. in whole or in part, in the event of acceleration due to a casualty event as to which the Lease is terminated or a condemnation.
- Non-Recourse:** Except with respect to the construction and losses suffered by Lender as a result of standard "bad-boy" carve-outs, any claim based on or in respect of any liability of Borrower under the Loan Documents shall be enforced only against the Project, the Borrower's interest therein, and any other collateral given to secure the Loan, and not against any other assets, properties or funds of Borrower or any direct or indirect holder of any interest in the Borrower.
- Rating Agency:** T/B/D
- Issuance Costs:** Lender legal and related are estimated at \$100,000 -\$125,000
- Loan Fee:** 1% of the Loan Amount.
-

**PULLMAN  
& COMLEY<sub>LLC</sub>**  
ATTORNEYS

**MEMORANDUM**

TO: Yves-Georges A. Joseph II  
Vice President, Development  
Centerplan Development Company LLC

FROM: Michael J. Andreana 

DATE: July 25, 2014

FILE NO: 8.5

SUBJECT: Infrastructure Improvement Districts

As we discussed, below is our overview of infrastructure improvement districts, particularly how they can be used to help finance large development projects.

Infrastructure Improvement District Bonds.

Infrastructure Improvement Districts (“IIDs”) have been created in Connecticut to take advantage of new private development in the financing of public infrastructure improvements; IIDs enable the funding of local capital improvements within a municipality without the municipality having to issue its own debt. While other states have legislation which allow IIDs to be organized routinely, Connecticut has no general legislation which allows the formation of such districts. However, the law firm of Pullman & Comley, LLC has successfully introduced special legislation which has been adopted by the Connecticut General Assembly to allow the formation of IIDs in several municipalities in Connecticut.

In Connecticut, the special legislation authorizing the creation of an IID typically requires a petition of at least 15 voters submitted to the chief elected official of the municipality requesting the creation of the IID. The IID is created by an affirmative vote of the property owners and voters residing within the district boundaries. Once the IID is created, a 5 person board is established. Typically, the property owners of the IID elect 4 of the board members and the chief elected official of the municipality appoints the 5th board member. Once created, the IID acts as a mini-municipality with certain annual meeting and audit requirements.

As part of its legislatively authorized powers, the IID has the ability to issue long-term debt, in its own name, to fund the construction of public infrastructure improvements with the boundaries of the district. Under the special legislation, prior to issuing any debt, the IID must enter into an interlocal agreement with the municipality that provides, in part, for the sharing of an agreed-

upon percentage of the incremental real property taxes generated by private development within the boundaries of the district. The bonds issued by the IID are secured by the incremental tax payments to be received by the IID from the municipality and by a “benefit assessment” levied on the private property parcels within the boundaries of the district that are benefited by the financed public infrastructure improvements. The benefit assessments are very similar to sewer assessments in that it enables the IID to place a lien on the property securing the repayment of the assessment; and like sewer assessments, the lien will have a priority position over any mortgages on the property. As a result, if the development project is not built and the incremental taxes received by the IID are not sufficient to pay debt service, the property owners within the district will be liable on the benefit assessments for the repayment of the IID debt. If the assessment is not paid by the property owner, the IID has the ability to foreclose on the lien to recover the assessments owed. The benefit assessments become payable at the time the IID bonds are issued and continue to be payable until the development project is complete; any incremental taxes received by the IID in any year are credited against the benefit assessments on the private property due for that year.

Unlike a TIF financing authorized under Chapter 132 of the Connecticut General Statutes, the municipality is not liable on the IID bonds and bears no risk as to debt service on the bonds while the public improvements or development project is being constructed. The municipality’s only obligation is to pay the agreed upon incremental taxes to the IID when collected by the municipality.

This method of financing was used to finance over \$100 million of public infrastructure improvements at Harbor Point in Stamford. It will also be used to finance public infrastructure improvements at the Great Pond Project in Windsor and Steel Point in Bridgeport.

MJA:cs

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## 10. Job Training / Affirmative Action Statement

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## **JOB TRAINING/AFFIRMATIVE ACTION**

DoNo Hartford LLC (hereinafter “RECM”) is committed to job training and affirmative action. This section re-affirms that commitment and outlines the manner by which the RECM will exceed minimum goals and objectives set forth in the Hartford Affirmative Action Plan (the “HAAP”). The RECM firmly believes that one of its most critical responsibilities in developing urban spaces is to build an infrastructure during pre-construction and construction that fosters local participation, and encourages job training and affirmative action. With regard to this response to the RFP, the RECM proposes to exceed the guidelines set forth in the HAAP by proposing the following initiatives:

- (1) The designation of Freeman Companies as the Pre-Construction Program Manager**
- (2) The creation of a DoNo Apprenticeship Program**
- (3) Adherence to the HAAP**

- (1) **The designation of Freeman Companies as the Pre-Construction Program Manager** – The RECM is proud to elevate Hartford based Freeman Companies’ stature in this proposed development to Pre-Construction Program Manager. Freeman Companies, led by Rohan Freeman, PE, will not only provide services in land surveying, civil engineering, and environmental engineering, but will also direct all the work associated with local and State permitting, public meetings, and community outreach. As a certified Minority Owned Business (“MBE”) based in Downtown Hartford, the RECM and the City of Hartford will directly benefit from Freeman Companies professional and project management expertise, which will provide oversight to ensure that all facets of this plan are implemented.
- (2) **The Creation of a DoNo Apprenticeship Program** – the RECM proposes to create a formal internship program which proposes to create twenty (20) apprenticeships through the course of this development, set up in the following manner:
  - a. Parcel A/Stadium Construction – 4 Apprenticeships**
  - b. Parcel G Construction – 4 Apprenticeships**
  - c. Parcel E Construction – 4 Apprenticeships**
  - d. Parcel F Construction – 4 Apprenticeships**
  - e. Parcel B, C and D Construction – 4 Apprenticeships**

The RECM will designate an Apprenticeship Coordinator (the “AC”) that will create this program, establish a work plan which defines goals and objectives, and then solicit and hire candidates. Each candidate must be a Hartford resident and possess a high school diploma or GED certificate. Centerplan Construction Company LLC will hire these Apprentices for a 12 month period for 40 hours per week, with company benefits, for an hourly rate of \$15.00. Apprentices will undergo company orientation; obtain a 10 hour safety training certification from the Occupational Safety and Health Administration (OSHA-10), and will begin work in all active areas of construction, including but not limited to carpentry, site construction, masonry, mechanical,

electrical and plumbing. The primary goal is to give candidates exposure and basic training in several aspects of general construction, to improve their knowledge of the industry, make them marketable for future employment, and give them a chance to build interest in one trade or specialty.

Following the completion of each Apprenticeship, each candidate will be given a formal evaluation, and will be provided with a 30 day job placement resource that will give them guidance on resume and cover letter preparation, interviews and transition into the workplace.

**(3) Adherence to the HAAP** - In addition to the above, the RECM will adhere to the HAAP and comply with its conditions.

The RECM is committed to giving Hartford residents every opportunity for job training and employment. We fully understand that procurement of this RFP is a privilege, and to the extent possible, giving Hartford residents the benefits of job creation is as important as the successful completion of each building, and creating a diverse work environment benefits all involved.

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## 11. Qualifications / Demonstration of Experience

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B R E A K I N G   N E W   G R O U N D

Centerplan Development Company was founded in 2006 for the purpose of delivering services in real estate development, acquisition, and asset repositioning on commercial and residential properties. The firm is currently active in developing a variety of properties throughout greater New England. Centerplan has quickly gained a reputation as a leader in the integration of competent development services with expertise in the planning, design, permitting, financing and property management of new and rehabilitated, or repositioned, real estate. The result is a firm that maximizes value through a complete understanding of all aspects of planning, design, and construction, and their relationships with current market trends and economic conditions

The firm's CEO and founder, Robert A. Landino, P.E., has devoted his entire professional career to the planning, design, permitting and construction of all types of real estate development, through his leadership and management of one of the largest architectural and engineering (A/E) firms in the United States. Mr. Landino is joined by a team of professionals that combines knowledge of all aspects of economics, finance, and law. This team offers clients and tenants expertise in every aspect of deal planning and execution and takes a hands on approach to every client relationship. As a result, the firm continues to grow and break new ground.

### IN-HOUSE SPECIALTY

- Site selection and market analysis
- Financial modeling
- Permitting and community outreach
- Site planning and engineering
- Construction and build outs
- Retail and preferred developer relationships
- Decades of experience in retail, commercial, residential, and health care developments
- Physician recruitment and partnerships
- Property Management
- Operations Development



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### **Robert A. Landino, CEO**



Mr. Landino is the founder and CEO of Centerplan Companies. He has directed the development of more than one million square feet of real estate development, construction management and oversight including retail, industrial, residential and urban mixed-use projects.

Mr. Landino has focused his professional career on the planning, design, and construction of real estate development throughout the United States. Mr. Landino has worked directly on a variety of urban and mixed use developments, as well as residential communities, industrial complexes and hotels.

Prior to his involvement at Centerplan, Mr. Landino was the President and Chief Executive at BL Companies, an Engineering News Record (ENR) Top 500 Architect & Engineering firm with offices throughout the northeast and mid-Atlantic states. He co-founded the firm in 1987, when it began as a two-person consulting practice. BL Companies grew to employ more than 250 professionals and support staff located in seven offices. BL Companies has twice been named one of the nation's 500 fastest growing privately held firms by Inc. Magazine.

Mr. Landino also served three terms as a member of the Connecticut House of Representatives until his retirement in 2000. He represented the towns of Clinton, Essex, Old Saybrook, and Westbrook, and he served as House Chairman of the Banks Committee and Vice Chairman of the Planning and Development and Finance Committees. Mr. Landino received a B.S. in civil engineering in 1983, and is a licensed Professional Engineer in several states, including Connecticut.



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### **Jason S. Rudnick, President**



Jason S. Rudnick is the President of Centerplan Development Company LLC. Mr. Rudnick has more than 20-years' of experience in real estate development, finance and law. Mr. Rudnick takes a hands-on approach with each of Centerplan Development's projects from procurement to completion. Mr. Rudnick also manages Centerplan Development's business development and all legal aspects of the company.

Prior to joining Centerplan Development, Mr. Rudnick was engaged in the private practice of law at both a real estate boutique firm and the internationally known tax firm, Withers Bergman. While in private practice, Mr. Rudnick represented entrepreneurs, high-net worth families, foundations, partnerships, corporations, lending institutions, investment firms and municipalities with regard to complex commercial real estate transactions and high-end tax planning, both domestically and internationally. Mr. Rudnick's extensive background in structuring entities, tax and finance gives him a unique understanding of the commercial finance and real estate markets.

Mr. Rudnick received his B.A. in history from Johns Hopkins University in Baltimore, Maryland and his J.D. from the University of Connecticut School of Law in Hartford, Connecticut. Mr. Rudnick is licensed to practice law in Connecticut, New York and Massachusetts and is admitted to practice before the United States Tax Court. Mr. Rudnick holds his Real Estate Professional License in New Jersey. Mr. Rudnick resides in West Hartford, Connecticut with his wife and children.



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### **Yves-Georges A. Joseph II, Vice President**



Yves Joseph is Vice President of Development at Centerplan Development Company LLC. As Vice President of Development, Mr. Joseph is responsible for leading all aspects of the evaluation, procurement, financing, and execution of Real Estate Development projects. Mr. Joseph has an extensive background as a Real Estate Developer and Advisor and has touched development projects throughout the United States and across product types including hospitality, residential, retail, office, industrial, resort and mixed-use. Mr. Joseph leads the development and implementation of Centerplan's internal underwriting protocol for all projects pre-development and manages senior debt and equity financing relationships.

Prior to joining Centerplan, Mr. Joseph spent four years working with RCLCO's Development Services Group (DSG) in Washington D.C. In this capacity, Yves provided strategic market analysis, detailed financial feasibility, and project management services to a variety of clients across the United States and the Caribbean, including: Vail Resorts Development Company, MacFarlane Partners, Lowe Enterprises, The Rockefeller Group, CNL Financial Group Inc., and The District of Columbia. Mr. Joseph received his B.A. in Economics from Harvard College and his MBA from Columbia University's Graduate School of Business. He is a member of several professional organizations including the Urban Land Institute (ULI), African American Real Estate Professionals (AAREP), and International Council of Shopping Centers (ICSC). Mr. Joseph also serves on the board of directors for Rushford Center Inc and Jump for Haiti (J4H).



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# College & Crown: A Centerplace

## Completion Date

2015 Expected Delivery

## Location

New Haven, CT

## Project Type

Mixed-Use Retail, Parking  
and Residential Project

## Project Size

240,000 square feet

dream  
plan  
create



College & Crown in New Haven, Connecticut will be one of the premier residential developments in downtown New Haven, located at the nexus of the area's primary business district, Yale University, and New Haven's major retail corridor. The project's location and amenities will make it New Haven's newest desirable luxury apartment development. College & Crown will include 160 luxury apartment ranging from studios to two-bedroom units in approximately 126,275 rentable square feet. All units will have top-of-the-line finishes, including nine-foot ceilings, granite countertops, stainless steel appliances, custom cabinetry, hardwood floors in the living areas, and upgraded bathrooms.

Residents will be able to enjoy a range of on-site amenities, including a fitness center, two roof-top courtyards, attended front desk with concierge services, a clubhouse, on-site storage, bike storage, parking, and a hotel-quality lobby. In addition to the residential units, College & Crown will also include approximately 20,000 square feet of retail space on the ground floor. The retail will include white-table-cloth restaurants, fashion boutiques, and neighborhood uses. College & Crown will include an at-grade and below-grade parking garage consisting of 160 stalls. College & Crown is under construction at this time with ground breaking having occurred in December of 2013 and scheduled delivery in August of 2015.



BREAKING NEW GROUND

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[www.centerplan.com](http://www.centerplan.com)

*"This is a tremendous opportunity to create a landmark quality building in downtown New Haven. New Haven is eager for first-class, luxury residences. We are all looking forward to bringing our collective vision closer to reality."*

Robert Landino, CEO

# Route 34 West

## Location

New Haven, CT

## Project Type

Mixed-Use, Retail,  
Restaurant, Parking and  
Medical Project

## Project Size

Approx. 150,000  
square feet



Centerplan Development Company LLC is developing the Route 34 West project in downtown New Haven, Connecticut located between Martin Luther King Jr Boulevard and Legion Avenue will be the new home of Continuum of Care mental health facility. The project will also feature a pharmacy, a restaurant, medical office space and retail shops, as well as a parking garage. This \$50-million dollar project will assist in the revitalization efforts in downtown New Haven, securing 300 permanent jobs in the city.

The new buildings will sit on a previously-undeveloped 5.5 acres of land. The 150,000 square-foot, multi-phase project will be built to LEED Silver equivalent standards with many green design features, including photo-voltaic solar panel installations on unoccupied rooftops, the incorporation of living wall elements, and the use of native flora for landscaping. Centerplan Construction will create a pedestrian-friendly environment with new sidewalks and bike racks. The proposed site drainage design will utilize infiltration practices to the maximum extent practical. The site will also incorporate a new storm water connivance system with catch basins and sumps to help collect sediment and trash, underground detention and recharge areas, a rain garden within the retail parking lot, and water quality structures at the discharge points

dream  
plan  
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## Completion Date

February 2009

## Location

10 Main Street  
Middletown, CT

## Project Type

Urban-Mixed Use

## Project Size

30,000 square feet

## Project Profile

# Landmark Square



Landmark Square is Middletown's premier downtown office and retail space located in the historic section of Main Street. Centerplan Development Company LLC developed the site, where its offices are currently located. Rite Aid anchors the retail space on the first floor, with Mondo Pizza filling the remaining ground level space. Centerplan Development Company LLC, Centerplan Construction Company LLC and Greenskies Renewable Energy LLC occupy the Class A office space on the second floor. Landmark Square has 126 on-site parking spaces, with additional street parking on Union and Main Streets. Landmark Square is beautifully landscaped and provides visitors with easy access into an airy lobby from the front and the rear of the building. The masonry exterior is suited for the historic area where the building is located. Centerplan provides on-site property

dream  
plan  
create

- 11,000 ADT - cars per day on Main Street
- Easy access to Route 9
- Located next to the Inn at Middletown and the Northern Middlesex YMCA



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*"Not only is Centerplan the developer of this property but we have also moved our headquarters to the office space. Landmark Square offers plenty of parking for us and our guests and is conveniently located off Route 9. We're very excited to have a presence in Middletown."*

Mr. Robert Landino, CEO  
Centerplan Companies

## Completion Date

February 2009

## Location

Celebration Way  
New Britain, CT

## Project Type

Light Industrial

## Project Size

120,000 SF

dream  
plan  
create

## Project Profile

# Celebration Foods



Centerplan Development Company LLC spearheaded the development of Celebration Foods' North American headquarters and manufacturing facility located in New Britain, Connecticut. The project consisted of a 135,000 square foot building on Booth and Myrtle Streets, now called Celebration Way. The site includes administrative offices, food production space, and a deep-freeze storage unit. The facility allows the company to make its traditional cakes, as well as new gourmet desserts. The facility is the main distribution and storage center in the Northeast for Celebration Foods, the maker of Carvel ice cream cakes.

- An over 10 acre site that provides abundant parking for employees and visitors.
- A shipping and receiving area, accessible from Myrtle Street, provides safe and easy access to vehicles traveling to and from the facility as well as protects products from the elements when loading.



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www.centerplan.com

Centerplan and the city of New Britain worked with the state of Connecticut utilizing its clean-up program to remediate this brownfield site.

Mayor Timothy Stewart called it,

*"...a key component of the city's economic vision and revitalization."*

## Completion Date

December 2005

## Location

East Lyme, CT

## Project Type

Retail/Commercial

## Project Size

80,000 square feet

dream  
plan  
create

## Project Profile

# Stop & Shop Supermarket



Centerplan Development Company LLC managed the development of this Stop & Shop Supermarket that anchors a shopping center at the interchange of Interstate 95 and Flanders Road in East Lyme, Connecticut. In addition to the grocery store, the center includes 20,000 square feet of smaller shops, including Sleepy's, Quiznos, and Lawrence and Memorial Hospital. The total gross leasable area (GLA) of the development is 80,000 square feet. This development incorporates substantial landscaping, picket fencing, field stone walls, and other unique design elements.

**HOWARD KAUFMAN**  
Chief Executive Office



Howard Kaufman's role at LeylandAlliance is multi-faceted, focusing on the structuring of projects, as well as financial and legal matters. He has negotiated innovative public-private transactions for several of Leyland's projects. He has also led the successful effort to obtain federal and state grants, and to structure municipal financing for public infrastructure associated with Leyland's projects. Mr. Kaufman has been closely involved with all of the company's land use matters, which typically involve the establishment of innovative new zoning regimes. He also negotiates all debt and equity financing for the company and its projects.

**PRIOR EXPERIENCE**

- Before joining LeylandAlliance, Mr. Kaufman was chair of the Real Estate Practice Group in the New York City office of Hughes Hubbard & Reed LLP, the international law firm.
- Represented many institutions in their real estate lending activities, assisted domestic and foreign investors in real estate transactions across the U.S., and handled a broad variety of sophisticated real estate matters, including the redevelopment of landmark properties in New York City, and new Ritz-Carlton hotels on Amelia Island, Florida and in Marina del Rey, California.
- Served as co-chair of the Real Property Law Section of the New York County Lawyer's Association.

**CREDENTIALS AND PROFESSIONAL ASSOCIATIONS**

- Board Member, The Community School, serving learning disabled students throughout the New York City metropolitan area
- Board Member, The Sedgewood club
- Former Board Member, Mid-Hudson Pattern for Progress
- Former General Counsel to the National Town Builders Association

**EDUCATION**

- JD, Harvard Law School
- Bachelor of Arts, Queens College

**LOUIS G. MARQUET**  
Executive Vice President



Louis Marquet is an experienced construction executive responsible for planning, design and implementation of a wide spectrum of development projects and communities. His many years in the construction field make him a valuable part of a development team in the pre-development phase of these projects. He has put together teams of supporting professionals, controlled pre-development costs and worked with other team members to secure entitlements on various projects along the East coast. Mr. Marquet has taken part in creating highly sustainable neighborhoods that set new standards for construction innovation and environmental protection. Two LeylandAlliance projects have been accepted into the LEED for Neighborhood Design Pilot Program and we were the first builder to develop a national demonstration PATH program with HUD.

#### **EXPERIENCE**

- Over four decades of experience working on a broad array of construction projects, including the adaptive reuse of landmark properties in New York City; the development of new residential communities in both urban and suburban locations; office, residential and hotel construction; high-rise resort communities in Miami Beach; and resort hotels in the Caribbean.
- Key note speaker at several land use forums, including those sponsored by the Lincoln Institute of Land Policy, a regional clinic devoted to building partnerships for conservation; Congress for the New Urbanism annual conferences; and the Orange County Citizens' Foundation annual conferences, which focus on how traditional neighborhoods help to preserve open space.

#### **CREDENTIALS AND PROFESSIONAL ASSOCIATIONS**

- Has been recognized for his community volunteerism and leadership by the New York State Senate, New York State Assembly, Orange County United Way, Warwick Valley Community Center and other service and not-for-profit organizations
- Member, Congress for the New Urbanism
- Member, Institute of Classical Architecture & Classical America
- Member, National Association of Home Builders
- Member, National Town Builders Association
- Member, The Urban Land Institute
- Member, U.S. Green Building Council

#### **EDUCATION**

- Bachelor of Arts, University of Cincinnati

**DEBORAH LASTRO**  
Vice President, Operations



Deborah Lastro oversees scheduling, construction budgeting and budget administration, cash flows, writing and monitoring of the production procedures manual, option maintenance and coordination with the sales department, and database implementation. Ms. Lastro also serves as the main liaison between the Production Department and Purchasing, Sales, Accounting and Construction teams.

#### EXPERIENCE

- Joined LeylandAlliance in 2002 as Construction Administrator, promoted to Purchasing Manager, Production Department Manager, and then to her current position of Vice President, Operations in 2013.
- 20 years of experience in the construction industry, beginning with an Administrative Assistant position at a construction management firm, growing into the roles of Office Manager and Project Administrator.
- Computer software experience includes Windows XP Professional, Timberline Accounting, Precision Estimating, Argus Budget, Builder MT Workflow Management, Punchlist Manager, Microsoft Word, Microsoft Excel, Microsoft Project, and Powerpoint.

#### EDUCATION

- Bachelor of Arts, Widener University, 1985
- Certificate, Paralegal Studies, 1984
- Pattern For Progress 2009 - 2010 Fellows Program

**MONICA V. QUIGLEY**  
CMP, CSP, Associate Broker  
Vice President, Sales and Marketing



Monica V. Quigley has been a valued team member for some of the most respected new urban communities in America. She is a sales and marketing specialist who works exclusively in the development of mixed-use real estate projects that promote walkability, sustainability, and a higher quality of life for those who live, work and visit in these extraordinary places. Monica is a process-driven manager who provides structure to the marketing and sales processes.

## EXPERIENCE

- Over thirty years managing sales and marketing operations in the real estate development field, gaining insight and knowledge of how various development disciplines must work together to market and sell successfully, whether in planning, design, product development, construction, communications, or sales.
- At LeylandAlliance, Monica and her associate, Stephanie Livolsi, create and manage project marketing plans and budgets and implement branding, communications, and sales programs.
- Speaker at the Congress for the New Urbanism's annual conference, the NAHB International Builders Show, National Town Builders Association's Roundtables, and presenter at numerous regional conferences.
- Prior to joining LeylandAlliance in 2001, Monica served as the Vice President of Sales and Marketing for Retirement Living Services (RLS) of Hartford, Connecticut, a developer of continuing care retirement communities. In this capacity she was responsible for sales and marketing functions of client communities, ranging from achieving pre-sale requirements for bond financing to meeting post-construction occupancy targets.

## CREDENTIALS AND PROFESSIONAL ASSOCIATIONS

- Director, National Town Builders Association
- Member, Congress for the New Urbanism
- Member, National Association of Home Builders
- Member, National Sales and Marketing Council
- Member, New York State and Hudson Gateway Association of REALTORS
- Member, Seaside Institute

## EDUCATION

- B.A., University of West Florida

**STEPHANIE LIVOLSI**  
Marketing and Communications Manager



Stephanie Livolsi manages marketing, communication, and brand initiatives, including website and collateral development, social and traditional media, and electronic customer relationship management programs. Ms. Livolsi is a graphic designer and creates many of LeylandAlliance's electronic and printed materials. She also serves as an in-house account executive, working with associated advertising and media professionals.

### EXPERIENCE

- Joined LeylandAlliance in 2001 as Administrative Assistant, quickly taking on responsibilities within the Marketing Department to become Marketing Coordinator, and then Brand Manager in 2007. She was promoted to her current position of Marketing and Communications Manager in 2012.
- Maintains brand integrity and objectives for multiple communities while managing a range of sales and marketing projects, including electronic and print communications; graphic design; creation of sales collateral for use at local-level sales offices; website administration for both corporate and project websites; industry award competition submissions; PowerPoint presentations for large industry conferences, speaking engagements, and public meetings; and coordination and promotion of community outreach and events.
- Software experience in Dreamweaver, Illustrator, InDesign, PhotoShop, QuarkXPress, Microsoft Office suite, GoldMine, and Crystal Reports.
- Prior experience includes clinical data management at PPD, Inc. in Wilmington, North Carolina and interning with the Marketing Department of HSBC Bank USA, N.A. in Buffalo, New York.

### EDUCATION

- Bachelor of Science, Houghton College, 2000
- Certificate, Adobe Web Design, Pace University Computer Learning Center, 2009
- Certificate, Web Application Development, Pace University Computer Learning Center, 2010



**STORRS**  
RETHINK MAIN STREET  
**CENTER**

Located just steps from the University of Connecticut, Storrs Center is Mansfield's new downtown – a town center where an eclectic mix of restaurants, shops, offices, homes, walkways, and green spaces create a connected, thriving community for everyone. Storrs Center has been planned and developed with the Mansfield Downtown Partnership, Inc., the Town of Mansfield, the University of Connecticut, community leaders, LeylandAlliance LLC, and residential development partner EdR.  
[www.storrscenter.com](http://www.storrscenter.com)

## NINE & ELEVEN DOG LANE, STORRS, CT



Construction completed: Summer 2012  
Approximately 14,500 s.f. commercial  
75 Residential apartments

- Building tenants:
- Bank of America
  - The Flower Pot
  - Friendly Fire Game Center
  - Geno's Grille
  - Head Husky Barber Shop
  - Horizon Travel
  - Husky Pizza
  - The Oaks on the Square
  - Pandora's Playground
  - Select Physical Therapy
  - Storrs Automotive
  - Storrs Center Alliance
  - Sweet Emotions Candy



*References available upon request*



Contact: Howard Kaufman, Managing Member, LeylandAlliance LLC  
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[www.storrscenter.com](http://www.storrscenter.com)

## 1220 STORRS ROAD, STORRS, CT



Construction completed: Spring 2014  
31,500 s.f. Price Chopper grocery store

*References available upon request*



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## EIGHT ROYCE CIRCLE, STORRS, CT



Anticipated completion: Summer 2014  
Approximately 16,000 s.f. commercial  
92 Residential apartments

Building tenants:  
Bruegger's Bagels  
CVS Pharmacy  
Jamba Juice  
The Oaks on the Square Luxury Apartments

*References available upon request*



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[www.storrscenter.com](http://www.storrscenter.com)

## ONE DOG LANE, STORRS, CT



Construction completed: Summer 2012  
Approximately 13,500 s.f. commercial  
52 Residential apartments

**Building tenants:**

- 7-Eleven
- Dog Lane Café
- Froyoworld
- Insomnia Cookies
- Moe's Southwest Grill
- Mooyah Burgers & Fries
- The Oaks on the Square Luxury Apartments
- Subway

*References available upon request*



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[www.storrscenter.com](http://www.storrscenter.com)

## WILBUR CROSS WAY, STORRS, CT



Anticipated completion: Summer 2015  
Approximately 34,000 s.f. commercial  
Approximately 200 residential apartments

Building tenants secured to date:  
Educational Playcare  
The Oaks on the Square Luxury Apartments

*References available upon request*



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# Hammond's Ferry

NORTH AUGUSTA'S RIVERFRONT

www.hammondsferry.com

Hammond's Ferry is a new mixed-use neighborhood that joins the charming City of North Augusta, South Carolina, to the timeless beauty of the Savannah River, fulfilling a vision first conceived in 1891 by city founder James U. Jackson. LeylandAlliance is proud to be partnering with the leadership of North Augusta in this public-private alliance. The 700-unit mixed-use neighborhood combines a beautifully

crafted traditional neighborhood with a vibrant town center, including a future minor league baseball stadium for the Augusta GreenJackets, to create one of South Carolina's most compelling new communities.

## HAMMOND'S FERRY, NORTH AUGUSTA, SC



Anticipated completion: 2016  
 Approximately 100,000 s.f. commercial  
 Approximately 700 residences  
 Minor League Baseball Stadium

Commercial tenants:  
 Brick Pond Market  
 Edge Salon & Formals  
 Faith Magazine  
 Manuel's Bread Café  
 NewFire Media  
 Taste

*References available upon request*



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 845.351.5900 ext 224 | hkaufman@leylandalliance.com | www.leylandalliance.com



# EAST BEACH

*A Simple Life on the Chesapeake Bay*

[www.eastbeachnorfolk.com](http://www.eastbeachnorfolk.com)

East Beach, a new Traditional Neighborhood Development situated on a peninsula surrounded by the Chesapeake Bay, Pretty Lake and Little Creek, is built in the tradition of the coastal villages that populate the Southeastern Seaboard. As a town founder, Leyland worked with public partners that included the City of Norfolk and the highly respected Norfolk Redevelopment and Housing Authority to create East Beach. Designed by town planners Duany Plater-Zyberk & Company, and featuring a Pattern Book prepared by Urban Design Associates, East Beach realizes a vision for the revitalization of this extraordinary waterfront site that was planned and eagerly anticipated for more than a decade.

## EAST BEACH, NORFOLK, VA



Anticipated completion: 2018  
Approximately 50,000 s.f. commercial  
Approximately 700 residences

*References available upon request*



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B R E A K I N G   N E W   G R O U N D

Centerplan Construction Company was founded in 2008 to self perform construction for its sister company, Centerplan Development. As economic conditions improved, Centerplan Construction increased its capacity both in house and in the field, resulting in a robust and nimble firm that can tackle a variety of construction projects. From fit outs to redevelopments to multi-site locations, Centerplan Construction uses experienced estimators to model each project and rely on a diverse staff of project managers and superintendents to bring each job to the finish line. Each job is given the complete attention of the staff in order to meet deadlines and stay on budget.

The firm's CEO and founder, Robert A. Landino, P.E., has devoted his entire professional career to the planning, design, permitting and construction of all types of real estate development, through his leadership and management of one of the largest architectural and engineering (A/E) firms in the United States. Mr. Landino is joined by a team of professionals that combines knowledge of all aspects of economics, finance, and law. This team offers clients and tenants expertise in every aspect of deal planning and execution and takes a hands on approach to every client relationship. As a result, the firm continues to grow and break new ground.

Centerplan Construction Company LLC | 10 Main Street | Suite D | Middletown, CT 06457  
p. 860.398.5390 | f. 860.398.5423 | [www.centerplanconstruction.com](http://www.centerplanconstruction.com)

### IN-HOUSE SPECIALTY

- Cost estimating
- General contracting
- Project management
- Self performance
- Site planning and engineering
- LEED certified staff
- Experienced staff with decades of construction experience



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## Michael Lombardi, President



Michael Lombardi is the President of Centerplan Construction Company LLC. Mr. Lombardi possesses more than 17-years of experience in all aspects of engineering, design, project management, and general contracting on projects throughout New England, with the bulk of that experience in project management in a leadership capacity.

At Centerplan Construction, Mr. Lombardi directs daily business activities, including all aspects of management, operations, and execution. Mr. Lombardi is responsible for work quality, budget control, and dispute resolution, and he provides overall leadership and direction for the firm.

Prior to his role at Centerplan Construction, Mr. Lombardi was a principal at, BL Companies, an architectural, engineering, and environmental firm with corporate headquarters in Meriden, Connecticut. Mr. Lombardi received his B.S. in civil engineering from the University of Connecticut and his M.B.A. from the University of Phoenix. He is a licensed Professional Engineer in several states including Connecticut and is a member of several professional and community organizations, including the International Council of Shopping Centers (ICSC).



B R E A K I N G   N E W   G R O U N D

10 Main Street, Suite B | Middletown, CT 06457

PHONE (860) 398-5390 | FAX (860) 398-5423

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### **William T. Fries, Project and Design Manager**



William T. Fries is a project and design manager for Centerplan Construction. Mr. Fries has more than 20 years of civil engineering experience and more than two years of land surveying experience. He has worked on a wide variety of retail, commercial and residential projects. His qualifications include work in project management and program management for various multi-site clients, site engineering and development, storm drainage, and detention system design, roadway layouts, utility designs and a familiarity with local and state permitting processes.

Mr. Fries is involved with projects during the layout phase to ensure that clients' needs are met. Mr. Fries specialized in ensuring that developments can be placed on geographically challenged sites. In addition to project design, Mr. Fries performs extensive conceptual site planning, zoning reviews, cost estimating, and permitting. Mr. Fries received his B.A. in Industrial Technology and Drafting and Design from Keene State College in Keene, New Hampshire. Mr. Fries resides in Wallingford, Connecticut with his wife and children.



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Completion Date

Location

Storrs Downtown,  
Storrs, Connecticut

Project Type

Mixed Use

Project Size

dream  
plan  
create

Project Profile

# Storrs Center - Phase II



Located just steps from the University of Connecticut, Storrs Center is Mansfield's new downtown created by some of the nation's most talented urban planners and anchored by one of the most prestigious public universities in the nation. Storrs Center's ideal location along Storrs Road (Route 195) is destined to make it the new town center of Mansfield and the surrounding region. With walkable streets and parks, Storrs Center's mix of neighborhoods, shops, and businesses create the perfect community to play, live, and work.

Phase II of the development is a village street neighborhood consisting of three five-story and one four-story building containing both retail and residential units. The first floor will contain retail shops and restaurants with a small number of residential units. The remaining floors will be one, two, and three bedroom apartments with full amenities.

Storrs Center Phase II represents an outstanding opportunity for Centerplan Construction to continue to establish itself as leader in the Connecticut construction community. Its premier university location, tremendous captive market demand, and regional market potential make Storrs Center especially attractive. The residential construction utilizes modern floor plans, coupled with energy-efficient features and low-maintenance materials, which will provide both enjoyable and comfortable homes.



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[www.centerplan.com](http://www.centerplan.com)

Completion Date  
2014

Location  
State of Connecticut

Project Type  
Public-Private Partnership  
Retail-Restaurant

Project Size  
23 Service Plazas

dream  
plan  
create

## Project Profile

# Connecticut Service Plazas



Centerplan Construction is leading the redevelopment and construction of all 23 service plazas in the State of Connecticut. Centerplan was hired by Project Service LLC to lead this effort because the scope and size of the service areas mirrors many of Centerplan's commercial developments. This project is currently underway and will last for approximately 5 years. The I-95 facilities will have a New England architectural theme and will be featuring increased car and truck parking, a diverse array of food offerings, and tourism information.

- Redevelopment of the State's 23 service plazas
- Re-positioning of fueling stations along the Merritt Parkway
- Expanding car and truck parking, and including idle free technology
- Solar panel installations at each facility
- The redevelopment is part of a unique public-private partnership that will invest \$178 million over the next 5 years.



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PHONE (860) 398-5390 | FAX (860) 398-5423  
www.centerplan.com

*"We are literally changing the face of our service plazas so that we can better serve the commuters, businesses and tourists who count on our highways every day,"*

Former Governor M. Jodi Rell  
State of Connecticut

## Completion Date

January 2012

## Location

Avon, CT

## Project Type

Retail

## Project Size

21,034 square feet

dream  
plan  
create

## Project Profile

# The Fresh Market



Centerplan Construction Company was awarded this project by Fresh Market to do the complete construction of a new 21,034 square-foot grocery store in a shopping plaza in Avon, Connecticut. Along with demolition of the already existing 13,000 square-foot retail building, Centerplan reworked all the main utilities for the overall shopping plaza and paving for half of the existing plaza. Off-site road improvements along with traffic control signalization work was also completed as well as site work for the overall project.



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## Completion Date

June 2014

## Location

East Lyme, Connecticut

## Project Type

Solar Installation

## Project Size

5.0 MWs

dream  
plan  
create

## Project Profile

# East Lyme Solar Park



Awarded by the Connecticut Department of Energy and Environmental Protection in December of 2011 to affiliates of Greenskies Renewable Energy LLC, this 5 MW utility-scale ground mounted facility is the first project of its kind in Connecticut. Again hired by Greenskies Renewable Energy LLC to install this system, Centerplan worked hand in hand with the State, the electric distribution companies, and the Town of East Lyme to construct the array.

This ground mounted array will align 16,874 solar modules on a 50 acre parcel of land. The project is expected to be commissioned and in operation by June 1, 2014, and is capable of generating enough electricity to power approximately 700 homes.



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*"The selection process [used for this project] validates our new approach to energy policy in Connecticut...[it] shows that we can drive down the price of clean energy and succeed in our push to bring cheaper and cleaner energy to our state...the installed costs of these solar projects are among the lowest offered by any comparable solar projects in the nation."*

Governor Dannel P. Malloy,  
State of Connecticut



## **Paul S. Franks, CEO**

### Education

Kent State University, Kent, Ohio

### Work Experience

1970 – 1982	Employed by Fraser Paving, was involved in all aspects of the organization.
1982 – 1998	President of S.W. Franks Construction Co., Cleveland, Ohio
1998 – 2003	Executive Vice President of S.W. Franks Construction Co. / Southwest Recreational Industries, Inc., dba SRI Sports, Inc., Cleveland, Ohio
2004 – 2012	President & CEO of Sports Construction Group, L.L.C., Cleveland, Ohio
2012 – Present	CEO of Sports Contracting Group, LLC, Cleveland, Ohio

Paul has continuous experience in the management and procurement of high profile projects since 1993.

Paul is the second-generation owner of the family based company, S.W. Franks Construction (SWFCC), which started over 47 years ago as a general heavy site construction firm.

Paul became President of SWFCC in 1987 prior to the firm securing their first professional sports field installation. This project was for Jacob's Field, the renowned home of the Cleveland Indians. As the stadium acted as a catalyst for great success of the Indians, so to did it act as a springboard for S.W. Franks. Paul focused the company's work on high performance installations and a few of the high profile projects are:

- Arrowhead Stadium –Kansas City Chiefs
- Kaufman Stadium –Kansas City Royals
- Notre Dame Stadium –Fighting Irish
- Cleveland Municipal Stadium –Cleveland Browns
- PSInet Stadium –Baltimore Ravens
- Shea Stadium – New York Mets
- Yankee Stadium (Old and New) – New York Yankees
- Soldier Field – Chicago Bears
- Philadelphia Phillies – Citizens Bank Park
- St. Edward High School – Synthetic Turf Sports Field & 400M Track Facility

In 1998, Paul began negotiations with Southwest Recreational Industries (SRI), and reached an eventual agreement to merge under the umbrella of American Sports Products Group and SRI.

In February 2004, Paul and key personnel from SWFCC formed Sports Construction Group, L.L.C. (SCG) and by midsummer 2004, SCG repurchased the assets and name of S.W. Franks Construction to continue their history as a premier sports field contractor.

Beginning in 2007, SCG expanded their operations to becoming the only single source provider in the synthetic turf industry. Not only was SCG providing Design Build General and Civil Construction for the Synthetic Turf Industry, SCG began selling and installing synthetic turf systems. SCG represents different



## **Chris Franks, President**

### Education

2003 – 2007: Loyola College, Baltimore, MD – Graduated in May 2007 with degrees in Business Finance and Business Management

### Work Experience

1999 – 2004: General Laborer (seasonal), S.W. Franks Construction Co. / SRI Sports, Inc., Cleveland, OH  
2004 – 2006: General Laborer (seasonal), Sports Construction Group, Brecksville, Ohio  
2007 – 2008: Project Engineer, Whiting-Turner Contracting Co., Baltimore, MD  
2008 – 2012: Operations Manager, Sports Construction Group, Brecksville, Ohio  
2012 – Present: President, Sports Contracting Group, LLC, Brecksville, OH

Mr. Franks has been the Project Superintendent for the following projects:

- Lock Haven University – Field Hockey Field Reconstruction and Football Stadium Field Renovation, Lock Haven, PA
- Bradford High School – Football Field Reconstruction and Renovation, Bradford, PA
- Old Dominion University – Field Hockey Field Construction and Football Practice Facility Construction, Norfolk, VA
- North Allegheny High School – Football Stadium Field Renovation, North Allegheny, PA
- American University – Field Hockey and Baseball Field Renovation, Washington, D.C
- Saint Joseph's University – Playing Field Reconstruction and Track Renovation, Philadelphia, PA
- New Yankee Stadium Playing Field, Bronx, NY
- Nat Turner Park – Playing Field Construction, Newark, NJ
- The College of William & Mary – Field Hockey Field Reconstruction, Williamsburg, VA
- Ridley Athletic Complex – Playing Fields Construction, Loyola University, Baltimore, MD
- Rutgers University – Field Hockey Field Construction, Piscataway, NJ
- Altoona Area High Schools – Playing Fields Construction, Altoona, PA
- Lackawanna County Stadium, PNC Field – Playing Field Reconstruction and Renovation, Yankees Minor League Stadium, Scranton, PA

### Certifications

- First Aid / Emergency First Response
- Contractor License State of California
- Contractor License State of New Mexico
- Contractor License State of Virginia
- Certified Field Builder



## **George H. Pfeffer, Chief Estimator/Project Manager**

### Education

Kent State University, Kent, Ohio - Bachelor of Architecture

### Work Experience

1976 – 1979            Specification Writer, Tufts & Wenzel Architects, Cleveland, Ohio  
1979 – 1984            Vice President Sales & Design, Precision Design & Const., Inc., Streetsboro, Ohio  
1984 – 1990            Co-Founder & President of Site Technology, Inc., Streetsboro, Ohio  
1991 – 1998            Vice President / Chief Estimator of S.W. Franks Construction Co., Cleveland, Ohio  
1998 – 2003            Vice President / Chief Estimator / Project Manager of S.W. Franks Construction Co. /  
Southwest Recreational Industries, Inc., dba SRI Sports, Inc., Cleveland, Ohio  
2004 – 2006            Principal / Vice President of Sports Construction Group, L.L.C., Brecksville, Ohio  
2006 – 2012            Principal / Executive Vice President of Sports Construction Group, L.L.C.  
2012 – Present:        Chief Estimator/Project Manager of Sports Contracting Group, LLC.

Since joining S.W. Franks in 1991, George has been involved in the transformation of the firm from a general/ heavy site contractor to a specialty sports field systems contractor. He was also instrumental in the transition of S.W. Franks into Southwest Recreational Industries (SRI) in 1998 as well as becoming a partner and a principal of Sports Construction Group when it was formed in 2004. George is a registered Architect in the state of Ohio and a member of the Sports Turf Managers Association.

George was a key staff member at S.W. Franks/SRI acting as Vice President and Chief Estimator as well as Senior Project Manager. Today he continues in similar roles in charge of estimating, design, and project management at Sports Contracting Group, LLC.

A few of the significant projects that George has been involved with include:

- New Cleveland Browns Stadium – Cleveland Browns
- UPMC Sports Performance Complex - University of Pittsburgh and Pittsburgh Steelers
- PNC Park – Pittsburgh Pirates
- Heinz Field – Pittsburgh Steelers
- Paul Brown Stadium Project – Cincinnati Bengals
- Citizens Bank Ballpark Playing Field– Philadelphia Phillies
- Lackawanna County Stadium Renovations – Scranton/Wilkes Barre Yankees
- New Yankee Stadium Playing Field - New York Yankees
- Blair County Ballpark Playing Field Replacement – Altoona Curve
- Coca Cola Field Renovations – Buffalo Bisons
- New Synthetic Turf Soccer Field & Walking Track – Albertus Magnus College
- New Baseball & Softball Complexes – Liberty University
- El Paso Ballpark - Playing Field – City of El Paso, Texas / El Paso Chihuahuas

### Certifications

- Registered Architect, State of Ohio
- Contractor License – States of Florida and West Virginia

product manufacturers including Tiger Turf, DESSO, Shaw/ Sportexe, AstroTurf and has developed its own brand line, SCG Signature which is custom manufactured to SCG Standards.

Some of the Synthetic Turf Projects include, Loyola University, Colgate, William & Mary, Rutgers, Temple, Penn State, The Ohio State University, St. Ignatius High School, Youngstown State and The Cleveland Browns.

While expanding in the Synthetic Turf Market, SCG has continued to grow in the High Performance Natural Turf industry. SCG has constructed numerous Minor League playing surfaces, Major League Soccer and NFL Facilities and recently completed the New Yankee Stadium Playing Field System. Following the completion of Yankee Stadium, SCG was directly involved with the Yankee Stadium Demolition Project and the historic construction of Heritage Park within the footprint of the old Yankee Stadium.

In 2009, Paul was a Finalist in the Earnest and Young's Entrepreneur of the Year Program. Under Paul's leadership, SCG has had the honor of being recognized with the following awards:

- 2009 Case Western Reserve Universities Weatherhead 100
- 2009 Northern Ohio's 100 Fastest Growing Businesses
- 2010 Team NEC Success Award
- 2011 Finalist Equipment World's Contractor of the Year

In 2011, Paul made the determination to shelve the SCG turf Brand and focus on the long relationship dating back to 1996 with AstroTurf. SCG became an Exclusive Distributor for AstroTurf and continues to focus on High Performance Natural Turf Systems. These changes are part of a long term plan that is currently being executed transitioning to a third-generation family business with his sons Chris and Scott.



# FREEMAN COMPANIES

LAND DEVELOPMENT | ENGINEERING DESIGN | CONSTRUCTION SERVICES

## *Civil Engineering*

Due Diligence & Feasibility Studies  
Permitting  
Site Engineering  
Municipal Engineering  
Traffic Engineering  
Roadway / Bridge Design  
Storm-water Management Design  
Hydro-logic / Hydraulic Analysis  
Water / Wastewater Engineering  
Construction Estimating  
Construction Permitting

## *Land Surveying*

ALTA / ACSM Title Surveys  
Boundary Surveys  
Topographic Surveys  
As-Built Surveys  
Construction Staking  
Utility & Infrastructure Surveys  
Right-of-Way Mapping  
Digital Terrain Modeling  
Photogrammetric Control Surveys  
Acquisition Surveys  
GIS Mapping  
Settlement Analysis  
Land Records Research  
FEMA Elevation Certificates  
Landfill & Remediation Surveys

## *Environmental Engineering*

Land Use Planning Permitting  
Environmental Site Assessments  
Environmental Transaction Screens  
Quantification of Environmental Liabilities  
Environmental Risk Allocation  
Regulatory Compliance and Permitting  
Technical Support for Environmental Litigation  
Brownfield Redevelopment  
Soil Management Services  
Remedial Design  
Hazardous and Solid Waste Management  
Indoor Air Quality Assessments  
Hazardous Building Material Inspections  
Vapor Intrusion Assessments  
Mold Inspections

## *Geotechnical Engineering*

Evaluation Of Site Conditions  
Evaluation Of Subsurface Soil, Rock, And Groundwater Conditions  
Site Feasibility For Construction  
Foundation Support Evaluation (Shallow Or Deep Foundation Systems)  
Slope Stability  
Ground Improvement  
Evaluation And Design Of Retaining Wall Systems  
Pavement Design  
Drainage Design  
Trenchless Technology Evaluation  
Forensic Engineering And Litigation Support  
Seismic And Vibration Engineering  
Blasting Design Support  
Failure Investigation  
Expert Witness Support  
Construction Claim Support

## *Construction Engineering & Inspection*

Bidding Assistance  
Daily/Weekly Inspection  
Resource Coordination  
Materials Testing  
Administrative Services  
Community Relations  
Record Keeping, Log Books and Digital Photography  
Auditing and Budget Oversight  
Scheduling and Schedule Maintenance  
OSHA Compliance and Safety Review  
Regulatory Compliance  
Labor (DBE/MBE Participation), Wage Certification, and Other Human Resource Compliance  
Contractor Reference Checks  
Final Punchlist and Close Out  
State & Federal Funding

Freeman Companies, LLC is a professional consulting engineering firm specializing in owner's representation, civil engineering, permitting, land surveying, geotechnical engineering, environmental sciences, and construction engineering and inspection services for projects in the governmental, educational, commercial, institutional and infrastructure markets. Founded in Hartford, Connecticut in March 2009, Freeman Companies offers clients nearly 300 years of professional design and technical experience through its current 24-member professional staff. Repeat work accounts for 73% of the firm's portfolio as evidence of our promise to clients and owners to **"Elevate Your Expectations"**.

Freeman Companies is fully licensed and insured in jurisdictions throughout New England. Freeman is African-American Owned, certified as a DBE, SBE, MBE, and 8(a) professional consulting engineering enterprise. **The firm is also a City of Hartford-Certified Small and Minority Business Enterprise.**

The firm's current work ranges from geotechnical engineering on the \$ 250 million South Hartford Conveyance and Storage Tunnel for MDC to full-service planning and design for creation of the Hartford Magnet Trinity College Academy at the famed Learning Corridor and urban planning, transportation and roadway design for the iQuilt/Intermodal Triangle Initiative.

Freeman Companies, LLC is:

- On-Call Engineer to the City of Hartford
- On-Call Owner's Representative to the City of Hartford
- On-Call SLBE Engineer to the Metropolitan District Commission
- On-Call MBE Civil Engineer to the Connecticut Department of Administrative Services/Division of Construction Services
- Pre-Qualified by ConnDOT in Highway Design



# Rohan A. Freeman, PE, LS

## Freeman Companies, LLC – Principal in Charge/Site Engineering

Rohan Freeman accomplished his dream of summiting Mount Everest in May 2009. He returned home to Connecticut determined to fulfill his business dream; that of starting and building his own engineering consulting firm. Mr. Freeman was born and raised in Jamaica. As a young man he enrolled in the University of Connecticut to explore his interests in the field of civil engineering. He received his Bachelor of Science in Civil Engineering in 1995 and became a dually licensed Professional Engineer and Land Surveyor. Rohan's innate leadership talents and project management abilities helped him advance very quickly in his field of work. Rohan Freeman's sterling 25 year career working for several nationally recognized engineering firms, as well as the City of Hartford's Public Works Department, thoroughly prepared him as principal-in-charge of a prominent and rising engineering firm. The establishment of Freeman Companies is the result of a passion fueled dream combined with determined effort. The immediate success and rapid growth of the firm is an accomplishment that Rohan understands must be guarded and nurtured by hiring great people and maintaining the drive to reach the pinnacle of the profession.

*Years Professional Experience:*  
29

Professional Engineer and Land Surveyor:  
Connecticut #PEL.0070046  
Maine  
Maryland  
Massachusetts  
New Hampshire  
New York

*Education:*  
Bachelor of Science in Civil Engineering, University of Connecticut, 1985

*Professional Affiliations:*  
American Society of Civil Engineers  
Connecticut Society of Civil Engineers  
Connecticut Association of Land Surveyors  
Construction Institute  
Greater New England Minority Diversity Council  
US Green Building Council

*Employment Prior to Founding Freeman Companies:*  
BL Companies, Inc., Principal and Director of Hartford Operations, 2005-2009

City of Hartford, Department of Public Works, Engineering Aide, 1986-1993

**Freeman Companies, LLC is a Professional Engineering and Land Surveying Corporation in Connecticut (#JPC.0000109)**

### *Relevant Experience and Qualifications*

#### **City of Hartford: Development Services: 1212 & 1214 Main Street and 271-273 & 150 Windsor Street (Utility Investigation), Hartford, Connecticut**

Freeman Companies, LLC provided Civil Engineeringservices for the "due diligence" investigation of existing utilities to service the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Work involved site observations, and research from land records, previous surveys, GIS mapping and assessors mapping. A utility investigation for existing telephone (AT&T), water and storm/sewer (MDC), electric (NU) and gas (CNG) utilities was conducted and a "Class D" Compilation Plan prepared. Additionally, the floodplain was identified within Flood Zone "X". The final report included mapping for location, utility, sanitary sewer, water distribution system and FEMA.

#### **City of Hartford: Development Services: 1212 & 1214 Main Street and 271-273 Windsor Street (Land Surveying), Hartford, Connecticut**

Freeman Companies, LLC provided Land Surveying services for the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Parcel surveys, including boundary survey reseach, boundary survey, topographic suvey and roadway survey, including topographic survey, are being prepared for each of the parcels in downtown Hartford.

#### **City of Hartford: Development Services: Due Diligence Report: Market Street, Hartford, Connecticut**

In 2011 Freeman Companies, LLC completed a due diligence report for an underutilized 17 acre site located on Market Street in the City's Downtown North neighborhood for possible re-use as the location for a new public magnet school. Although the school proposal was withdrawn later that year, the development potential of the Market Street site, between Trumbull Street to the south, railroad tracks and I-91 to the east and Market Street to the west, was again evaluated by Freeman Companies, LLC in late 2013 to provide the City of Hartford's Department of Development Services with any issues associated with a proposed new sports and 75,000 SF retail complex at the site. The site was researched, utility investigation completed, "Class D" plan compiled, and three concept plans were prepared, each with a proposed 6,000-seat baseball stadium, and each showing parking and retail options.

#### **City of Hartford and the Greater Hartford Transit District: TIGER IV Grant: The iQuilt Project – Hartford Intermodal Triangle, Hartford, Connecticut**

Union Place, Bushnell Park North, and Asylum/Pearl/Statehouse Square comprise the three major TIGER-funded roadway projects called the "Hartford Intermodal Triangle": a comprehensive, \$ 24 million urban vision for a progressive, and economically vital, city center in development for many years. *Bushnell Park North:* Freeman Companies provided land surveying, civil engineering roadway design and geotechnical engineering services to the Prime Engineer for the development of Bushnell Park North, the Initiative's centerpiece project. Bushnell Park North, the new name for the collection of Asylum, Ford, Jewell, Trumbull, Wells and Gold Streets, is rebuilt as a vibrant, sustainable, and cohesive boulevard along the northern edge of historic Bushnell Park, from Union Station to Main Street. The existing median is removed and the street significantly narrowed and re-striped for traffic calming. New traffic signals are constructed at Pearl and Ford, Trumbull and Jewell, Wells and Gold, and Main and Gold Streets. Roadway and sidewalk lighting, way finding signage, crosswalks, sidewalks, new street trees, landscaping, park benches and park walls are installed, greatly enhancing the pedestrian experience. Gold Street is also realigned so that its western end coincides approximately with Bushnell Park's Hoadley Gate. For the overall Intermodal Triangle Initiative, Freeman Companies acted as "Survey Project Coordinator" with the responsibility of establishing the survey control for the entire, downtown Hartford project area. *Union Place Reconstruction:* Work at Union Place involves enhancements and renovations of the historic Union Station, special signal and lane treatment for CTfastrak terminus, special gateway treatment of the rail overpass, major bus stop enhancements around the station (including the local bus layover), enhanced intermodal transfer signage for pedestrians and vehicles, new pedestrian signs and maps, and enhanced roadway and pedestrian lighting. Freeman Companies, LLC served as Project Designer and is currently performing Construction Inspection services for the City.

# Rohan A. Freeman, PE, LS

## Freeman Companies, LLC – Principal in Charge/Site Engineering

### Various Department of Public Works Improvement Projects, Hartford, Connecticut

Served as Engineering Aide for construction, zoning, and plot plans. Prepared roadway improvement designs of city streets, prepared drainage improvement designs for city streets, and conducted various types of surveys, including boundary and topographic, and construction surveys. Mr. Freeman was an Engineering Aide in the City's DPW from 1986 to 1993.

### Centerplan Development: Route 34 Mixed Use Development and Parking Garage, New Haven

Development of an underutilized 5.5 acre urban site for a major \$ 50 million mixed-use residential/retail development in downtown New Haven. The central component of the development is a new home for Continuum of Care, Inc. a not-for-profit provider of housing, residential support and home health services, associated amenities, a new retail pharmacy and restaurant. At full build out the site will also include a new 800-vehicle-parking garage and hotel and/or office building development. Freeman Companies is providing Land Surveying, Civil Engineering, Geotechnical Engineering and Environmental Services to the Developer.

### Centerplan Development: College Square Mixed Use Development and Below-Ground Parking Structure, New Haven, Connecticut

Freeman Companies provided Geotechnical Engineering for the \$50 million "College Square", revitalizing the city block where George and College Streets intersect, in downtown New Haven. The new mixed-use development will have 160 market-rate apartments and 20,000 square feet of street-level retail space. An underground parking garage will have 138 parking spaces while storage for another 22 cars will come in the form of "stacked" parking—mechanical lifts to park cars on top of others. Freeman Cos. engineers were responsible for the design and implementation of a subsurface exploration program consisting of 8 test borings, up to 50-100 feet in depth. Challenges involved creating 20-foot deep excavation for the parking garage within 5-feet of existing historic residences and design of high capacity foundations. Engineers engaged in important community relations with neighbors and neighborhood groups concerning the development.

### DaVita Medical Office/Dialysis Center/Quest Diagnostics Facility, Two Existing Building Retrofits, Hamden and New Haven, Connecticut

Freeman Companies, LLC provided land surveying, permitting and civil engineering to Centerplan Development for the retrofits of two existing medical office buildings into new state-of-the-art health centers for DaVita Dialysis. Design involved 13,000 SF and 21,000 SF in Hamden and New Haven respectively. The New Haven facility was planned as part of an urban redevelopment initiative, requiring variance approvals from the City Zoning Board of Appeals in addition to approval from the City Planning Commission. The Hamden facility involved significant exterior work to upgrade the building's access, including a new covered pick-up and drop-off area for patients being transported by ambulance. The dialysis center occupies 9,000 SF with remaining space comprised of a common area, doctor's office and additional fit out space for future medical tenants.

### Representative Retail and Redevelopment Projects:

*Hockanum Mill Feasibility Study, Vernon, Connecticut:* Served as Project Manager responsible for analyzing and identifying the potential for the redevelopment of the Hockanum Mill, which will create jobs, strengthen the Local and State economy and support the revitalization of the neighborhood. Identified engineering design needs, local and state permitting requirements, construction issues, traffic and highway engineering for the Town of Vernon in connection with the proposed Mill redevelopment. *Acme Mills Redevelopment, Killingly, Connecticut:* Served as Project Manager responsible for providing engineering design, local and state permitting, and traffic engineering for a private developer in connection with the redevelopment of the Acme Mills for mixed-use purposes. Responsibilities included engineering design and traffic engineering services, conducted local and state permitting, and provided construction administration for a private developer in connection with the proposed Mill re-development. Performed value engineering on previously designed portions of the project to net the owner a construction cost savings of approximately \$2 million. Designed a pump station and over 1 ½ miles of sanitary sewer and water main systems to support the project. *Crossing at Lisbon, Lisbon, Connecticut:* Served as Project Director for the site development and permitting of a 320,000 SF shopping center. Management responsibilities included overseeing the design of all on-site and off-site improvements. Engineering assignments included site layout, grading, detention basin design, utility design, stormwater management/treatment system design, and water distribution including a 300,000-gallon fire storage tank with a transfer pump. Prepared several local, state, and federal environmental permits. *Boston Post Road and Cross Road, Waterford, Connecticut:* Served as Director-in-Charge for the design of a new retail complex in Waterford. Provided engineering design for approximately one mile of new roadway to be deeded to the Town. Designed all utilities, including, sanitary sewer, gas and electrical within the right-of-way to facilitate of proposed 600,000 SF mixed use development. The project included wetland impacts and mitigation, environmental studies, survey, extensive traffic studies, and State and local permitting. *Southern Tier Crossing, Horsehead, New York:* Served as Project Director of the site development and permitting of approximately 1,000,000 SF of a shopping center. Responsibilities included the design of all on-site improvements and utilities and the coordination of off-site improvements. The engineering design associated with this included the site layout, grading, sanitary sewer, water, detention basin design and stormwater/treatment system design.



# Paul A. Rodrigues, PE

**Freeman Companies, LLC – Project Manager/Manager of Civil Engineering**

Paul Rodrigues is a highly skilled and popular Project Manager with 13 years of civil engineering experience in jurisdictions throughout New England. Mr. Rodrigues' experience includes hydraulic analyses for site development studies, roadway and parking lot storm drainage networks, the analysis and design of retention basins for stormwater management, and compliance to ADA codes for accessibility. Throughout his career, Paul has gained a worthy reputation as a reliable and responsible problem-solver for owners and peer collaborators alike. Paul's work as a Project Manager at Freeman Companies focuses largely on public projects, including several Connecticut public school and university buildings, campuses and athletic fields/facilities. Early in Paul's professional career, he was employed as an engineer with the Highway Division of the Connecticut Department of Transportation. Prior to joining Freeman Companies, LLC he was a Project Engineer at Purcell Associates (currently Alfred Benesch & Company). In January of 2014, he was named Freeman Companies' Manager of Civil Engineering.

*Years Professional Experience:*  
13

Professional Engineer:  
Connecticut # PEN.0025732

*Education:*  
University of Connecticut,  
Bachelor of Science in Civil  
Engineering, 2001

*Employment Previous to  
Freeman Companies, LLC:*  
Purcell Associates  
(Currently Alfred Benesch &  
Company Engineers, 2002-  
2012)

Connecticut Department of  
Transportation, Highway  
Division (2001-2002)

*Professional Affiliations:*  
Member, American Society of  
Civil Engineers

**Freeman Companies, LLC is a  
Professional Engineering and  
Land Surveying Corporation  
in Connecticut  
(#JPC.0000109)**

## ***Relevant Experience and Qualifications***

**City of Hartford: Department of Development Services: 1212 & 1214 Main Street and 271-273 & 150 Windsor Street (Utility Investigation), Hartford, Connecticut**

Freeman Companies, LLC provided Civil Engineering services for the "due diligence" investigation of existing utilities to service the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Work involved site observations, and research from land records, previous surveys, GIS mapping and assessors mapping. A utility investigation for existing telephone (AT&T), water and storm/sewer (MDC), electric (NU) and gas (CNG) utilities was conducted and a "Class D" Compilation Plan prepared. Additionally, the floodplain was identified within Flood Zone "X". The final report included mapping for location, utility, sanitary sewer, water distribution system and FEMA.

**City of Hartford: Department of Development Services: Due Diligence Report: Market Street, Hartford, Connecticut**

In 2011 Freeman Companies, LLC completed a due diligence report for an underutilized 17 acre site located on Market Street in the City's Downtown North neighborhood for possible re-use as the location for a new public magnet school. Although the school proposal was withdrawn later that year, the development potential of the Market Street site, between Trumbull Street to the south, railroad tracks and I-91 to the east and Market Street to the west, was again evaluated by Freeman Companies, LLC in late 2013 to provide the City of Hartford's Department of Development Services with any issues associated with a proposed new sports and 75,000 SF retail complex at the site. The site was researched, utility investigation completed, "Class D" plan compiled, and three concept plans were prepared, each with a proposed 6,000-seat baseball stadium, and each showing parking and retail options.

**Greater Hartford Transit District and the City of Hartford: TIGER IV Grant: The iQuilt Project – Hartford Intermodal Triangle, Hartford, Connecticut**

Union Place, Bushnell Park North, and Asylum/Pearl/Statehouse Square comprise the three major TIGER-funded roadway projects called the "Hartford Intermodal Triangle": a comprehensive, \$ 24 million urban vision for a progressive, and economically vital, city center in development for many years. *Union Place Reconstruction:* Work at Union Place involves enhancements and renovations of the historic Union Station, special signal and lane treatment for CTfastrak terminus, special gateway treatment of the rail overpass, major bus stop enhancements around the station (including the local bus layover), enhanced intermodal transfer signage for pedestrians and vehicles, new pedestrian signs and maps, and enhanced roadway and pedestrian lighting. Freeman Companies, LLC served as Project Designer and is currently performing Construction Inspection services for the City.

**Roadway Safety and Sidewalk Improvement Project - Raffia Road – Enfield:** Project Engineer for design services for roadway safety and sidewalk improvements of approximately 9,000 linear feet of a local road. The services included civil engineering, preparation of bid documents, preparation of easement and taking maps, and construction administration. The project included coordination with the Town of Enfield, ConnDOT, private utilities, and residents. The design included mill and overlay, full depth reconstruction, new sidewalk, curbing driveways, ADA ramps, and drainage improvements.

**Town-wide Local Roadway Improvement Project - Enfield:** Project Engineer for design of roadway improvements to thirteen (13) local roads as part of a multi-phased, town-wide roadway improvement project. The services included civil engineering, preparation of bid documents, preparation of a wetland encroachment permit for a drainage outlet, and construction administration. The project included coordination with the Town of Enfield, Conservation Commission, and the community. The design included mill and overlay, full depth reconstruction, new sidewalk, curbing, driveways, ADA ramps, and drainage improvements.

**Paul A. Rodrigues, PE**  
**Freeman Companies, LLC – Project Manager/Manager of Civil Engineering**

**Hart Street Extension – New Britain:** Project Engineer for design of a new roadway connecting two local roads with reconstruction and relocation of intersecting streets in an urban setting, totaling approximately 3,550 linear feet of roadway. The services included civil engineering, preparation of bid documents, preparation of easement and taking maps, and construction administration. The project included heavy coordination with the City of New Britain, ConnDOT, private utilities, and the community. The design included mill and overlay, full depth reconstruction, new sidewalk, curbing, driveways, ADA ramps, drainage and sanitary sewer improvements, and traffic signals.

**Hartford School Building Committee: West Middle School, Hartford, Connecticut**

Full renovation to as-new condition of the West Middle School, a Pre-K to 8th grade school originally built in 1894. The existing school is spread over three interconnected buildings, totaling 91,273 SF, and is located on a constrained 2.8 acre urban site at 927 Asylum Avenue in Hartford. The project consists of comprehensive alterations to the site and building to update the school for code compliance, accessibility and technologic purposes. The project requires the demolition of portions of the existing buildings (approx. 22,000 SF) and the construction of approximately 40,000 SF of new space, resulting in a 108,000 SF final building area to serve 750 students. Freeman Companies is responsible for providing land surveying, civil and geotechnical engineering services. The schematic design plans for the site included a below-grade parking deck to allow for additional play areas on the surface level. Upon review of the schematic plans, Freeman Companies made the recommendation to relocate the play area to the roof of the school to eliminate the below grade parking. This innovative solution resulted in the design of a play area unlike any in the greater Hartford area as well as a savings of nearly \$1,000,000 to the project budget.

**Hartford School Building Committee: Hartford Magnet Trinity College Academy at the Learning Corridor, Hartford, Connecticut**

Addition of 24,000 SF for classroom space to the existing 143,353 SF Hartford Magnet Middle School (HMMS) building in order to accommodate an expansion of grade ranges (from 6-8 to 6-12) and enrollment (from capacity of 750 students to 1080 students) in support of this new program, an Early College model in Partnership with Trinity College. The existing HMMS building was constructed in 2000 as a non-magnet component of the Learning Corridor. The project involves the alteration of existing space within both HMMS and the shared space of the Learning Corridor's Commons buildings and construction of the new "connector" addition. The 15.7 acre property currently consists of existing school buildings, concrete sidewalks and courtyards, and bituminous parking areas. Site improvements include new courtyard layout, sidewalks, storm drainage, utility services, and landscape design. Utility coordination is of high importance due to the numerous utilities within the project area. In addition, the drop-off area along Broad Street will be extended and the Vernon Street drop-off area will be altered to add a curbed island separating Vernon Street from the drop-off area. Freeman Companies, LLC is providing Civil Engineering, Land Surveying and Landscape Architecture services.

**Hartford School Building Committee: Annie Fisher Montessori and STEM Magnet Schools, Hartford, Connecticut**

The Annie Fisher Montessori and STEM Magnet Schools project included a complete 102,000 SF renovation of the existing 1966 building to utilize the latest educational technologies and energy efficient systems for students in grades K-8. The \$ 29 million project provided a redesigned drop-off, parking, and playground areas, improved site drainage and utility improvements and two new additions (housing the Cafeteria/Kitchen, Library/Media Center, and additional Classrooms) totaling 17,000 SF. This renovation and addition project achieved LEED Silver, earning points for sustainable sites as well as innovation and design. Mr. Rodrigues served as Project Civil Engineer.

**City of Hartford: John E. Rogers African-American Cultural Center, Hartford, Connecticut**

Freeman Companies is acting as Owner's Representative for the City of Hartford for pre-development design services to assist with the renovation of the former Northwest District School located at 1240 Albany Avenue in the Upper Albany neighborhood into the John E. Rogers African-American Cultural Center. Full rehabilitation transforms the building – a National Historic Site – into a significant showcase for one of the largest privately owned collection of African American historical artifacts in the country. Major program areas include art and art and historical displays, with a lecture area and rooms filled with exhibits, including an audio-visual component and spaces for children to learn about history. Freeman Cos. role is to assist the Client with limited investigation and design on utility services and access walkways from Albany Avenue as well as owner's project management services during construction activities. Work includes Preliminary Investigation, Engineering Design, Permitting, and Owner's Project Management. When complete, the project will be a featured stop in the Hartford African American Heritage Trail.

**Foxwoods Resort and Casino, MGM Grand Casino, Mashantucket, Connecticut**

Paul A. Rodrigues, PE acted as Civil Engineer for the design of site layout, drainage, and utilities for a new \$ 700 Million, 2.2-million SF casino and convention center complex for the Mashantucket Pequot Tribal Nation's MGM Grand Casino Tower Expansion of the Foxwoods Resort Casino. Features of the new development include a 800-room hotel, 4,000-seat theater, spa, restaurants, retail, meeting and convention space, and gaming space to accommodate 1,400 additional slot machines delivered on a design and construction "flash-track" schedule. The new expansion connects via a 400-ft-long pedestrian bridge to the existing 6-million-sq-ft hotel and casino complex.



# David A. Caricchio, LS

Freeman Companies, LLC – Chief of Survey

*Years Professional Experience:*  
32

Professional Land Surveyor:  
Connecticut # LSX. 0070036  
Maine

*Education:*  
Associate of Science,  
Architectural and Civil Drafting  
and Design, Porter and Chester

*Employment Prior to Joining  
Freeman Companies, LLC :*  
Chief of Survey with Fuss &  
O'Neill, Inc.

*Professional Affiliations:*  
Connecticut Association of Land  
Surveyors

**Freeman Companies, LLC is a  
Professional Engineering and  
Land Surveying Corporation in  
Connecticut (#JPC.0000109)**

Dave Caricchio serves as Freeman Company, LLC's Chief of Survey. He is a professional Land Surveyor with 32 years of experience and is licensed in the states of Connecticut and Maine. As Chief of Survey, Mr. Caricchio is responsible for the overall operations of the survey department including the preparation of proposals, client relations and budgets, as well as the oversight and review of all survey work. He oversees a diverse range of land surveying services working as part of a team with attorneys, architects, municipal officials, engineers, developers, utility companies and contractors. Some of these services have included ALTA/ACSM surveys, aerial photogrammetric control, bathymetric surveys, boundary surveys, topographic and utility surveys, construction layout, condominium plans, environmental land use restriction plans (ELUR), easement plans, landfill surveys, land records research, legal descriptions, record surveys, right-of-way and taking plans, wetlands location surveys, and G.P.S. surveys. Mr. Caricchio is proficient in all phases of field and office survey work as well as with survey instrumentation, G.P.S equipment, robotic totalstation, data collectors, and with Civil 3D software.

## *Relevant Experience and Qualifications*

**City of Hartford: Department of Development Services: 1212 & 1214 Main Street and 271-273 & 150 Windsor Street (Utility Investigation), Hartford, Connecticut**

Freeman Companies, LLC provided Civil Engineering services for the "due diligence" investigation of existing utilities to service the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Work involved site observations, and research from land records, previous surveys, GIS mapping and assessors mapping. A utility investigation for existing telephone (AT&T), water and storm/sewer (MDC), electric (NU) and gas (CNG) utilities was conducted and a "Class D" Compilation Plan prepared. Additionally, the floodplain was identified within Flood Zone "X". The final report included mapping for location, utility, sanitary sewer, water distribution system and FEMA.

**City of Hartford: Department of Development Services: 1212 & 1214 Main Street and 271-273 Windsor Street (Land Surveying), Hartford, Connecticut**

Freeman Companies, LLC provided Land Surveying services for the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Parcel surveys, including boundary survey research, boundary survey, topographic survey and roadway survey, including topographic survey, are being prepared for each of the parcels in downtown Hartford.

**City of Hartford: Department of Development Services: Due Diligence Report: Market Street, Hartford, Connecticut**

In 2011 Freeman Companies, LLC completed a due diligence report for an underutilized 17 acre site located on Market Street in the City's Downtown North neighborhood for possible re-use as the location for a new public magnet school. Although the school proposal was withdrawn later that year, the development potential of the Market Street site, between Trumbull Street to the south, railroad tracks and I-91 to the east and Market Street to the west, was again evaluated by Freeman Companies, LLC in late 2013 to provide the City of Hartford's Department of Development Services with any issues associated with a proposed new sports and 75,000 SF retail complex at the site. The site was researched, utility investigation completed, "Class D" plan compiled, and three concept plans were prepared, each with a proposed 6,000-seat baseball stadium, and each showing parking and retail options.

**Metropolitan District Commission (MDC): Clean Water Project (CWP): South Hartford Conveyance and Storage Tunnel Hartford - West Hartford, Connecticut**

The MDC's Clean Water Project is a 15-year plan designed to control and reduce the overflow of untreated sewage into natural waterways. *The largest construction component of the CWP is the construction of the South Hartford Conveyance and Storage Tunnel (SHCST).* This 28 foot in diameter by 3 miles long structure will handle sewage from West Hartford, Newington and Hartford and will be able to store up to 50 million gallons of sewage until such time as this stored sewage can be treated at the Hartford Treatment Plant. The SHCST is being constructed by tunneling within bedrock 200 to 250 feet below ground surface. Freeman Companies, LLC has provided land surveying and geotechnical engineering services to the Prime Engineer since 2012 and has performed numerous additional services for the SHCST at the Prime Engineer's request. The firm was selected as one of four professional land surveyors to provide three-dimensional survey basemapping for the project. As Survey Project Manager, Dave Caricchio supervised Freeman Companies' scope which included: Flatbush Avenue CSO Conduit (approximately 3,200 LF) and New Britain Avenue SCO Conduit (approximately 6,200 LF), providing complete Civil 3D AutoCAD Basemap from face-of-building to face-of-building (survey corridor 100' wide in non-street areas); 3D basemap which included topography, property lines, all structures and all buried utilities; and four (4) and six (6), respectively, microtunnel shafts, each of which included a 1 acre off-street (or side street) area as part of the 3D survey basemap.

# David A. Caricchio, LS

## Freeman Companies, LLC – Chief of Survey

### **MDC: CWP: Church Street Water Main Replacement Project, Hartford, Connecticut**

Freeman Companies, LLC was engaged by the Prime Engineer to perform Land Surveying, Geotechnical Engineering and Environmental Services for design for the replacement of existing 6", 8" and 16" cast iron water mains along Church Street in Hartford (from Main Street to Myrtle Street) due to age (circa 1854) as a result of the infrastructure exceeding the life expectancy. The project involved horizontal and vertical control, ROW survey land record research and utility research, ROW survey, topographic survey, final mapping, utility test pit locations, and subsurface utility location. Additionally, Freeman Companies also provided a geotechnical interpretive report (GIR) in accordance with MDC criteria. The GIR made geotechnical and construction recommendations for the utility and provided environmental recommendations for the handling, reuse and disposal of soil and groundwater anticipated during construction. This work was considered a priority by MDC in order to avoid potential disruption of water service during construction of the installation of new drains and structures required under the Clean Water Project (CWP). Mr. Caricchio served as Survey Project Manager.

### **Connecticut Airport Authority/Connecticut Department of Transportation: Bradley International Airport, Windsor Locks, Connecticut**

*Schoephoester Road Roadway Realignment:* Freeman Companies, LLC is performing as geotechnical engineer and land surveyor to the prime consultant on the realignment of Schoephoester Road at Bradley International Airport. The project consists of realigning existing roads SSR 403 Lower Roadway, Schoephoester Road and Deplaning Road, and mill and overlay of sections of SSR 403 Lower Roadway and Short Drive. Project elements requiring subsurface explorations and geotechnical evaluation include: 1. Realigning of Short Drive, Schoephoester Road and Deplaning Road. 2. Realigning a slip ramp to Deplaning Road. 3. An approximately 125-foot-long, 15-foot high retaining wall along Schoephoester Road. 4. Mill and overlay of SSR 403 Lower Roadway and Short Drive. *Terminal B Passenger Facility:* Freeman Companies, LLC performed as a sub-consultant to the Prime Engineer on the provision of land survey services to locate wetland areas within the vicinity of the Bradley International Airport Terminal B Passenger Facility Project. A plan was prepared to show all areas identified as wetlands which included northing/easting and elevation information.

### **Connecticut Department of Transportation and Metro-North Railroad: New Haven Line Catenary Replacement Project: 2 Contracts: Stamford to South Norwalk and New Haven Railroad Yard Improvements, Connecticut**

MTA Metro-North Railroad ConnDOT embarked on system-wide replacement of overhead catenary wires that power trains on the New Haven Line; the program was intended to fully replace the original catenary system first erected in 1907. One contract for the Replacement Project involved the New Haven Railroad Yard itself and one contract involved three communities -- Stamford, Darien and South Norwalk -- along the MNR line. Survey work at all locations consisted of locating the existing catenary towers (and with this information, staking out the new catenary tower foundation locations and bolt patterns and preparing as-builts for each), obtaining elevations on each rail and electric wire truss height elevation at every new catenary location and providing a spreadsheet to Ducci Electric with detailed information indicating rail-to-electric wire truss heights. As Project Manager for both contracts, Mr. Caricchio coordinated all work, trained and scheduled field staff and oversaw office work, including review of all calculations and plans.

### **University Of Connecticut: North Hillside Road Extension/Connector Project, Storrs/Mansfield, Connecticut**

Chief of Survey to the Prime Engineer for extension of North Hillside Road on the UConn Storrs campus from its current terminus northward to U.S. Route 44 in the town of Mansfield. The project constructs an approximately 3,400-foot, 2-lane, 32-foot wide road through a portion of land adjacent to the Storrs core academic campus known as the "North Campus" and provides provides an alternative entrance to the University, relieves traffic on surrounding roads, and facilitates the development of the North Campus. In addition to FHWA and UConn, the Connecticut Department of Transportation (CTDOT) was also a Joint Lead Agency for the federally-funded \$ 6 million project. Responsibilities included oversight of field crews as well as coordination with the contractor and design staff throughout the project.

### **University Of Connecticut: Steam and Condensate Distribution System: Modification, Expansion and Repair, Storrs, Connecticut**

Survey Project Manager to the Prime Engineer for the upgrade of underground steam and condensate piping on the Storrs campus. Using GPS equipment, horizontal and vertical control was established in the areas of the steam line relocation. A detailed topographic, planimetric and utilities survey was performed in these areas. From the field data collected, detailed topographic and utility mapping was prepared for the design of the new steam lines. This capital improvement was a major initiative towards the University's goal to provide robust systems to support the renovation of existing buildings and the development of new facilities, as part of the State's "Next Generation Connecticut" Strategic Plan. Given limited space and conflicting underground utilities, a comprehensive assessment of the steam distribution system was completed, including survey, research of state records, base mapping, and preparation of a site plan that identified obstacles, anchor locations, and opportunities to drain vaults by gravity lines. Design emphasized long term reliability and was completed in a special phasing sequence to ensure that the system remained operational during construction.



# Nathan L. Whetten, PE, D.GE, CG

Freeman Companies, LLC – Director of Geotechnical Engineering

*Years Professional Experience:*  
32

Professional Engineer:  
Connecticut # PEN.0021565

Florida  
Maine  
Massachusetts  
New Jersey  
New York  
Pennsylvania  
Rhode Island

Certified Geologist:  
Maine

*Education:*  
Cornell University:  
M.E. (Civil) 1982, Geotechnical  
Engineering;  
B.S., 1982 Civil Engineering; B.A.,  
1982 Geology

*Professional Affiliations:*  
Connecticut Building Congress,  
Director July 2013-to Present;  
Construction Institute, Member;  
American Council of Engineering  
Companies of Connecticut Director  
2000-2008, President 2008-2009,  
Past President 2009-2010,  
National Director 2010-2012;  
American Society of Civil  
Engineers, Member.

Freeman Companies, LLC is a  
Professional Engineering and  
Land Surveying Corporation in  
Connecticut (#JPC.0000109)

Nathan Whetten joined Freeman Companies to lead their expanding Geotechnical Division and manage the firm's Environmental Sciences division. Mr. Whetten has more than 30 years of experience working on a wide variety of geotechnical engineering projects. His experience includes geotechnical and bedrock geological evaluations for bridge and highway projects, earth and rock slopes, parking structures, dams, buildings, and water/wastewater treatment facilities and utility pipelines. His project responsibilities include project management, development and oversight of subsurface exploration programs, evaluation of geotechnical design criteria, report preparation, and construction observation. Prior to joining Freeman Companies, Nate held the position of Senior Associate at GEI Consultants, a worldwide science and engineering firm. Mr. Whetten holds several degrees from Cornell University including B.A. in Geology, B.S. in Civil Engineering and M.E. in Geotechnical Engineering. He has been the senior geotechnical engineer and project manager on several dozen large scale civil and commercial construction projects since the 1980s. Nate is considered a leading geotechnical authority by peers and has published over 15 professionally acclaimed articles, white papers and case studies for multiple Science and Engineering trade publications. He has also won numerous awards for completed projects including the coveted Harl Aldrich Excellence Award.

## *Relevant Experience and Qualifications*

**Connecticut Department of Transportation: Connecticut *fastrak*: New Britain to Hartford Busway BRT Stations**

Project Management for design of eleven stations located along a new dedicated bus roadway between New Britain and Hartford. The busway alignment follows an existing railroad corridor and adjacent to an existing Amtrak Railroad Corridor. The existing railroad embankment will be raised and widened to provide room for the busway. The stations provide public access to the busway at strategic locations and include buildings, retaining walls, canopy shelters, platforms and other structures. Conducted subsurface explorations and provided preliminary and final design geotechnical recommendations for design of the proposed stations. Challenges include design of structures and embankments over soft lacustrine clay deposits, evaluation of settlement along the Amtrak railroad tracks, and stability of embankments and retaining walls.

**City of Hartford and the Greater Hartford Transit District: TIGER IV Grant: The iQuilt Project – Hartford Intermodal Triangle, Hartford, Connecticut**

The iQuilt vision has been developing for several years and has as its centerpiece Bushnell Park and the goal of opening up a pedestrian route from the state Capitol building to the Connecticut River. Bushnell Park North is a major component of the Plan - Bushnell Park would be extended to Main Street by moving Gold Street closer to Bushnell Tower, creating a new, 1.5-acre park area that would include greenhouses, outdoor meeting areas, benches and a cafe. Gold Street would become narrower, resembling a residential street. Streets would be similarly narrowed to Pulaski Circle, with landscaping improvements. In July-August 2012, Freeman Companies, LLC provided geotechnical evaluation of the Gold Street realignment. The work included conducting a program of subsurface explorations, laboratory soil testing, and preparing geotechnical design and construction recommendations for the proposed realignment. In May-June 2013, Freeman Companies, LLC provided the geotechnical evaluation of the realignments of nearby Asylum, Ford and Jewell Streets, located adjacent to Bushnell Park. The evaluation included design of new signals at intersections. The work included conducting a program of subsurface explorations, laboratory soil testing, conducting engineering evaluations, and preparing geotechnical design and construction recommendations. Freeman Companies is providing land surveying, civil engineering roadway design and geotechnical engineering services. Construction is expected to begin in the Spring of 2014 on this first major step in making the City's center ("the Intermodal Triangle") more easily navigated by pedestrians, cyclists and those who ride the bus.

**Northland Investment Corporation: Town Square aka "Hartford 21", Hartford, Connecticut**

Freeman Companies, LLC's Director of Geotechnical Engineering, Nate Whetten, directed Geotechnical Engineering from early investigations through construction of the \$ 155 million, 36-story, 430-foot high, 961,000 SF steel-framed apartment tower, located within the southeast corner of the Hartford Civic Center. Consistent with the existing Hartford Civic Center, the "Hartford 21" tower has three basement levels. New foundations and basement floor levels were constructed, and the existing basement walls remain. Project challenges included: developing foundation design criteria for support of the heavy interior column footings, evaluating support requirements for existing exterior and interior basement walls during demolition of existing floors; construction of the apartment tower, and developing guidelines for excavation of bedrock for foundations, elevator shafts, and lowered floor grades.

**Adriaen's Landing, Hartford, Connecticut**

Freeman Companies, LLC's Director of Geotechnical Engineering, Nate Whetten, directed Multiple Iterations of this landmark redevelopment in the City of Hartford. Capital Properties Project: Project engineer for Retail Buildings A and B which were to be constructed within the Adriaen's Landing Retail/Residential component of the original project. Retail Building A includes five floor levels, and Building B includes six stories.

**Nathan L. Whetten, PE, D.GE, CG**  
**Freeman Companies, LLC – Director of Geotechnical Engineering**

**Adriaen's Landing, Hartford, Connecticut - continued**

Both buildings have basement levels, and the buildings abut parking garages to the north and south. Project challenges include evaluating the complex subsurface conditions at the site, and developing several building foundation alternatives to support the heavy column loads. Front Street: Project Manager for the construction of the Retail/Residential portion of the Adriaen's Landing project (that was recently constructed). Provided geotechnical recommendations for design and construction of structures and roadways. Two new roads, Front Street and Constitution Way, are created as part of this project requiring minor cuts and fills. Reviewed previous test boring information and performed supplemental test borings with laboratory testing of rock core samples and soil samples and prepared recommendations for design. Evaluated alternatives, using the proposed roadway structures, as "engineered controls" to achieve compliance with the project Remedial Action Plan. The project has significant and relatively complicated earthwork requirements, which required strict monitoring to achieve project success.

**Connecticut Airport Authority/ConnDOT: Bradley International Airport, Windsor Locks, Connecticut**

*Schoephoester Road Roadway Realignment:* Freeman Companies, LLC is performing as geotechnical engineer and land surveyor to the prime consultant on the realignment of Schoephoester Road at Bradley International Airport. The project consists of realigning existing roads SSR 403 Lower Roadway, Schoephoester Road and Deplaning Road, and mill and overlay of sections of SSR 403 Lower Roadway and Short Drive. Project elements requiring subsurface explorations and geotechnical evaluation include: 1. Realigning of Short Drive, Schoephoester Road and Deplaning Road. 2. Realigning a slip ramp to Deplaning Road. 3. An approximately 125-foot-long, 15-foot high retaining wall along Schoephoester Road. 4. Mill and overlay of SSR 403 Lower Roadway and Short Drive.

**Connecticut Department of Transportation: Q-Bridge I-95/I-91/SR-34 Interchange Reconstruction, New Haven, Connecticut**

Project Engineering for final geotechnical engineering design for the reconstruction of the west approach roadways to the new Q-Bridge (I-95 over the Quinnipiac River) and the interchange with I-91 and State Route 34. This project includes preloading and surcharging with wick drains to reduce settlement of embankments, 11 bridges, and 15 retaining walls.

**Connecticut Department of Transportation: I-95 Corridor Improvements: Waterfront Street Reconstruction and Railroad Reconstruction, New Haven, Connecticut**

Provided geotechnical engineering services for railroad relocation and roadway reconstruction. The site provides intermodal access to the port of New Haven. Prepared recommendations for temporary sheet pile retaining wall and roadway and railroad subgrade. Prepared special provisions for minipiles and tiebacks.

**Connecticut Department of Transportation: New Haven Harbor Crossing Corridor Improvements, Contract D-Branford Extension, Branford, Connecticut**

Project Management for preliminary through final geotechnical design for widening 3380 meters of Interstate 95, including two new 2.4-meter diameter culverts beneath I-95 and the adjacent Amtrak Railroad embankment. I-95 was widened to accommodate three 3.6-meter wide travel lanes in each direction, 3.6 meters inside and outside paved shoulders, and a 1.8 meters median with a concrete barrier curb. The project includes highway widening over an area of very soft organic soils and within an area of significant rock excavation. Structure improvements include modifications to two bridges, one bridge replacement and two new retaining walls. Culverts were installed by tunneling through the roadway and railroad embankment fill.

**Hartford School Building Committee: West Middle School, Hartford, Connecticut**

Full renovation to as-new condition of the West Middle School, a Pre-K to 8th grade school originally built in 1894. The existing school is spread over three interconnected buildings, totaling 91,273 SF, and is located on a constrained 2.8 acre urban site at 927 Asylum Avenue in Hartford. This site also had geotechnical challenges due to the fact that the site resides on over 100 feet of soft, varved clay. After many rounds of advanced soil testing and analysis, lead Geotechnical Engineer Nate Whetten recommended that the upper portion of the clay be stiffened by installing aggregate columns to decrease settlement and increase bearing capacity of the native clay soils. The findings of the geotechnical evaluation were confirmed by an independent peer review and provided considerable cost savings to the project.

**Hartford School Building Committee: Addition to the Dr. James H. Naylor Elementary School, Hartford, Connecticut**

Project Management for geotechnical investigation of a 117,100 SF three-story addition to the existing elementary school to accommodate grades PreK-8 with new focus on civics and technology. The existing Naylor building, built in 1927-1929 and designed by firm of Whiton & McMahon, was reconfigured and updated to meet the State's "renovate-as-new" status and resolve accessibility issues. Project challenges included developing several foundation alternatives for supporting the building loads on shallow foundations bearing within the compressible lacustrine silty clay soils.

Years Professional Experience:  
20

**Professional Licenses:**  
Licensed Environmental  
Professional – Connecticut  
(License # 415)

**OSHA Trainings:**  
29 CFR 1910.120 40-Hour Safety  
Training;  
40-Hour HAZWOPER Training;  
8-Hour Management/ Supervisory  
Training;  
Excavation Competent Person  
Training;  
Confined Space Entry Training

**Education:**  
State University of New York at  
Oneonta, Oneonta, New  
York, 1994  
Bachelor of Science in Water  
Resources (Hydrogeology)

**Previous Employment:**  
Linium Staffing- Under Contract to  
the Connecticut Resources  
Recovery Authority (CRRA),  
Environmental Engineer (2013 –  
February 2014)

Tighe & Bond, Inc., Senior  
Environmental Scientist (2008 –  
2013)

Langan Engineering &  
Environmental Services, Inc.,  
Project Manager (2006 – 2008)

Apex Companies, LLC, Project  
Manager (1999 – 2006)

Groundwater And Environmental  
Services, INC., Assistant Project  
Manager (1997-1999)

Hygenix, Inc., Hydrogeologist  
(1994 – 1997)

**Professional Affiliations:**  
Environmental Professionals of  
Connecticut (EPOC);  
Connecticut Business & Industry  
Association (CBIA)

**Freeman Companies, LLC is a  
Professional Engineering and  
Land Surveying Corporation in  
Connecticut (#JPC.0000109)**

# Charles D. (Doug) Brink, LEP

**Freeman Companies, LLC – Licensed Environmental Professional**

Doug Brink is a Connecticut Licensed Environmental Professional with 20 years of professional experience in the acquisition, assessment, remediation, and redevelopment of environmentally impacted properties. A specialist on regulatory matters, Mr. Brink has assisted a number of owners through the due diligence process on both straightforward and complex real estate deals. He has an innate understanding of what it takes to get a deal done, but at the same time maximizes his client's protection from ongoing environmental liabilities, utilizing techniques for handling and allocating environmental risks including representations and warranties, indemnification agreements, escrow holdbacks, and insurance policies. He has designed, installed and operated numerous types of remedial systems including soil vapor extraction, air sparging, groundwater extraction/reinjection, bio-remediation, and LNAPL light non-aqueous phase liquid recovery. He also has extensive experience regarding both the inspection and abatement of hazardous building materials, including PCBs, in conjunction with renovation and/or demolition projects.

## **Relevant Experience and Qualifications**

### **Metropolitan District Commission: Clean Water Project: Granby Street Area Sewer Separation Project, Hartford, Connecticut**

The MDC's Clean Water Project is a 15-year plan designed to control and reduce the overflow of untreated sewage into natural waterways. The Granby Street Project removes a significant quantity of combined sewage overflow to the Connecticut River. The project includes installation of sanitary sewage and drainage piping, including 60" and 48" installation by microtunneling, and will serve approximately 215 acres. Mr. Brink provided direction of soil characterization activities of soil generated as part of the sewer separation project. Designed sampling protocols and reporting on management options based on the results from the sampling activities.

### **Connecticut Department of Transportation: Town of Redding: Construction, Inspection and Maintenance of Intersection Improvements on Route 107 and Route 57, Redding, Connecticut**

The intersection work involved minor roadway widening, culvert modifications, installation of two traffic signals, pavement milling/overlay, new sidewalks, and guiderail, signing and pavement markings and advanced the Town's pedestrian safety and Streetscape Enhancement Plan. Mr. Brink provided system design and discharge permitting services for the dewatering of utility/infrastructure tunnels as part of the improvement project.

### **Yale-New Haven Hospital: New Ambulatory (Outpatient) Health Center and Smilow Cancer Hospital - Howard Legion Block Demolition for Future Related Development, New Haven, Connecticut**

Doug Brink, LEP, has provided environmental consulting services to Yale-New Haven Hospital for ten years, for minor projects as well as Phase I and Phase II Environmental Site Assessments for major new construction and renovation projects, such as: *Howard Legion Block (2 Howe Street)*: Doug Brink, LEP provided oversight of the demolition of a city block in New Haven, Connecticut in preparation for future Smilow Cancer Hospital-related development, including a parking garage, the Yale Suites (which is a hospital owned hotel for patient families), and retail space in front of the garage. This project included the demolition of nine residential units, two multi-storied apartment buildings and two former commercial buildings. Directed and provided oversight of a hazardous materials survey for each of the buildings. Prior to demolition, each building was investigated for the presence of asbestos containing building materials; lead paint; fixtures and equipment that may have contained oil and/or PCBs (e.g. fluorescent light ballasts, transformers, machinery), fluorescent light tubes, mercury-containing thermostats and gauges and abandoned materials (raw materials, cleaning chemicals, fuels, lubricants, etc). *New Ambulatory Health Center* – Mr. Brink provided Phase I and Phase II Environmental Site Assessments for development of an outpatient center in the former AT&T building at 6 Devine Street in North Haven. YNHH remodeled the 120,000-square-foot, four-story building for a comprehensive ambulatory care program.

### **Centerplan Development, LLC: Route 34 West Mixed-Use Development and Parking Garage, New Haven, Connecticut**

Development of an underutilized 5.5 acre urban site for a major mixed-use residential/retail development in downtown New Haven. The central component of the development is a new home for Continuum of Care, Inc. a not-for-profit provider of housing, residential support and home health services, associated amenities, a new retail pharmacy and restaurant. At full build out the site will also include a new 800-vehicle parking garage and hotel and/or office building development. Freeman Companies is providing Land Surveying, Civil Engineering, Geotechnical Engineering and Environmental Services to the Developer. Mr. Brink has completed a "Phase I" Environmental Site Assessment of the property.

# Charles D. (Doug) Brink, LEP

## Freeman Companies, LLC – Licensed Environmental Professional

### *Regulatory Experience:*

Sections 22a-133k-l through 22a-133k-3 of the Regulations of Connecticut State Agencies (RCSA);  
Connecticut General Statutes (CGS) sections 22a-133x and 22a-133y;  
CGS Section 22a-134;  
40CFR761 CT Public Health Code Section 19-13-8102;  
Public Act 09-235;  
CGS Section 22a-6u;  
Sections 22a-449(d) through (h) RCSA;  
Sections 22a-209 RCSA;  
CGS Section 22a-450;  
CGS Section 22a-471;  
CGS Section 22a-449(c);  
CGS Section 22a-463-469a;  
CGS 22a-133e

### **Northeast Utilities: Yankee Gas: Waterbury to Wallingford Natural Gas Pipeline Expansion/Installation Waterbury, Naugatuck, Prospect, Cheshire and Wallingford, Connecticut**

For the second largest pipeline expansion project in Yankee Gas' history, Mr. Brink provided oversight and direction of soil pre-characterization activities along the 20-mile long, 16-inch diameter steel natural gas pipeline project which runs beneath existing roadways from Waterbury, through Naugatuck, Prospect and Cheshire, to Wallingford, Connecticut. Selected sampling locations, collected and analyzed soil samples, reviewed and interrupted data, assisted with the pre-selection of soil disposal/reuse facilities for disturbed soils that could not be reused as fill material during the construction process. Sampling logs generated were utilized in construction bidding. Doug served in an "on-call LEP" capacity to Yankee Gas.

### **Northeast Utilities: Yankee Gas: Bare Steel/Cast iron Replacement Program, New London Area, Connecticut**

As part of its mandate to aggressively remove aging infrastructure, Yankee Gas has invested in an ambitious fifteen year replacement plan for all of its bare steel and cast iron gas mains throughout Connecticut. In his capacity as "on-call LEP" to the utility, Mr. Brink provided pre-characterization and soil management services for soil generated as part of natural gas line replacement projects, primarily in the New London area. Most projects required the replacement of at least 2,500 feet of pipeline.

### **Northeast Utilities: Yankee Gas: Pomfret School Oil to Natural Gas Conversion "Sustainability Project", Pomfret, Connecticut**

Mr. Brink provided soil pre-characterization services for the installation of 1-mile of natural gas pipeline to the campus of the Pomfret School for its two-year, \$ 8 million oil-to-natural gas, footprint-reducing Sustainability Project. Selected sampling locations, collected and analyzed soil samples, reviewed and interrupted data, assisted with the pre-selection of soil disposal/reuse facilities for disturbed soils that could not be reused as fill material during the construction process. Sampling logs generated were utilized in construction bidding. Doug served in an "on-call LEP" capacity to Yankee Gas.

### **Housing Authority of New Haven/115 Edgewood NavCapMan, LLC: Redevelopment of the Dwight Gardens Housing Complex, New Haven, Connecticut**

The Dwight Garden redevelopment project is the redevelopment of the severely deteriorated Dwight Cooperative, a cooperative with low- and moderate-income members consisting of 80 housing units. The project will transform the severely distressed cooperative into a new mixed-income community. The development represents a mix of public and private financing with an aggressive rehabilitation schedule that will transform the structures into a healthy and livable complex. Freeman Companies, LLC is providing Civil Engineering, Utility Investigation, Landscape Architecture, Land Surveying, Geotechnical Engineering and Environmental Services, and the project is currently in preliminary design. The existing housing units are garden style, located in 9 buildings spread out throughout the site. In addition to the minimum repairs required by HUD, Dwight Gardens LLC proposes to do substantial rehabilitation to all eighty (80) of the housing units. Mr. Brink has performed limited asbestos and lead abatement inspection services.

### **Connecticut Department of Housing: Disaster Recovery Grant Program for Hurricane Sandy, Connecticut**

Freeman Companies, LLC was recently selected as part of a multi-disciplinary, Architect-lead team, to provide land surveying, civil, geotechnical, and environmental engineering services for the \$ 71.8 million HUD Disaster Recovery program for Hurricane Sandy repairs along the coastline. Freeman Companies' current task orders involve completion of National Environmental Policy Act (NEPA) Statutory Checklists and Environmental Reviews on 13 (thirteen) residential properties in East Haven, in compliance with 24CFR 58 requirements.

### **Representative Phase II Environmental Site Assessments:**

City of Danbury Police Department (involved multiple residential and industrial parcels, each parcel required an Environmental Site Assessment: 359 - 361, 361, 363, 365 – 367, 369-371, 373, 375, and 377 Main Street 7, 11-27, East Franklin Street, and 72-80 Maple Avenue); 265 Welton Street, Hamden; 63-acre bulk storage facility; 280 Waterfront Street, New Haven; 20-acre bulk storage facility; 134 Forbes Avenue, New Haven; 16-acre bulk storage facility; 85 East Street, New Haven; 26-acre bulk storage facility; 417, 419, and 425 Washington Avenue, New Haven; 490 and 508 Westport Ave, Norwalk; 225 Ella Grasso Boulevard in Windsor Locks; a six acre parcel contains commercial structure divided into two separate businesses; an automotive technical school and a restaurant.

### **Representative Phase III Environmental Site Assessments:**

City of Danbury Police Department (involved multiple residential and industrial parcels, each parcel required an Environmental Site Assessment: 359 - 361, 361, 363, 365 – 367, 369-371, 373, 375, and 377 Main Street 7, 11-27, East Franklin Street, and 72-80 Maple Avenue); 280 Waterfront Street, New Haven; a 20-acre bulk storage facility; 134 Forbes Avenue, New Haven; a 16-acre bulk storage facility; 85 East Street, New Haven; a 26-acre bulk storage facility.

# Relevant Experience

## City of Hartford: Department of Development Services: 1212 & 1214 Main Street and 271-273 & 150 Windsor Street (Utility Investigation), Hartford, Connecticut

Freeman Companies, LLC provided Civil Engineering services for the "due diligence" investigation of existing utilities to service the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Work involved site observations, and research from land records, previous surveys, GIS mapping and assessors mapping. A utility investigation for existing telephone (AT&T), water and storm/sewer (MDC), electric (NU) and gas (CNG) utilities was conducted and a "Class D" Compilation Plan prepared. Additionally, the floodplain was identified within Flood Zone "X". The final report included mapping for location, utility, sanitary sewer, water distribution system and FEMA.

## City of Hartford: Department of Development Services: 1212 & 1214 Main Street and 271-273 Windsor Street (Land Surveying), Hartford, Connecticut

Freeman Companies, LLC provided Land Surveying services for the proposed baseball stadium development site, for the City of Hartford's Department of Development Services. Parcel surveys, including boundary survey research, boundary survey, topographic survey and roadway survey, including topographic survey, are being prepared for each of the parcels in downtown Hartford.

## City of Hartford: Department of Development Services: Due Diligence Report: Market Street, Hartford, Connecticut



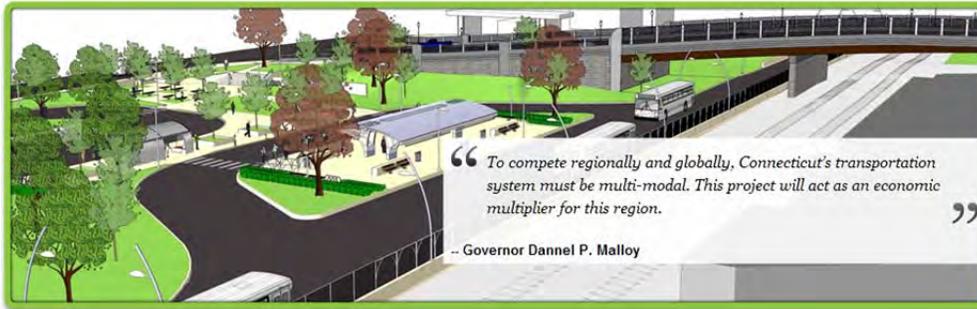
In 2011 Freeman Companies, LLC completed a due diligence report for an underutilized 17 acre site located on Market Street in the City's Downtown North neighborhood for possible re-use as the location for a new public magnet school. Although the school proposal was withdrawn later that year, the development potential of the Market Street site, between Trumbull Street to the south, railroad tracks and I-91 to the east and Market Street to the west, was again evaluated by Freeman Companies, LLC in late 2013 to provide the City of Hartford's Department of Development Services with any issues associated with a proposed new sports and 75,000 SF retail complex at the site. The site was researched, utility investigation completed, "Class D" plan compiled, and three concept plans were prepared, each with a proposed 6,000-seat baseball stadium, and each showing parking and retail options.

## City of Hartford and the Greater Hartford Transit District: TIGER IV Grant: The iQuilt Project – Hartford Intermodal Triangle, Hartford, Connecticut

Union Place, Bushnell Park North, and Asylum/Pearl/Statehouse Square comprise the three major TIGER-funded roadway projects called the "Hartford Intermodal Triangle": a comprehensive, \$ 24 million urban vision for a progressive, and economically vital, city center in development for many years. *Bushnell Park North*: Freeman Companies provided land surveying, civil engineering roadway design and geotechnical engineering services to the Prime Engineer for the development of Bushnell Park North, the Initiative's centerpiece project. Bushnell Park North, the new name for the collection of Asylum, Ford, Jewell, Trumbull, Wells and Gold Streets, is rebuilt as a vibrant, sustainable, and cohesive boulevard along the northern edge of historic Bushnell Park, from Union Station to Main Street. The existing median is removed and the street significantly narrowed and re-stripped for traffic calming. New traffic signals are constructed at Pearl and Ford, Trumbull and Jewell, Wells and Gold, and Main and Gold Streets. Roadway and sidewalk lighting, way finding signage, crosswalks, sidewalks, new street trees, landscaping, park benches and park walls are installed, greatly enhancing the pedestrian experience. Gold Street is also realigned so that its western end coincides approximately with Bushnell Park's Hoadley Gate. For the overall Intermodal Triangle Initiative, Freeman Companies acted as "Survey Project Coordinator" with the responsibility of establishing the survey control for the entire, downtown Hartford project area. *Union Place Reconstruction*: Work at Union Place involves enhancements and renovations of the historic Union Station, special signal and lane treatment for CTfastrak terminus, special gateway treatment of the rail overpass, major bus stop enhancements around the station (including the local bus layover), enhanced intermodal transfer signage for pedestrians and vehicles, new pedestrian signs and maps, and enhanced roadway and pedestrian lighting. Freeman Companies, LLC served as Project Designer and is currently performing Construction Inspection services for the City. Construction Cost: \$ 24 Million (3-Project Initiative); Bushnell Park North: \$ 12.5 Million. Union Place: \$ 2.5 Million. All projects were administered by the Greater Hartford Transit District as well as the City of Hartford. These projects are on an extremely tight schedule – in compliance with FTA requirements – and will be completed in 2015-2016.



## Connecticut Department of Transportation: CTfastrak, New Britain to Hartford, Connecticut



**BRT Stations:** Freeman Companies, LLC's Director of Geotechnical Engineering Nate Whetten, when employed by GEI, served as Project Manager for design of eleven stations located along a new dedicated bus roadway between New Britain and Hartford. The busway alignment follows an existing railroad corridor and adjacent to an existing Amtrak Railroad Corridor. The existing railroad embankment will be raised and widened to provide room for the busway. The stations provide public access to the busway at

strategic locations and include buildings, retaining walls, canopy shelters, platforms and other structures. Design is expected to be completed in early 2011. Conducted subsurface explorations and provided preliminary and final design geotechnical recommendations for design of the proposed stations. Challenges include design of structures and embankments over soft lacustrine clay deposits, evaluation of settlement along the Amtrak railroad tracks, and stability of embankments and retaining walls. **Busway Project Management:** Freeman Companies, LLC colleague Christopher Beaulieu served as senior design engineering/project management for the overall Busway project while at Baker Engineering. Project management responsibilities include onsite design liaison support, document control, change order processing, PCM document management, PCM training and support. Design responsibilities include review of shop drawings, working drawings, design. Chris also acted as civil engineer for design/program management, engineering and design for the Amtrak Access Road component of the Busway project. Program management involved management of project wide design information including digital files, cost estimates, survey data, utility information, and design files. Engineering and design responsibilities involved roadway design, cost estimation, design of waste stockpile areas, wetland mitigation, and preparing property maps including analysis of drainage, grading, utilities, and site impacts. Project Cost: \$ 570 Million.

## Hartford Hospital: Hudson Street Employee Parking Garage/Fitness Center, Hartford, Connecticut

Freeman Companies provided construction land surveying services to Hartford Hospital and McKinney Drilling Company on this major \$ 40 Million project, a nine-floor, 1,250-space, 440,000 SF parking and fitness structure intended to increase available staff parking on campus by about 20%. Freeman Companies established horizontal and vertical control for the project, performed construction stakeout and location of 60 concrete caissons up to 4.5-feet in diameter, and depth up to 75-feet. Set grades for rebar cages and depth of concrete during pours. Monitored depth of drilling and took depth hole measurements for cutting of rebar cages for each caisson. Continuous collaboration on plan-checking and conflict resolution with Construction Manager and Parking Design Consultant. *This project was recently awarded "Best Parking Structure (900+ cars)" from the Precast / Prestressed Concrete Institute's 2013 Design Awards program.*



## Pennrose Properties: 95-101 to 111 Pearl Street Redevelopment, Hartford, Connecticut



Freeman Companies, LLC is providing Civil Engineering design services to the CHFA-selected Development Team's Prime Architect for the major redevelopment of 95-101 to 111 Pearl Street in downtown Hartford. This proposed \$ 43 million project converts two "derelict" downtown buildings and creates physical and aesthetic connections between them, creating one, unified and optimistic, new development for the City. The project proposes as many as 91 new apartments and 15,000 square feet of service, entertainment and retail space at 95-101 Pearl St. and 121 units and 9,500 square feet of retail space at 111 Pearl St. Site amenities include a new loading zone, new rear entry, new sidewalk and outdoor seating, new trees and landscape plantings.

## Northland Investment Corporation: Town Square aka "Hartford 21", Hartford, Connecticut



Freeman Companies, LLC's President Rohan A. Freeman, PE, LS served as Project Surveyor for all survey services for the redevelopment of the Hartford Civic Center and Hartford 21, which stand as key components of the Six Pillars of Progress for downtown Hartford's revitalization. Freeman Companies, LLC's Director of Geotechnical Engineering, Nate Whetten, also directed Geotechnical Engineering from early investigations through construction of the \$ 155 million, 36-story, 430-foot high, 961,000 SF steel-framed apartment tower, located within the southeast corner of the Hartford Civic Center. Consistent with the existing Hartford Civic Center, the "Hartford 21" tower has three basement levels. New foundations and basement floor levels were constructed, and the existing basement walls remain. Project challenges included: developing foundation design criteria for support of the heavy interior column footings, evaluating support requirements for existing exterior and interior basement walls during demolition of existing floors; construction of the apartment tower, and developing guidelines for excavation of bedrock for foundations, elevator shafts, and lowered floor grades.

## Adriaen's Landing, Hartford, Connecticut

Freeman Companies, LLC's Chief of Survey David A. Caricchio, LS, acted as survey project manager which included overseeing survey field crews, performing stakeout computations, attending construction meetings, monitoring movement of an existing retaining wall during certain construction phases, and preparing record drawings for the Adriaen's Landing development. Director of Geotechnical Engineering, Nate Whetten, directed Multiple Iterations of this landmark redevelopment for the City of Hartford. Capital Properties Project: Project engineer for Retail Buildings A and B which were to be constructed within the Adriaen's Landing Retail/Residential component of the original project. Retail Building A includes five floor levels, and Building B includes six stories. Both buildings have basement levels, and the buildings abut parking garages to the north and south. Project challenges include evaluating the complex subsurface conditions at the site, and developing several building foundation alternatives to support the heavy column loads. Front Street: Project Manager for the construction of the Retail/Residential portion of the Adriaen's Landing project (that was recently constructed). Provided geotechnical recommendations for design and construction of structures and roadways. Two new roads, Front Street and Constitution Way, are created as part of this project requiring minor cuts and fills. Reviewed previous test boring information and performed supplemental test borings with laboratory testing of rock core samples and soil samples and prepared recommendations for design. Evaluated alternatives, using the proposed roadway structures, as "engineered controls" to achieve compliance with the project Remedial Action Plan. The project has significant and relatively complicated earthwork requirements, which required strict monitoring to achieve project success.



## Community Renewal Team, Inc.: Multiple Projects, Hartford, Connecticut

**330 Market Street:** Freeman Companies provided land surveying survey services for a parcel of land occupied by the Community Renewal Team in downtown Hartford, CT. The survey was performed to update boundary, topography, utilities, and FEMA flood limits on a 1.3 acre lot. The survey will be used for planning and design of site upgrades on the property. Freeman Cos. provided: Survey boundary lines and street lines; Deed research and utility research; Topography of 1.3 acre parcel; Location of utility structures and measurement of inverts; and preparation of a final map for future CRT Planning use. **Renovation of Vehicle Storage and Maintenance Facility:** Freeman Companies, in partnership with the Prime Architect, designed the renovation of a vehicle maintenance facility for the Community Renewal Team, an anti-poverty agency serving people and families throughout the Connecticut River Valley. The organization ensures that the basic needs of low-income and disadvantaged individuals and families are met, while promoting and supporting personal growth. CRT purchased the site and renovated the 16,500 square foot vacant building, converting it into a storage and maintenance facility for their vehicle fleet. Freeman Companies prepared and submitted a site plan application to the City of Hartford for the proposed site redevelopment. The project included reconfiguration of the existing parking lot, removal and replacement of the bituminous surface, installation of a new drainage system, and the coordination of new utility connections. Ingress and egress from Windsor Street was maintained. **Five Sites – Phase I and II Environmental Site Assessments:** Freeman Companies, LLC completed Phase I and II investigations at five separate CRT Facilities. Identified potential areas of concern and performed additional testing to demonstrate compliance with remediation standard regulations.

## Hartford School Building Committee: Hartford Magnet Trinity College Academy, Learning Corridor, Hartford, Connecticut



Addition of 24,000 SF for classroom space to the existing 143,353 SF Hartford Magnet Middle School (HMMS) building in order to accommodate an expansion of grade ranges (from 6-8 to 6-12) and enrollment (from capacity of 750 students to 1080 students) in support of this new program, an Early College model in Partnership with Trinity College. The existing HMMS building was constructed in 2000 as a non-magnet component of the Learning Corridor. The project involves the alteration of existing space within both HMMS and the shared space of the Learning Corridor's Commons buildings and construction of the new "connector" addition. The 15.7 acre property currently consists of existing school buildings, concrete sidewalks and courtyards, and bituminous parking areas. Site improvements include new courtyard layout, sidewalks, storm drainage, utility services, and landscape design. Utility coordination is of high importance due to the numerous utilities within the project area. In addition, the drop-off area along Broad Street will be extended and the Vernon Street drop-off area will be altered to add a curbed island separating Vernon Street from the drop-off area. Freeman Companies, LLC is providing Civil Engineering, Land Surveying and Landscape Architecture services to the Client and Owner.

Completion: 2015  
Area: 50,000 SF (Project Area);  
152,137 SF (Final Floor Area)  
Type: New Construction and Alteration  
Construction  
Budget: \$ 22.77 Million

## Hartford School Building Committee: West Middle School, Hartford, Connecticut



Full renovation to as-new condition of the West Middle School, a Pre-K to 8th grade school originally built in 1894. The existing school is spread over three interconnected buildings, totaling 91,273 SF, and is located on a constrained 2.8 acre urban site. The project consists of comprehensive alterations to the site and building to update the school for code compliance, accessibility and technologic purposes. The project requires the demolition of portions of the existing buildings (approx. 22,000 SF) and the construction of approximately 40,000 SF of new space, resulting in a 108,000 SF final building area to serve 750 students. Freeman Companies is responsible for providing land surveying, civil and geotechnical engineering services. The schematic design plans for the site included a below-grade parking deck to allow for additional play areas on the surface level. Upon review of the schematic plans, Freeman Companies made the recommendation to relocate the play area to the roof of the school to eliminate the below grade parking. This innovative solution resulted in the design of a play area unlike any in the greater Hartford area as well as a savings of nearly \$1,000,000 to the project budget. This site also had geotechnical challenges due to the fact that the site resides on over 100 feet of soft, varved clay. After many rounds of advanced soil testing and analysis, lead Geotechnical Engineer Nate Whetten recommended that the upper portion of the clay be stiffened by installing aggregate columns to decrease settlement and increase bearing capacity of the native clay soils. The findings of the geotechnical evaluation were confirmed by an independent peer review and provided considerable cost savings.

Completion: 2015  
Area: 40,000 (New Construction);  
108,000 SF (Final Floor Area)  
Type: Renovate-as-New and New Construction  
Construction  
Budget: \$ 40.72 Million

### City of Hartford: John E. Rogers African-American Cultural Center, Hartford, Connecticut

Freeman Companies is acting as Owner's Representative for the City of Hartford for pre-development design services to assist with the renovation of the former Northwest District School located at 1240 Albany Avenue in the Upper Albany neighborhood into the John E. Rogers African-American Cultural Center. Full rehabilitation transforms the building – a National Historic Site – into a significant showcase for one of the largest privately owned collection of African American historical artifacts in the country. Major program areas include art and art and historical displays, with a lecture area and rooms filled with exhibits, including an audio-visual component and spaces for children to learn about history. Freeman Cos. role is to assist the Client with limited investigation and design on utility services and access walkways from Albany Avenue as well as owner's project management services during construction activities. Work includes Preliminary Investigation, Engineering Design, Permitting, and Owner's Project Management. When complete, the project will be a featured stop in the Hartford African American Heritage Trail.



### Community Health Services, Inc. - 500 Albany Avenue Building Expansion and 427 Albany Avenue Auxiliary Employee Parking Lot, Hartford, Connecticut



Two-story addition to the existing Community Health Services Center providing approximately 9,880 SF of additional examination rooms, offices and support space to better serve the health care needs of this Hartford community. Project responsibilities included planning and zoning permitting, land surveying, civil/site design, construction administration services, and sustainable strategies (the addition was designed to achieve LEED Silver Certification). The project also involved the design of an auxiliary employee parking lot, across the street from the existing CHS building, at 427 Albany Avenue for which Freeman Companies provided land surveying, civil engineering, and environmental assessment. Work began with a site survey of the vacant City property, a preliminary site assessment, conceptual site layout and Phase I Environmental Site

Assessment. The initial due diligence work allowed the client to make informed decisions about the future of the project. Design of the 10,000 SF (31 space) parking lot included an evaluation of pervious pavement alternatives and context sensitive drainage solutions. The project will also involve a public art display area at the corner of the intersection, landscaping, lighting, and a decorative perimeter fence. Freeman Companies coordinated permitting with the City of Hartford Planning and Zoning Commission. A Phase II ESA was also performed to investigate environmental areas of concern that were identified in the Phase I Environmental Site Assessment and a Soil Management Plan was prepared to address the safe handling of impacted soil. Sustainable site practices sought to reduce the amount of impervious area (to reduce stormwater runoff, increase groundwater recharge, and decrease surface temperatures), minimize land disturbance and damage to soil ecosystems, and focused on volume reduction as well as flow rate reduction. Construction Cost (Building Expansion): \$ 4 Million.

### Metropolitan District Commission: Clean Water Project: South Hartford Conveyance and Storage Tunnel Hartford - West Hartford, Connecticut

The MDC's Clean Water Project is a 15-year plan designed to control and reduce the overflow of untreated sewage into natural waterways. *The largest construction component of the CWP is the construction of the South Hartford Conveyance and Storage Tunnel (SHCST).* This 28 foot in diameter by 3 miles long structure will handle sewage from West Hartford, Newington and Hartford and will be able to store up to 50 million gallons of sewage until such time as this stored sewage can be treated at the Hartford Treatment Plant. The SHCST is being constructed by tunneling within bedrock 200 to 250 feet below ground surface. Freeman Companies, LLC has provided land surveying and geotechnical engineering services to the Prime Engineer since 2012 and has performed numerous additional services for the SHCST at the Prime Engineer's request. The firm was selected as one of four professional land surveyors to provide three-dimensional survey basemapping for the project. As Survey Project Manager, Dave Caricchio supervised Freeman Companies' scope which included: Flatbush Avenue CSO Conduit (approximately 3,200 LF) and New Britain Avenue SCO Conduit (approximately 6,200 LF), providing complete Civil 3D AutoCAD Basemap from face-of-building to face-of-building (survey corridor 100' wide in non-street areas); 3D basemap which included topography, property lines, all structures and all buried utilities; and four (4) and six (6), respectively, microtunnel shafts, each of which included a 1 acre off-street (or side street) area as part of the 3D survey basemap.

### Metropolitan District Commission: Clean Water Project: Multiple Projects, Hartford, Connecticut



Freeman Companies, LLC was engaged by the Prime Engineer to perform Land Surveying, Geotechnical Engineering and Environmental Services for design for the replacement of existing 6", 8" and 16" cast iron water mains along Church Street in Hartford (from Main Street to Myrtle Street) due to age (circa 1854) as a result of the infrastructure exceeding the life expectancy. The project involved horizontal and vertical control, ROW survey land record research and utility research, ROW survey, topographic survey, final mapping, utility test pit locations, and subsurface utility location. Additionally, Freeman Companies also provided a geotechnical interpretive report (GIR) in accordance with MDC criteria. The GIR made geotechnical and construction recommendations for the utility and provided environmental recommendations for the handling, reuse and disposal of soil and groundwater anticipated during construction. This work was considered a priority by MDC in order to avoid potential disruption of water service during construction of the installation of new drains and structures required under the Clean Water Project (CWP). Design and Construction Cost: \$ 4,570,000). Freeman Companies serves as On-Call Engineer to MDC and is pre-qualified in the Water Distribution, Wastewater Collection and General Facilities/Surveying categories. Freeman's work for MDC has involved the South Hartford Storage and Conveyance Tunnel, Water Main Replacements on Capitol Avenue, Center Street, Church Street, Fairmount Street, Sewer Main Replacement on New Park Avenue, Sewer Separation Projects on Hudson Street and Upper Franklin Avenue, and a Green Infrastructure Improvement Project at MDC Headquarters at 555 Main Street, among others.

### Centerplan Development: Route 34 Mixed Use Development, New Haven, Connecticut



Development of an underutilized 5.5 acre urban site for a major \$ 50 million mixed-use residential/retail development in downtown New Haven. The central component of the development is a new home for Continuum of Care, Inc. a not-for-profit provider of housing, residential support and home health services, associated amenities, a new retail pharmacy and restaurant. At full build out the site will also include a new 800-vehicle parking garage and hotel and/or office building development. Freeman Companies is providing Land Surveying, Civil Engineering, Geotechnical Engineering and Environmental Services to the Developer.

### Centerplan Development: College Square Mixed Use Development, New Haven, Connecticut

Freeman Companies provided Geotechnical Engineering for the \$50 million "College Square", revitalizing the city block where George and College Streets intersect, in downtown New Haven. The new mixed-use development will have 160 market-rate apartments and 20,000 square feet of street-level retail space. An underground parking garage will have 138 parking spaces while storage for another 22 cars will come in the form of "stacked" parking—mechanical lifts to park cars on top of others. Freeman Cos. engineers were responsible for the design and implementation of a subsurface exploration program consisting of 8 test borings, up to 50-100 feet in depth. Challenges involved creating 20-foot deep excavation for the parking garage within 5-feet of existing historic residences and design of high capacity foundations. Engineers engaged in important community relations with neighbors and neighborhood groups concerning the development.

### Centerplan Development, LLC: New Rite-Aid Pharmacy Developments, Cheshire and East Hartford, Connecticut



Freeman Companies, LLC has worked on multiple Rite Aid Pharmacy developments in Connecticut. Rite Aid Corporation is the largest drugstore chain on the East Coast, and the third-largest drugstore chain in the United States with approximately 4,600 stores in 31 states and the District of Columbia. For the Cheshire, Connecticut pharmacy, Freeman Companies, LLC provided Special Inspections for the Developer, as required by the Building Code. The Consultant visited the site on a monthly basis to observe the construction process, kept records of all inspections and furnished interim inspection reports to the Client, Building Official, and the Registered Design Professional in Responsible Charge. When discovered, discrepancies were brought to the immediate attention of the Client and the Contractor. A final report of Special Inspections documenting completion of all required Special Inspections, testing and correction of any discrepancies noted in the inspections was submitted to the Client and the Building Official. On the School Street and Route 5 East Hartford property, Freeman Companies, LLC provided Land Surveying services for new store construction and associated new surface parking. The site was approximately 3-acres in size, with an older house and garages on the property. Survey work included the staking of property lines across Route 5 and School Street; the setting of project control and transfer of a benchmark to the span pole at the southwesterly corner of the property; typing of the site plan into the control; and checking of the elevations of existing drainage in the abutting streets.

### SONIC of Connecticut: Multiple Restaurant Developments , Multiple Locations throughout Connecticut

Freeman Companies, LLC has collaborated with SONIC of Connecticut since 2010 providing Land Surveying, Civil Engineering, Geotechnical Engineering and Environmental Review for its highly-themed "drive-in" (and drive-thru) restaurant locations in Connecticut. Site investigation/selection occurred in Bristol, Enfield, Manchester, Milford, Newington, Orange, and Waterbury; To date, site designs have been developed for Bristol, Milford and Orange, with more to follow as part of corporate regional expansion. Work has also included the preparation of On-Site As-Built drawings requested by local Zoning Enforcement Officials. The firm has provided varying scopes of service depending on the extent of site development and jurisdictional regulations. All development has involved the reclamation of an existing, abandoned former restaurant building within a larger shopping center. Each has involved intensive coordination with local municipalities to ensure compliance with local planning and zoning, conservation, public safety and public works regulations and to foster positive, cooperative community relations on behalf of the SONIC of Connecticut corporation.

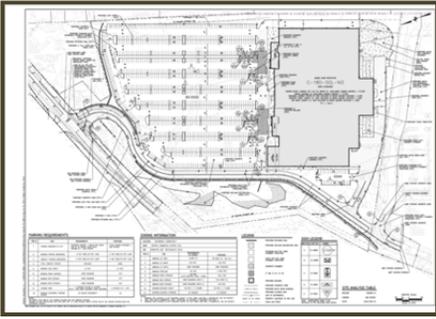


### The Shops at Great Hill, Mixed-Use Development, Waterbury, Connecticut



Freeman Companies prepared a detailed due diligence package for submittal to the City of Waterbury and Waterbury Development Corporation for the 164-acres of undeveloped land located east of South Main Street on the Waterbury/Naugatuck border. The anticipated development will be a public/private partnership between the City of Waterbury, Borough of Naugatuck and the developer to provide a destination retail development featuring space for anchor tenants with a mix of shops, restaurants and entertainment featuring local and national businesses. Two conceptual plans were prepared for the site, each calling for approximately 700,000-square feet of commercial building area. Grading analyses were performed to estimate the amount of rock excavation and overall site work necessary to turn the existing wooded hill into a mixed-use destination. The site provides numerous design challenges including steep grades, rock outcroppings, wetlands, extension of utility mains and off-site roadway improvements (including signalization and additional travel and turning lanes) along South Main Street, Platts Mill Road, Sheridan Drive and the Route 8 on/off ramps.

### Waterbury Retail Investments, LLC: East Main Street Retail Development , Waterbury, Connecticut



Freeman Companies provided civil engineering, land surveying, and related services relative to a proposed retail development on East Main Street in Waterbury, Connecticut. A rock quarry operation is on-going at the site. Upon the completion of the earthwork, an 180,000 SF retail building, related parking facilities, utilities, and other site amenities will be constructed. A comprehensive utility plan was developed to extend the existing water and sewer services in East Main Street which were designed to City standards. Off-site roadway improvements, traffic signal, and new site drive to provide access from East Main Street and connect to an existing retail plaza drive on the south side of the site have also been designed. A state-of-the-art stormwater management system was developed for the site using rain gardens, vortech units, and a wet detention basin, equipped with two sediment forebays that capture the first half inch of runoff from the site. The overall system provides a 98% removal efficiency of stormwater pollutants prior to discharging to downstream.

### Georgetown Transit-Oriented Development Redevelopment of the Gilbert & Bennett Wire Mill Complex, Redding, Connecticut

The Georgetown development project is a transit-oriented, pedestrian-friendly village at the former Gilbert & Bennett wire mill site. It includes 300,000 SF of mixed-use commercial and retail offerings, as well as a community theatre, 400 residential apartment units, and affordable and senior housing. A bold component of the redevelopment plan is a planned, new Metro-North Railroad station/platform off Route 107 and 600-car parking garage to serve the region's increasing number of commuters. As Survey Project Manager, Freeman Companies' Dave Caricchio was responsible for preparing boundary survey, topographic survey (for the development proper as well as offsite roadway improvements), all land title survey, conveyance plans, and subdivision plans. Dave also surveyed river cross sections for the flood study (at the time of this survey, a portion of the Norwalk River ran underneath the existing factory). Due to the new rail station component, Dave coordinated with the client and MNR on training and scheduling of field staff to work on existing, nearby railroad tracks for possible new station and road crossing, as well as stake out of the relocated road crossing and railroad signals. Also worked with other engineering disciplines such as traffic and environmental engineering to assist them with their survey requirements. Project Cost: \$ 240 Million.



### The Promenade Shops at Evergreen Walk, Phase III, Manchester, Connecticut

Rohan A. Freeman served as Project Director for the site development and permitting of a 90,000 SF expansion at the Shops at Evergreen Walk. Responsible for the design, permitting, and construction observation of Phase III development, which included the design of all on-site and off-site improvements. Engineering assignments included site layout, grading, detention basin design, utility design, and stormwater management/treatment system design. Providing a pedestrian friendly environment, the Center resembles a traditional New England village with spacious walkways or a "promenade", ample seating areas and vehicular access that allows convenient parking in front of shops. The Center also features unique amenities such as a cascading fountain and fire pit with seating in a park-like setting as well as a common gathering place in the Village Green with a fire pit and plenty of seating in which to relax when enjoying the retail experience.

### Mixed Use Retail Development, Vernon, Connecticut

Rohan A. Freeman served as Project Manager responsible for providing engineering design, local and state permitting, and traffic and highway engineering services for a private developer in connection with a proposed national retail development. Worked with ConnDOT, the State Traffic Commission, and local officials to provide a traffic improvement plan that addresses both existing deficiencies in the roadway network as well as mitigation to offset the impacts from the proposed 190,000 square foot building on a 42 acre area located off I-84 and Route 31 at exit 67 in Vernon, Connecticut. Designed state of the art stormwater management systems with Best Management Practices, which provided the water quality standards that's among the best in the industry. Responsible for the design on the pump station and 2,000 FT of sanitary sewer extensions to accommodate the development and 2,000 FT of water main extensions.

### Aldi, Inc., Various Locations throughout New England



Mr. Freeman served as Project Director for the expansion of the Aldi discount grocery chain, strategically stretching the Aldi footprint throughout the six New England states. As lead Site Engineer, he performed site investigations and developed alternate layouts of building prototypes and parking configurations for sites that typically ranged in size from 2 -5 acres. Fueled as the consumers "choice for the affordable price leader" in the United States and Canada, Aldi's growth is planned through a multi-year, multi-billion dollar strategic plan for store openings across the country.

### Whole Foods, Darien, Connecticut

Rohan A. Freeman served as Project Director for design and permitting services for a new 50,000 SF grocery store, located at the edge of Darien's downtown redevelopment district and adjacent to the busy I-95. Mr. Freeman provided engineering design, local and state permitting, and traffic and highway engineering services for a private developer in connection with a proposed national retail development. The site and building design address both the pedestrian and vehicular scale of the location. When opened, this store was only the second LEED Gold grocery store in Connecticut and one of five LEED Gold Whole Foods Markets nationally.



### Stop & Shop Supermarkets: Multiple Site Design Projects and Rooftop Mounted Solar Photovoltaics –Connecticut and New York



For sites in Cheshire, Seymour and Madison, Freeman Cos. President Rohan A. Freeman served as Project Manager/Engineer for Site Design. Cheshire saw an expansion of an existing store; Seymour redevelopment of existing industrial site to commercial and retail use; and Madison the expansion of over 85,000 SF. Freeman Companies has also provided rooftop surveying services to RGS Energy, the commercial and utility division of Real Goods Solar, Inc., a nationwide leader of turnkey solar energy solutions, for the development of 14 new roof-mounted solar photovoltaic arrays at Stop & Shop Supermarkets located throughout Connecticut and New York. The communities included Ansonia, Berlin, Glendale, Hyland, Killingly, Medford, Monroe, New City, New Paltz, Ossining, Rhinebeck, Richmond, Tarrytown and West Hartford. Stop & Shop is the first supermarket chain, and also the first company in the country to earn the U.S. Green Building Council's LEED Volume Certification under the Portfolio Program. Fifty-one (51) existing stores and close to 3.4 million square feet of stores have met the green and sustainable criteria of USGBC. Freeman Companies, LLC's scope of work included site visits; collection of electronic data for roof profile, obstructions, gas lines, building perimeter, parapet walls, any changes in elevation on roof area

(step up or step down) and drains; collection of all data sufficient to describe all measurements in 3-D space); creation of a photo key characterizing obstructions (vents, rooftop equipment, pipes, drains, etc.); processing of data into a site map; and deliverable of a 2-D site map of points with attributes describing the object measured, height above the roof surface, and plan location in .dwg format.

### Housing Authority of New Haven/115 Edgewood NavCapMan, LLC: Redevelopment of the Dwight Gardens Housing Complex, New Haven, Connecticut

The Dwight Garden redevelopment project is the redevelopment of the severely deteriorated Dwight Cooperative, a cooperative with low- and moderate-income members consisting of 80 housing units. The project will transform the severely distressed cooperative into a new mixed-income community which stabilizes this vital neighborhood. The development represents a mix of public and private financing with an aggressive rehabilitation schedule that will transform the structures into a healthy and livable complex. Freeman Companies, LLC is providing Civil Engineering, Utility Investigation, Landscape Architecture, Land Surveying, Geotechnical Engineering and Environmental Services, and the project is currently in preliminary design. The existing housing units are garden style, located in 9 buildings spread out throughout the site. In addition to the minimum repairs required by HUD, Dwight Gardens LLC proposes to do substantial rehabilitation to all eighty (80) of the housing units.

### Housing Authority of New Haven/Michaels Organization: West Rock Redevelopment (Phase I Rental), Brookside Avenue, New Haven, Connecticut



Freeman Companies, LLC provided construction layout surveying services to the Prime Site Contractor for the West Rock Redevelopment Project (Phase I) consisting of 101 rental units within 28 multi-family homes, new roads and utilities, and new 3,500 SF Management/Maintenance Building with community meeting space. Phase I represents a portion of this City Housing Authority redevelopment project, designed to be a community versus a "housing development." At full build-out, the project will provide 433 newly constructed dwelling units (to rent and to own) built over multiple phases of development, financing and construction.

### Housing Authority of New Haven/Trinity Financial LLC: William T. Rowe Apartment Building, New Haven, Connecticut

Building and land surveying to the Construction Manager, Dimeo Construction Company, for this \$ 36 million apartment complex, a unique public-private collaboration between the City of New Haven, the Housing Authority of New Haven and developer Trinity Financial with state and federal funding, and consists of 104 units spread across nine stories with 78 subsidized units. The building also includes off-street parking for 88 vehicles, approximately 2,000 square feet of first floor retail and commercial space, and approximately 2,000 square feet of community and supportive service space. The building has been called "New Rowe" and houses residents from the former Howard Avenue Rowe apartments, a low-income housing unit, which was built in 1970. Freeman Companies prepared an Existing Building Location Survey of the foundation which had recently been built on the site and tested the horizontal and vertical accuracy. The work was isolated to the foundation and did not include the finished building.



### University of Massachusetts Building Authority: Commonwealth Honors College Campus, Amherst, Massachusetts



Building and land surveying and construction layout services to Dimeo Construction Company for the University of Massachusetts, Commonwealth Honors College Complex, a new, William Rawn Associates | Architects, Inc.-designed \$ 186.5 million residential and teaching "precinct" in the heart of the campus to serve Commonwealth Honors College. The facility is designed to be one of the best public university complexes of its kind in the nation, and includes 1,500 beds, nine classrooms, faculty residences along with space for gathering, advising and administration of the program. The project's design involves a seven (7) Building Multistory Residential Complex, sited on a steep slope overlooking the athletic fields. The precinct creates a sequence of four-to-six story buildings organized around courtyards that step up the hill. Freeman Companies supplied up to three (3) survey crews per day on this



project, which included all phases of construction stakeout, quality control of construction layout by others, quantity estimation, deformation monitoring, and as-built location of build faces and window installation. LEED Silver Minimum.

### University of Connecticut: Burton Family Football Complex and Mark R. Shenkman Training Center, Storrs, Connecticut

Freeman Cos. President Rohan Freeman served as Project Engineer for UCONN's new, 165,000 SF on-campus indoor athletic training facility, the first of its kind in the United States and the UCONN's first LEED accredited facility. The facility serves a major role as a recruiting tool for student-athletes, and an icon for the University's ambitious Division 1A football program. Conceived as a world-class facility, the project presents a unique image within the campus context, while meeting the very specific technical requirements of an athletics-training center. Key program elements include an indoor 100-yard football practice field, strength and conditioning facilities, locker facilities for athletes and coaches, meeting rooms, sports medicine facility and clinic, academic resources area, classrooms and meeting rooms, taping and broadcast facilities and a press briefing room. Mr. Freeman was responsible for site/civil engineering and utility design and coordination, including the design and implementation of a state-of-the-art stormwater management and treatment system. The project featured innovative, sustainable features such as recycled materials, energy efficient fixtures, and site-sensitive design techniques. Construction Cost: \$ 58 Million.



### CREC: Capitol Region Education Council: Site Remediation and Environmental Oversight: Pathways Academy of Technology and Design Goodwin College Campus, East Hartford, Connecticut

Freeman Companies, LLC was contracted by CREC to provide environmental monitoring for cleanup of a 4.23 acre site proposed for re-development as a new 400-student, grades 9-12, technology-focused magnet school. The site is a portion of the former Andrew Willgoos Turbine Laboratory Complex property, constructed circa 1949 to test jet engines manufactured in the off-site Pratt & Whitney Aircraft factory. Freeman's work involved coordination of construction and site remediation activities between the site Licensed Environmental Professional and Contractor; screening of environmentally impacted soil; segregation of contaminated soil; collection of soil samples; and maintenance of environmental records. Freeman also worked with the primary construction contractor to meet cleanup milestones while maintaining project schedule requirements. Freeman Cos. Licensed Environmental Professional was on-site daily for the first four months of remediation and once to twice weekly for the remaining five months of cleanup.

### Yale-New Haven Hospital: New Ambulatory (Outpatient) Health Center and Smilow Cancer Hospital, New Haven, Connecticut

Freeman Companies, LLC's Manager of Environmental Sciences, Charles D. "Doug" Brink, LEP, has provided environmental consulting services to Yale-New Haven Hospital for ten years, for minor projects as well as major new construction and renovation projects, such as: *Howard Legion Block (2 Howe Street)*: Doug Brink, LEP provided oversight of the demolition of a city block in New Haven, Connecticut in preparation for future Smilow Cancer Hospital-related development, including a parking garage, the Yale Suites (which is a hospital owned hotel for patient families), and retail space in front of the garage. This project included the demolition of nine residential units, two multi-storied apartment buildings and two former commercial buildings. Directed and provided oversight of a hazardous materials survey for each of the buildings. Prior to demolition, each building was investigated for the presence of asbestos containing building materials; lead paint; fixtures and equipment that may have contained oil and/or PCBs (e.g. fluorescent light ballasts, transformers, machinery), fluorescent light tubes, mercury-containing thermostats and gauges and abandoned materials (raw materials, cleaning chemicals, fuels, lubricants, etc). *New Ambulatory Health Center*: Mr. Brink provided Phase I and Phase II Environmental Site Assessments for Yale-New Haven Hospital's development of an outpatient center in the former AT&T building at 6 Devine Street in North Haven. YNHH remodeled the 120,000-square-foot, four-story building for a comprehensive ambulatory care program.

### University of Connecticut Health Center Finance Corporation: Outpatient Pavilion (Ambulatory Care) Facility Fit-Out, Farmington, Connecticut



Freeman Companies, LLC is providing internal building control to Construction Manager, Dimeo Construction Company, for the \$ 65 Million Fit-Out of the Ambulatory Care Facility (now called Outpatient Pavilion) at the UCONN Health Center. This project is a major component of the state's Bioscience Connecticut initiative, and involves the relocation of an array of outpatient services (currently housed in three separate buildings on the campus - and among 23 different departments) with the objective of consolidating all ambulatory services in one facility. The new building incorporates modular clinical design for future flexibility, efficiency, and cost effectiveness. Freeman Cos. is also providing baseline controls for 60,000 SF of new space for new clinician scientist recruits and non-clinical, ground floor services such as a café, healing garden, retail space for a commercial pharmacy and optical shop. Freeman Cos. scope involves 252,000 SF covering eight floors.

### Yankee Gas Services Company: State, Municipal and Utility Coordination Services for Bare Steel/Cast Iron Replacement Program, 21 Municipalities across Connecticut, Connecticut Department of Transportation and Amtrak

As a result of a federal initiative to reduce risks associated with operating a gas distribution system and as part of a recent rate case requirement in which the Public Utility Regulatory Authority (PURA) mandated that Yankee Gas aggressively remove aging infrastructure, the utility has invested in an ambitious fifteen year replacement plan for all of its bare steel and cast iron gas mains throughout Connecticut - approximately 520 miles of main - and Freeman Companies is acting as Yankee Gas' liaison for the Program. In order to minimize customer inconvenience, expedite the replacement process and minimize costs, close coordination between Yankee Gas and each municipality has been paramount; Freeman Companies has been scheduling and coordinating meetings with all stakeholders from each of the affected municipalities and public agencies (Municipal Officials, Public Works, Engineering, Local Utility Departments, etc.) and has documented and mapped all current and future roadway paving/reconstruction plans as well as other anticipated capital improvement projects that will/may be effected by the replacement program. This information has allowed Yankee Gas and the municipality to coordinate work and to prioritize their replacement/road improvement schedules in an effort to minimize local roadway disturbances. In addition, Freeman Companies has also been responsible for obtaining all Town Construction Standards/Details, as well as copies of the Roadway Opening Permit Application with fee schedule. The ultimate goal of this process has been the development of a replacement schedule that minimizes the inconvenience to residents and roadway impacts by coordinating roadway reconstruction and maximizes efficiency in the construction process.



## COMPANY-AT-A-GLANCE

### YEAR ESTABLISHED

1936

### CONTACT

Peter N. Stevens  
38 Prospect Street  
Hartford, CT 06103  
t. 860.240.9311  
f. 860524.8067  
pstevens@jcj.com

### SIZE OF FIRM

91 Total Staff  
39 Registered Architects  
29 LEED AP  
6 Offices

### RESOURCES/SERVICES

Pre-Design Feasibility and Planning  
Project Management  
Architecture  
Interior Design  
Construction Documents  
Construction Administration  
Historic Preservation  
Regulatory Approvals  
Sustainable Design  
Graphic Design and Environmental Branding

### AREAS OF EXPERTISE

Hospitality  
Sports & Recreation  
Community  
Events & Entertainment  
Public and Private K-12  
College and University  
Corporate / Commercial  
Historic and Adaptive Reuse  
Library  
Municipal  
Public Safety and Justice

Founded in the City of Hartford, JCJ Architecture has been in continuous operation since 1936. The firm's roots are based on a portfolio and expertise in design for hospitality, mixed use, community, sports and recreation, events and entertainment environments. The firm has built a practice that balances the business and art of design by integrating rigorous methods of management with the highest standards of design and client service.

## JCJ ARCHITECTURE

We practice a demanding discipline that calls for the highest quality in formulation and implementation. The collective skills we have acquired through study, observation and practice are supported by a business framework that gives structured freedom to creativity and an overriding sense of purpose. We strive to connect with our clients in their world and to bring our extensive experience and knowledge to every project and every interaction. Most importantly, we understand that the world is changing and what we must do to help our clients adapt and thrive.

To date, we have completed more than 5,000 projects locally, nationally and internationally for clients in the public and private sectors. We are proud of having created buildings and environments of exceptional quality and of having contributed to making many communities better places to live and work. In all aspects of our work, we strive to live and practice in alignment with our corporate mission statement: **Design That Builds Community.**

JCJ's headquarters in downtown Hartford, places our deepest resources, including approximately 65 staff just blocks away from the project site. Our proposed team is active on several projects, and will be available to provide excellent service for the mixed-use development and proposed minor league baseball facility. Our firm is proud to be fiscally strong and debt-free.



MIXED-USE DEVELOPMENT & MINOR LEAGUE BASEBALL FACILITY  
HARTFORD, CONNECTICUT

JCJARCHITECTURE

## PORTFOLIO OF SPECIALIZED SERVICES

JCJ Architecture offers a highly specialized portfolio of services reflecting the unique needs of our clientele. These services extend beyond traditional architectural services to include everything from 'highest and best' use analysis through post-occupancy evaluation.

### **Pre-Design Advisory Services:**

- Existing Conditions and Site Analysis
- Feasibility Studies and Facility Needs Assessments
- Site Development Coordination
- Facilities Programming and Space Planning
- Master Planning
- Project Conceptualization/Scope Definition
- Project Character & Image Identification
- Milestone Scheduling and Phasing Analysis
- Preliminary Budget Establishment
- Governmental and Regulatory Agency Coordination
- Highest and Best Use Analysis
- Public Meeting Planning, Facilitation, Presentation
- Regulatory Review and Coordination

### **Project Management & Construction Services:**

- Consultant Selection and Coordination
- Budgeting and Cost Control  
(Site, Building, and Interiors)
- Construction Site Representation
- Construction Observation and Owner Services
- Regulatory Agency Approvals
- Installation Administration
- Procurement Management
- Post-Occupancy Evaluation

### **Planning, Architecture, Interior Design & Graphic Design:**

- Interior Design
- FF&E Design and Specification
- Space Planning
- Branding
- Inventory and Assessment
- ADA and Building Code Compliance
- Signage Systems and Design
- Logo and Identity Creation
- Art Consultation

### **Renovation Specialties:**

- Property Survey and Inventory
- Evaluation and Assessment of Existing Facilities
- Facility Operations Coordination
- Long Range Master Planning and Phasing Strategies
- Property Repositioning
- Life-Cycle Forecasting
- Renovation and Adaptive Re-use
- Budgeting and Implementation Scheduling
- Historic Preservation



## **PETER N. STEVENS LEED AP PRINCIPAL-IN-CHARGE**

### **EXPERIENCE**

33 Years

### **EDUCATION**

State University of New York at Albany,  
PhD Studies, Rockefeller School of Public Policy

State University of New York at Albany, Masters

Bates College, Bachelors of Arts

### **REGISTRATION**

Leadership in Energy and Environmental Design  
Accredited Professional

### **AFFILIATIONS**

Bates College, Alumni-in-Admissions

Board of Trustees, The Watkinson School

City of Hartford Pension Commission, Chairman

Connecticut Convention and Sports Bureau,  
Board of Directors

Montessori School of Greater Hartford, Advisory  
Council,

The New Children's Museum, Chairman, Board of  
Directors

Having more than three decades of experience working with developers, local, state, and federal officials, Peter N. Stevens' expertise in project leadership is an invaluable asset to any project. Peter is well known throughout the real estate development community and has been selected on numerous occasions to give presentations to professional groups regarding the market feasibility and economic impact of large-scale mixed-use, entertainment, sports/recreation and development projects. He has served as a consultant to the State of Connecticut's Department of Economic and Community Development, playing a major role in the solicitation of private sector investments/developments under aggressive public/private partnership structures and incentives.

### **SELECT PROJECT LIST**

- XL Center Redevelopment, Hartford, CT
- Hartford Municipal Office Building, Hartford, CT
- Hartford Public Safety Complex, Hartford, CT
- Senator Thomas J. Dodd Memorial Stadium, Norwich, CT
- University of Connecticut Burton Family Football Practice Facility and Shenkman Training Center, Storrs, CT
- University of Connecticut Gampel Pavilion Men's and Women's Basketball Facilities Renovation, Storrs, CT
- Petco Park, San Diego, CA
- Site Evaluation and Selection for Connecticut Convention Center and Proposed NFL Stadium
- \$1 Billion Destination City of Entertainment Development, (including 10,000 seat arena)
- \$1 Billion Soaring Eagle Destination Development, Saginaw, MI (including 12,000 seat arena)
- Greater Hartford YMCA, Hartford, CT
- 960 Main Street, Hartford, CT
- Mercantile Exchange at Chelsea Harbor, Norwich, CT
- Constitution Plaza Repositioning, Hartford, CT
- Coltsville Heritage Park Restoration and Renovation, Hartford, CT
- Dillon Riverfront Stadium Master Plan, Hartford, CT
- Comcast Music Theater, Hartford, CT
- Crowne Plaza Renovation, Hartford, CT
- CT Public Broadcasting, Hartford, CT



## **RICHARD B. FRIEDSON FAIA** **DESIGN PRINCIPAL / URBANIST**

### **EXPERIENCE**

40 Years

### **EDUCATION**

BS/Architecture: University of Southern California

### **PROFESSIONAL REGISTRATIONS**

CA (11,521)  
AZ, CT, MA, ME, NH, NV, NY, PA, RI, VT

### **AFFILIATIONS**

American Institute of Architects, Design Committee  
Society of College and University Planners  
National Council of Architectural Registration Boards

### **SELECTED AWARDS**

Citation/*Progressive Architecture* PA Awards  
Marina Vista Center

AIA National Award, AIA/AISC  
Innovative Design, Excellence in Architecture with Steel Charleston Maritime Center, Charleston, SC

Honor Award, Boston Society of Architects  
Honor Award, AIA New England  
Facility of Merit Award, Athletic Business Magazine,  
Facility of the Year Award, NIRSA, Student Recreation  
University of Maine Student Recreation Center,  
University of Maine, Orono

Gold Medal Building of America  
Outstanding Design/American School & University  
Outstanding Sports Facility/NIRSA  
Center for the Arts  
Adelphi University

Honor Award, AIA New Hampshire  
Manchester Public Works Complex  
Manchester, NH

Award/Tennessee State AIA Awards, McGhee-Tyson Airport  
Terminal and Concourse, Knoxville, TN

Honor Award/AIA Northern Virginia Chapter, Shreveport Terminal,  
Shreveport, LA

Citation/AIA Northern Virginia Chapter, McGhee-Tyson Airport  
Terminal and Concourse, Shreveport, LA

Urban Design Honor Award/AIA Washington, DC,  
Downtown Action Agenda, Washington, DC  
Citation/Boston Society of Architects Unbuilt Architecture  
Awards  
The New Woodrow Wilson Bridge, Washington DC

An architect and urbanist, Richard Friedson, FAIA has focused his career on programming, master planning, and designing sports facilities that fit seamlessly into the urban context. Friedson has acquired a thorough and holistic understanding of the issues that facility owners, sports franchises and cities must address to be good partners, including long-range planning and responsive urban design, revenue generation, bond financing and interfacing with the community. Over the course of his career, Friedson has programmed, planned and designed numerous sports facilities.

Friedson's work and career achievements have been widely acknowledged. His projects have garnered numerous awards for design excellence, including a Citation in the P/A Awards from *Progressive Architecture Magazine*, an Honor Award from *International Design (ID) Magazine* for product design, and numerous local, state and national awards from the American Institute of Architects and American Planning Association. His work has been published in Aaron Betsky's book *Violated Perfection*, and in numerous design journals including *Architecture*, *Progressive Architecture*, *Architectural Record*, *Architecture California*, and others. In addition, many of his projects have been reviewed in the *Los Angeles Times*, *San Diego Union-Tribune*, and other periodicals.

### **SELECT PROJECT EXPERIENCE**

#### **XL Center Redevelopment, Hartford, CT**

##### **Hartford Municipal Office Building, Hartford, CT**

**Major League Baseball Site Location Study**, Washington, D.C.  
Study of six potential sites

**A Stadium for Adrien's Landing**, Hartford, CT  
Study for a new multipurpose stadium with UConn Football as prime tenant

**Ohio Stadium Additions and Renovations Study**, The Ohio State University  
Study that recommended lowering the field, modifying the seating bowl and providing the stadium with a new facade

**McGuirk Stadium Additions and New Training Facility Study**, UMass Amherst  
Study recommending adding 13,000 seats, new press box and suites and training facility

**Athletics Training Center and Stadium Expansion Study**, University of New Hampshire  
\$12 Million, CM-at-Risk

\*Work completed prior to joining JCJ

## RICHARD B. FRIEDSON FAIA

### SELECT PROJECT EXPERIENCE

Gold Medal Building of America  
Langdon Woods Residence Hall, Plymouth State University

Facility of Merit Award, Athletic Business Magazine  
Whittemore Center, University of New Hampshire

Facility of the Year Award, NIRSA, Hamel Recreation Center,  
University of New Hampshire

Urban Design Honor Award/AIA Rochester, NY  
St. Joseph's Square Redevelopment Plan, Rochester, NY

Outstanding Comprehensive Planning Award  
American Planning Association  
Urban Design Program, Solana Beach, California

Honor Award/AIA San Diego  
Orchid Award/San Diego  
Norman Park Senior Center, Chula Vista, California

Merit Award/AIA San Diego  
Merit Award/AIA San Diego Unbuilt Architecture  
Lemon Grove Center, Lemon Grove, California

Honor Award/Concepts *International Design Magazine*  
*Holicanthus Scissorosis* Children's Scissors

#### SELECTED PUBLICATIONS

*Violated Perfection*, A book by Aaron Betsky

*POP---Process Oriented Planning*  
A presentation at Harvard University School of Government

"Emerging Talent," *Architecture Magazine*

"Richness and Restraint," *Architecture Magazine*

"Post Office Boxes," *Progressive Architecture Magazine*

"35th Annual P/A Awards," *Progressive Architecture Magazine*

"Oceanside Civic Center Design Competition," *Arch Record*

"Importing New Design Talent," Thomas Vonier, *Architecture*

"Petrified Suburbs and the Landscape of Mitigation,"  
Morris Newman, *Architecture*

"An Evaluation of Development Potential and Real Estate Strategies for the IIT Campus," *Urban Land Institute*

"Charleston's Maritime Juxtaposition," by Jonathan Hale  
*Architectural Record*

"Function for Form," Dirk Sutro, *Los Angeles Times*

"Four Architects Have a Blast," Kay Kaiser, *San Diego Union*

**Multipurpose Arena, Recreation Center and Athletics Training Center Study**, UVM  
\$100 Million, CM-at-Risk

**Whittemore Arena**, University of New Hampshire  
\$32 Million, CM at Risk

**JAM Basketball Development Center**, San Diego State University  
\$12 Million, Modified CM@Risk and Design-Build

**Champions Basketball Training Center**, University of Massachusetts, Amherst  
\$24 Million Construction, CM-at-Risk

**Center for Sport**, Adelphi University, Garden City, NY  
\$57.9 Million, CM-at-Risk

**Student Recreation and Fitness Center**, University of Maine-Orono  
\$16.9 Million, CM-at-Risk

**Intercollegiate Aquatics Center**, University of Tennessee  
\$27 Million, CM-at-Risk

Unifying architecture, landscape and urban design as a constructed ecology, Friedson's designs fit seamlessly into their environment while expressing their own purpose, time, and place. In *Architecture* magazine, Leon Whiteson writes:

***A subtlety of understatement informs the seeming simplicity of space --- its proportions are just right, and the details are restrained. The designer, as a presence and personality, is not so much absent as discreet. The quality of refined restraint marks Friedson's best work.***

Collaborating with talented engineers, specialized consultants and project stakeholders, Friedson seeks to develop new approaches for spatial experience, new applications for technologies and materials, and new standards for environmental quality and energy efficiency. Utilizing a balance of intuition and logic, Friedson designs to express each project's poetic spirit.

\*Work completed prior to joining JCJ



**DOUGLAS K. ROBERTS AIA, LEED AP**  
**SENIOR ASSOCIATE, SENIOR PROJECT MANAGER**

**EXPERIENCE**

29 Years

**EDUCATION**

Clemson University, Bachelor of Science, Design

The Ohio State University, Master of Architecture

**REGISTRATION**

Registered Architect in CT, MA

Registered Interior Designer in CT

Leadership in Energy and Environmental  
Design Accredited Professional

Massachusetts Certified Public Purchasing Official

National Council of Architectural Registration  
Boards

**MEMBERSHIPS**

American Institute of Architects

Academy of Architecture for Health and Committee  
on Architecture for Education

As a Senior Project Manager, Doug has a command of planning principles and all aspects of design and delivery for many project types. Doug is known for his scrupulous attention to detail and as a skilled leader of complex project teams. Doug has managed a diverse range of JCJ projects, including: Hartford Public Safety Complex in Hartford, CT, and projects at Saint Francis Hospital and Medical Center in Hartford, CT. Doug is a graduate of Clemson University and The Ohio State University and has been with JCJ since 2006.

**SELECT PROJECT EXPERIENCE**

- Hartford Municipal Office Building, Hartford, CT
- Hartford Public Safety Complex, Hartford, CT
- Waterbury Transportation Center, Waterbury, CT
- St. Francis Hospital, Non-Invasive Cardiology Testing, Hartford, CT
- St. Francis Hospital, Curtis D. Robinson Men's Institute, Hartford, CT
- St. Francis Hospital, Multiple Renovation Projects, Hartford, CT
- Ashley Street Residential Apartments - Renovation, Hartford, CT
- Hartford On Call - Burgdorf McCook, Hartford, CT
- Olive Court Office Building, New Haven, CT\*
- BCA Office Building, Shelton, CT\*
- Greenwich Public Safety Complex, Greenwich, CT
- Greenwich Police and Central Fire Station, Greenwich, CT
- Huntington National Bank, Port Clinton, OH\*

\*Work completed prior to joining JCJ



## **STEPHEN BURGESS AIA**

### **SENIOR ASSOCIATE, CONSTRUCTION ADMINISTRATION**

#### **YEARS EXPERIENCE**

37

#### **EDUCATION**

University of Texas, Master of Architecture, 1978

Union College, Bachelor of Science, 1968

#### **REGISTRATION**

Registered Architect Since 1982 (31 years)

Registered Architect CT

National Council of Architectural Registration  
Boards

#### **AFFILIATIONS**

American Institute of Architects

Former Member of the Board of Trustees, Hartford  
Boys and Girls Club

Stephen Burgess brings more than three decades of experience to his projects. He is an expert in municipal and residential planning and design and has experience in feasibility studies, renovations and additions. One of Steve's greatest assets is his ability to support both the client and his project team in producing high quality drawings while meeting his client's expectations. He is a wealth of knowledge who serves as a mentor for many of JCJ's younger staff members. Steve's passion for community design extends beyond his professional career. He is a former member of the Board of Trustees for the Hartford Boys and Girls Club.

#### **SELECT PROJECT EXPERIENCE**

- The Heights at Avery Heights, Hartford, CT
- Mystic River Homes, Noank, CT
- Briarwood, Worcester, MA
- 3801 Gilbert Street, Dallas, TX\*
- The Blue Swan I & II, San Antonio, TX\*
- Carol Oaks Apartments Phase II, Fort Worth, TX\*
- Hammer Arms Apartments, San Antonio, TX\*
- Lakes of Bent Tree Condominiums, Dallas, TX\*
- The Perrin Home Apartments, San Antonio, TX\*
- Olmos Club Apartments, San Antonio, TX\*
- Soap Works 2 Apartments, San Antonio, TX\*
- Surrey Oaks Carrollton Phase I and II, Carrollton, TX\*
- Surrey Oaks Estrada East, Irving, TX\*
- Surrey Oaks at Indian Creek, Carrollton, TX\*
- Surrey Oaks Lewisville Apartments, Lewisville, TX\*
- Surrey Oaks Marsh Ridge, Carrollton, TX\*
- Surrey Oaks McKinney, McKinney, TX\*
- Trinity Meadows Condominiums, Dallas, TX\*
- Vista Del Ray Apartments, San Antonio, TX\*
- Asylum Hill Boys and Girls Club - Design Review Board, Hartford, CT
- Hartford Housing Authority Needs Assessment, Hartford, CT
- Institute for the Hispanic Family, Hartford, CT
- Northwest Boys and Girls Club, Hartford, CT
- Southwest Boys and Girls Club, Hartford, CT

\*Work completed prior to joining JCJ

# Hartford has it

JCI was founded in Hartford in 1936 and has completed hundreds of projects within the City. The firm's commitment to Hartford extends beyond design to organizations like Habitat for Humanity, ACE Mentor, CANstruction, and the Boys and Girls Club.





**COMMITMENT. COLLABORATION. LONGEVITY**

Urban design in CT's capital

XL Center  
 University of Hartford "Field of Dreams"  
 Downtown Hartford YMCA  
 Meadows Music Theater  
 Hartford Stage  
 Hartford Municipal Office Building  
 Hartford Public Safety Complex  
 University of St. Joseph's  
 "G.Fox" 960 Main Street  
 CT Public Broadcasting  
 The Phoenix  
 Cityplace II  
 Constitution Plaza  
 Boys and Girls Club  
 100 Pearl Street  
 Hartford Steam Boiler Co.  
 Hartford Surgical Center  
 Hartford Courant  
 Hartford Bank & Trust  
 Captial Community College  
 Center Church Hartford  
 Juvenile Court and Detention Center  
 Burgdorf McCook  
 Greater Hartford Jaycees Boathouse  
 Hartford Shooting Task Force

Hartford Club  
 Hartford Camerata Conservatory  
 Hartford Public Schools  
 Hartford Canoe Club  
 City of Hartford On Call  
 Hartford Hospital  
 30 Lewis Street  
 Hartford Seminary  
 Hartford College for Women  
 Sheraton Hotel Hartford  
 UCONN Downtown Hartford  
 Plaza Mayor  
 90 Washington Street  
 Salvation Army Community Center  
 YMCA Wilson Gray  
 Coltsville Heritage Park  
 234 Ashley Street  
 St. Francis Curtis D. Robinson Men's Health Center  
 The Learning Corridor  
 Watkinson School  
 Institute for the Hispanic Family  
 1429 Park Street



## Summary of Relevant Experience - Sports



**XL Center Renovation \***  
Hartford, Connecticut  
2014



**UMASS - Amherst Champions Basketball Training Center\***  
Amherst, Massachusetts  
2014



**San Diego State University Basketball Performance Center\***  
San Diego, California  
2015



**City of Entertainment Arena \***  
Confidential



**Whittemore Center Arena**  
Durham, New Hampshire  
1996  
Friedson under previous practice



**Center for Sport - Adelphi University**  
Garden City, New York  
2009  
Friedson under previous practice



**NFL Stadium Master Plan**  
Hartford, CT



**Petco Park F&B Venues**  
San Diego, California  
2007



**University of Vermont Multi-Purpose Arena**  
Burlington, Vermont  
Friedson under previous practice

*\* Detailed descriptions are provided in the following pages.*



**MLB Feasibility Study**  
Washington D.C.  
1999  
Friedson under previous practice



**Dodd Memorial Stadium**  
Norwich, Connecticut



**UMASS - Alumni Stadium Addition**  
Amherst, Massachusetts  
Friedson under previous practice



**The Ohio State Stadium Expansion Study**  
Columbus, Ohio  
Friedson under previous practice



**University of Hartford, Field of Dreams**  
Hartford, Connecticut



**University of New Hampshire Football Stadium Addition**  
Durham, New Hampshire  
2005  
Friedson under previous practice



**Buffalo Bills Skybox Interiors**  
Buffalo, New York



**Vintage Baseball Stadium Site Selection & Concept Design**  
Hartford, Connecticut  
2007

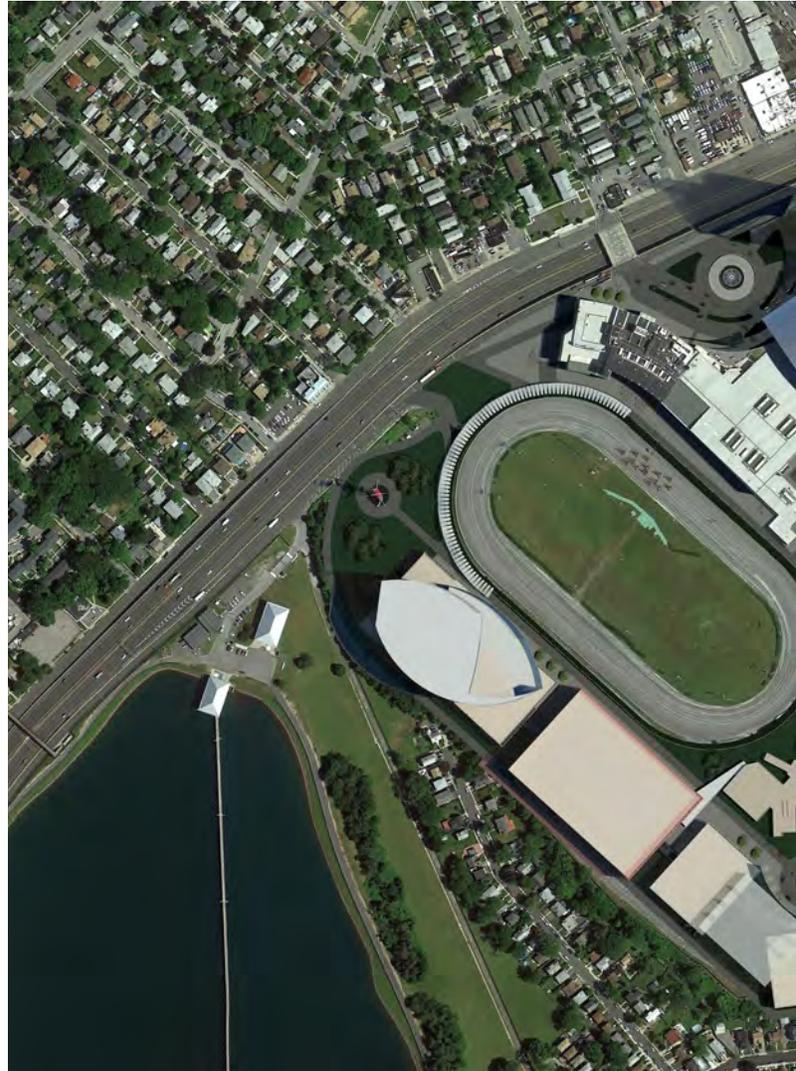


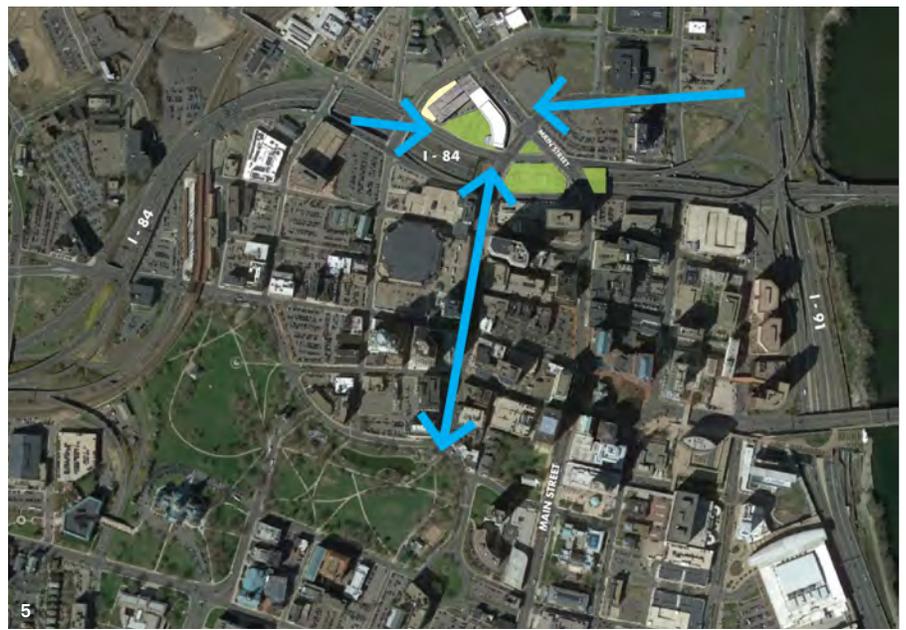
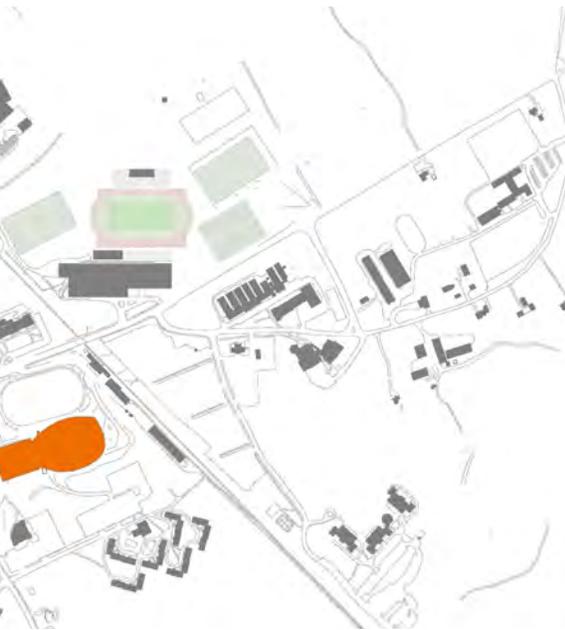
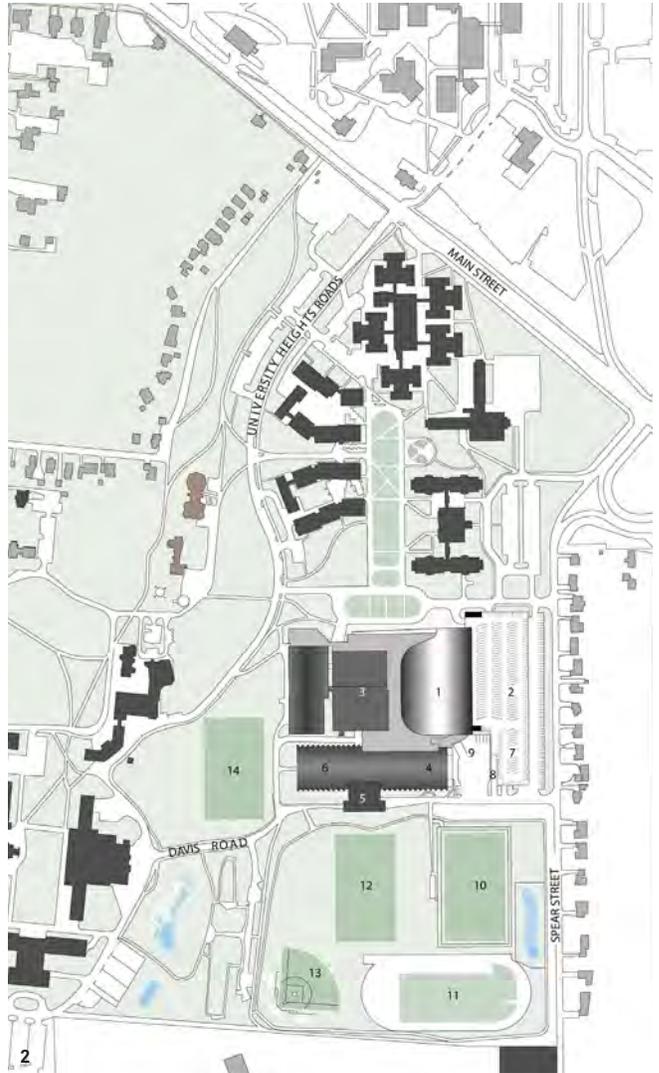
**UConn -Renovations to Gampel Pavilion**  
Storrs, Connecticut  
2002

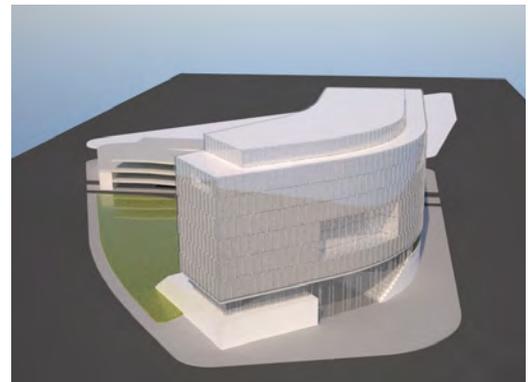
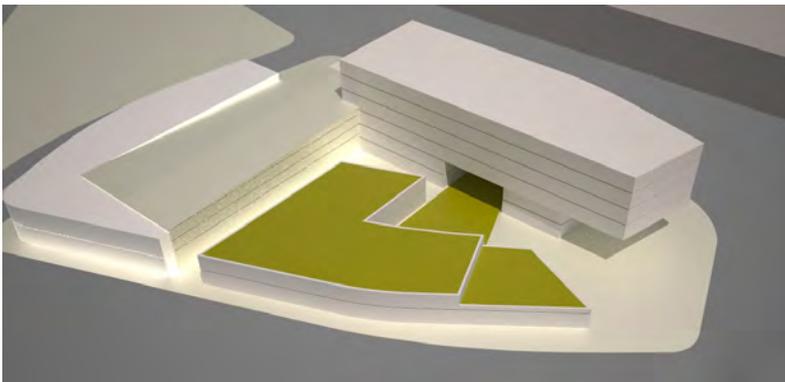
## Urban Planning

The planning and urban design process for the Mixed Use Development & Proposed Minor League Baseball Facility will address the immediate context of the Downtown North (DoNo) district, the Central Business District (CBD) plan and the connections to other existing and proposed developments. As a “mega project” in the City, the design of the mixed-use development, supporting infrastructure and auxiliary uses could offer the unique opportunity to re-knit the city’s urban fabric with a pedestrian-friendly streetscape and public open space network that incorporates street-level retail and other development. Our approach to urban design will seek to reinvigorate and beautify the heart of the City, establish a new “destination district” and define a new image for the public realm.

1. City of Entertainment, Confidential
2. Multi-purpose Arena and Athletics Master Plan, University of Vermont, VT
3. Major League Baseball feasibility study, Washington DC
4. Whittemore Center Arena, Durham, New Hampshire
5. Hartford Municipal Office Building, Hartford, CT







**SERVICES**

Planning, Programming,  
Schematic Design

**SIZE/SCOPE**

360,000+ sf

**COST**

TBD

**COMPLETION**

2014 (Study)

The team of Commonwealth Ventures (CV) Properties/JCJ Architecture/Gilbane Building Company has been selected to complete Phase 1 - Concept Design for a new Municipal Office Building for the City of Hartford. This project is a P3 (Public Private Partnership) method of project delivery, better known as design/build/lease back. The first phase will be completed by mid-June 2014 where it will be presented to the elected officials for final approval for design and construction. While programming is the first task to be completed, it is anticipated that the building will be in excess of 360,000 gross square feet.

The project involves a study for the Hartford Municipal government to explore the consolidation of their many departments from more than seven locations to a single or paired building (three

options are being considered). This will increase efficiency to interdepartmental collaboration and streamline access to services for citizens attempting to contact the various governmental departments, accomplishing the following:

- Make it easier for residents and businesses to live and do business with the City by creating a centralized government facility
- Improve interdepartmental communication through staff proximity
- Reduce lease payments by eliminating unnecessary and under-utilized space
- Ensure efficient utilization of office space and resources



**SERVICES**

Planning, Programming, Architecture, Interiors, F&FE, Construction Documents and Construction Admin.

**SIZE/SCOPE**

16,000 seats

**COST**

\$33 million

**COMPLETION**

2014 (est.)

Located in the heart of downtown Hartford, the XL Center serves as a venue for a multitude of sports and entertainment events. Originally opened in 1975 as the Hartford Civic Center, the building was in need of extensive renovations. An NHL arena until 1997, the XL Center Coliseum currently hosts the Hartford Wolfpack for the American Hockey League (AHL), as well as approximately 20 UCONN men's and women's basketball games each year. In addition to sports events, the venue hosts numerous types of entertainment events including concerts, family shows, motor sports, trade shows and community events.

The renovation plans were designed to stretch an additional 8-10 years out of the building, as well as create additional sources of revenue. Renovations include the rest rooms, locker rooms, concessions,

creating additional points of sale and cosmetic improvements to the main concourse. A new restaurant and bar will provide a variety food and beverage options and encourage patrons to remain in the city after events.

New exclusive UCONN team facilities including locker rooms will be added to support their successful program as well as a new UCONN Club. The existing seating bowl will be amended to include suites and club seating. New mechanical and electrical systems will be installed to maximize efficiency and comply with current code requirements.



# RAINBOW CENTRE ENTERTAINMENT DISTRICT

NIAGARA FALLS, NEW YORK



## SIZE

350,000 sf mixed use gaming and urban entertainment, 250 hotel room

## COST

\$185 million

Our proposed concept reinforces a signature position within the context of a pivotal, central district, and revitalization of surrounding community hotels, dining and entertainment venues.

The proposed mixed use development will reflect the local and unique environment and incorporate elements that add to creating a sense of place for the community. The proposed plan embraces the street by opening and orienting the retail and restaurant storefronts towards the pedestrian sidewalks.

Design components include outdoor dining, using operable window walls, and adding architectural elements that are human scale which add to the “de-malling” of the current inward mall. Instead, the restaurants and retail tenants will face outward and actively engage and integrate with the pedestrian oriented environment in which they live and recreate. The property will feature retail facades evoking the scale and texture of traditional commercial districts, but done in contemporary fashion.

A portion of the existing 2-story retail structure will be removed to create a new retail promenade connecting surrounding streets. This new promenade will be designed to accommodate programmable public spaces, art galleries, farmer’s market, community arts venues, etc. An extension of outdoor dining along the sidewalks will be planned and encouraged. The mix of uses, the support of positive social and community collaborations, along with thought-

ful quality design features will create an energy and vibrancy to the streets that will become a regional destination attraction. Our proposed adaptive reuse concept brings mixed use development to the localized “box” of the existing mall, opening it to the surrounding streets with energetic restaurant, retail, attraction, hotel, conference and spa amenities including:

- Two (2) levels of a broad spectrum of retail, food & beverage, commercial and entertainment offerings along main streets including:

- Waterpark Attraction
- Aquarium Undersea Dining Restaurant and attraction
- Branded nationally franchised restaurants such as Bubba Gump and Morton’s Steakhouse
- A complete resurfacing and repositioning of the exterior facades, including the parking decks
- A new Retail Plaza connecting streets
- Refurbished structured parking
- A 300 room executive class Hotel towering on top of the Parking structure offering unparalleled views
- A Multi-Purpose Events Facility
- Associated hotel amenities
- A world-class Spa



**RELEVANCE**

Urban, Waterfront,  
Mixed Use,  
Master Planning

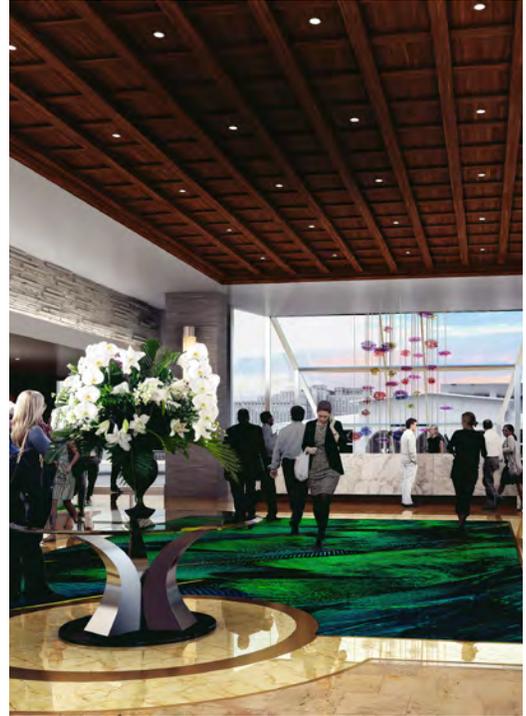
**SIZE/SCOPE**

Master plan for  
300 acre site  
Boutique & limited  
service hotel, 400  
residential units in 3  
towers and  
live-work lofts  
Waterpark, retail, enter-  
tainment, restaurant

All over the United States, civic leaders and developers are looking for innovative and creative ways of developing their cities. One of the innovative models that has been gaining strength over the last decade is Mixed-Use Community development.

JCJ Architecture was retained to work with a regional development team to master plan a 300 acre site located on the east bank of the Mississippi River. The concept of this live-work-play community works with the characteristics of the site and the location, including access to public transit, the interstate highway system and the vibrant Mississippi waterfront.

JCJ began by completing a comprehensive analysis and evaluation of local competition, access, points of interest, adjacent land use, context and site conditions. Following the analysis and meetings with key stakeholders to fully understand the political, social and economic objectives, JCJ completed a conceptual program and budget. From these essential documents JCJ went on to complete a master plan which included a full visual package that became the basis for public presentations. The project is currently in consideration by the developer and local officials.



**SERVICES**  
Planning, Programming,  
Schematic Design  
Architecture, Interiors,

**SIZE**  
315,000 entertainment,  
retail, restaurant  
12-story hotel

**COST**  
\$510 million

**COMPLETION**  
TBD

In 2012, JCJ Architecture was brought on board to begin the feasibility, planning and design process that recently culminated in the public presentation of Market 8 to the Pennsylvania Gaming Commission and the general public. Initial scope for the project included site feasibility and program development for parcel at the corners of Market Street and 8th Avenue in downtown Philadelphia. JCJ Architecture worked with the development team of Market East Associates, LP which is made up of the parcel owner (Goldenberg Group) and Mohegan Tribal Gaming Authority. JCJ worked with the team to develop a building that would respond appropriately to the unique location and the urban context.

Following initial feasibility and programming, JCJ Architecture worked with the team to develop a building that would respond appropriately to the unique location and the urban context.

The \$510 million project calls for 315,000 square feet of casino, restaurant and entertainment space. The site is located two blocks west of the Independence Visitors Center and three blocks east of the Pennsylvania Convention Center. It is also a short walk away from Washington Square, Jewelers' Row and Chinatown and is close to local mass transit.



**SERVICES**

Master Planning

**SIZE**

100 acres

**COMPLETION**

2013 (Master Plan)

JCJ Architecture was retained to complete a comprehensive master plan for an existing property located in a major metropolitan area in the Northeastern United States. The property is easily accessed by the regions' millions of residents via an adjacent major highway and a well-developed mass transit system. The property has a rich history and provides the ideal location for entertainment-oriented, mixed-use development in a vibrant urban environment.

The completed master plan provides the following elements and 8,000 seat arena for professional

and college sports, concerts, conventions 85,000 square feet of entertainment space, restaurants, 400 high-rise hotel rooms with a sky lobby, 35,000 square feet of new conference space, 250,000 square feet of new retail tenant space, and structured parking for over 12,000 cars.

Additional details of this project are confidential. The master plan was completed in 2013 and is being actively considered by the owner/developer team.



**SERVICES**

Dick Friedson served as Sports Design Principal and PIC in previous practice  
Programming/planning

**SIZE/SCOPE**

42,000 seats  
536,000 sf

**COMPLETION**

1999

With the mission to bring major league baseball back to Washington, DC, the DC Sports and Entertainment Commission authorized a site selection feasibility study. The study was conducted in three phases. The first phase was dedicated to meeting with various public agencies and interest groups to accumulate information, data, and input relative to the study process and the potential locations. The second phase assessed eight alternative locations, and the third phase identified specific sites, and an analysis of planning issues, concept plans, and cost estimates.

A downtown site was selected because of its easy access to a multitude of transportation modes, the ability to integrate into the downtown fabric, and the ability to activate the stadium perimeter with a variety of vibrant mixed uses.



**SERVICES**  
Master Planning

**SIZE**  
1,100,000 sf

Building on the synergy created from the newly opened \$108 Million Spring Training facility for Major League Baseball's Cleveland Indians and Cincinnati Reds teams, this 40 acre mixed-use project is part of creating a vibrant city core for Goodyear, AZ. Situated south of Interstate 10 along Estrella Parkway, a high intensity mixed-use and proposed light rail corridor, the project acts as a link between the ballpark and the proposed City Center.

JCJ Architecture, in collaboration with 3W Companies and Turner Construction, envisioned the project as a multi-phased development with a strong sense of place and location.

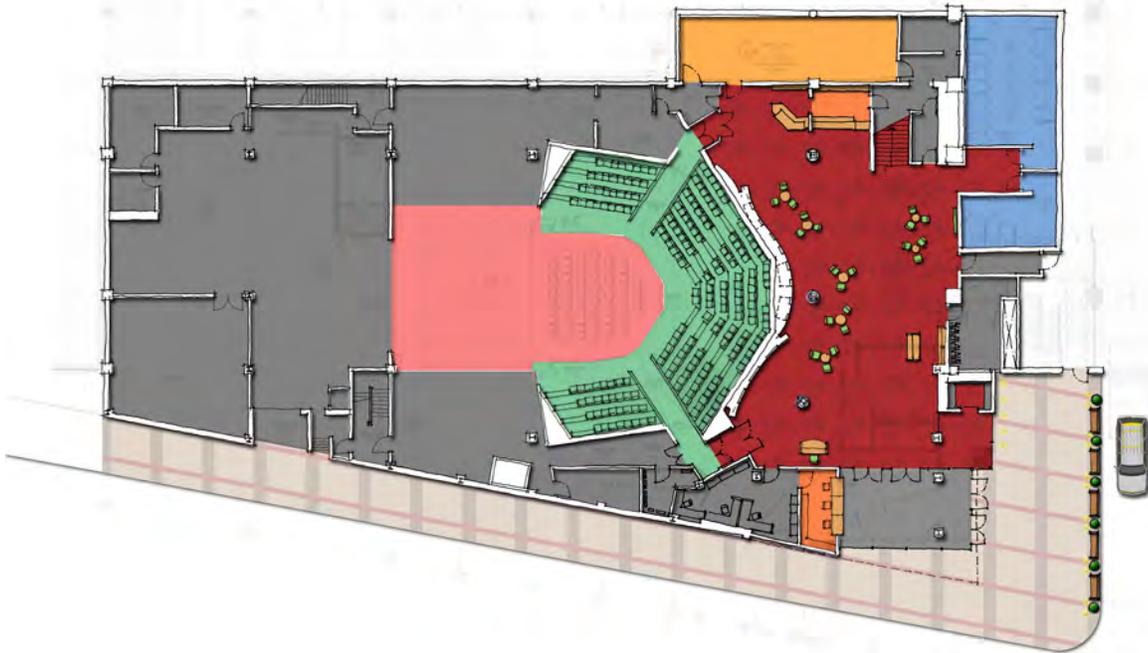
The heart of the project is a pedestrian-focused 24-hour zone encompassing the main entrance of the ballpark, ground level retail, restaurants, theatre, boutique hotel, and health club with offices and loft residences above. With existing single-family residences directly across the parkway, the project focused on building density as it moved off Estrella and towards the ballpark. Given the ballpark's location, strong consideration was also given to the creation and preservation of views to the interior of the development.



**SERVICES:**  
Master Planning and cost  
estimating

**SIZE**  
70,000 seat arena  
25 acre site

JCJ completed the Master Plan and preliminary cost estimating for the proposed 70,000 seat NFL/Division 1 collegiate football stadium on a 25 acre site just north of Hartford's Commercial Business District. With a street level entrance at the concourse level, patrons for over 50% of the seats would be walking towards the field to get to their seats.



**SERVICES**

Planning, Programming,  
Architecture, Interior  
Design

**SIZE/SCOPE**

496 Seat Theater

**COST**

\$2 million

**COMPLETION**

2014 (est.)

The Hartford Stage Company is undertaking a multi-year phased renovation of their downtown performing arts facility. JCJ Architecture has been engaged to give the 40 year old building a compelling modern street presence consistent with the quality of the productions staged by the company. Central to the new improvements, the new design will provide a higher level of transparency to the city, which has been achieved through a complete redesign of the ticketing area and lobby which will include interactive displays and a public café. Along with the interior lobby improvements, the theater itself will be

upgraded with all new seating with improved sight lines, technology and lighting. The iconic original building exterior will also be updated by adding a new exterior plaza, electronic billboards, and façade illumination.

The scope also includes code and life safety improvements, as well as bringing the building into full compliance with ADA by adding a new elevator. JCJ is working closely with the Capital Campaign Committee in organizing the work around the fundraising efforts as they evolve.





**PROGRAM**

Office Space,  
Retail,  
Parking Garage

**SIZE**

109,000 sf

**COST**

\$19 Million

Part of the urban redevelopment of historic downtown Norwich is the Mercantile Exchange at Chelsea Harbor – a project with 109,000 square feet, including 80,000 square feet of rentable Class A office, 9,000 square feet of street-level retail space, and parking in the building for 37 cars.

The design style complements the historic brick and stone structures of the picturesque Victorian city center, while distinguishing itself with subtle accents of glass and aluminum.

The overall scale and proportion of the building and fenestration blend comfortably into the urban fabric. The south-facing office and retail spaces, as well as two outdoor plazas, enjoy a commanding view of Norwich Harbor, the American Wharf Marina, and the surrounding hillsides. Acquisition, demolition and remediation of a collection of blighted 19th century mercantile structures helped to spur more growth in the area.



The challenge of creating an attractive gateway to Hartford's Hispanic commercial center was awarded to a developer team that included JCJ Architecture.

This urban, mixed-use project envisions a \$64 Million complex with residential units, a 40,000 sf Public Plaza, a banquet hall, a boutique hotel, retail shops and a chapel.



**SIZE**

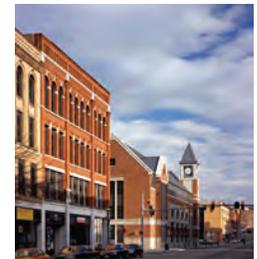
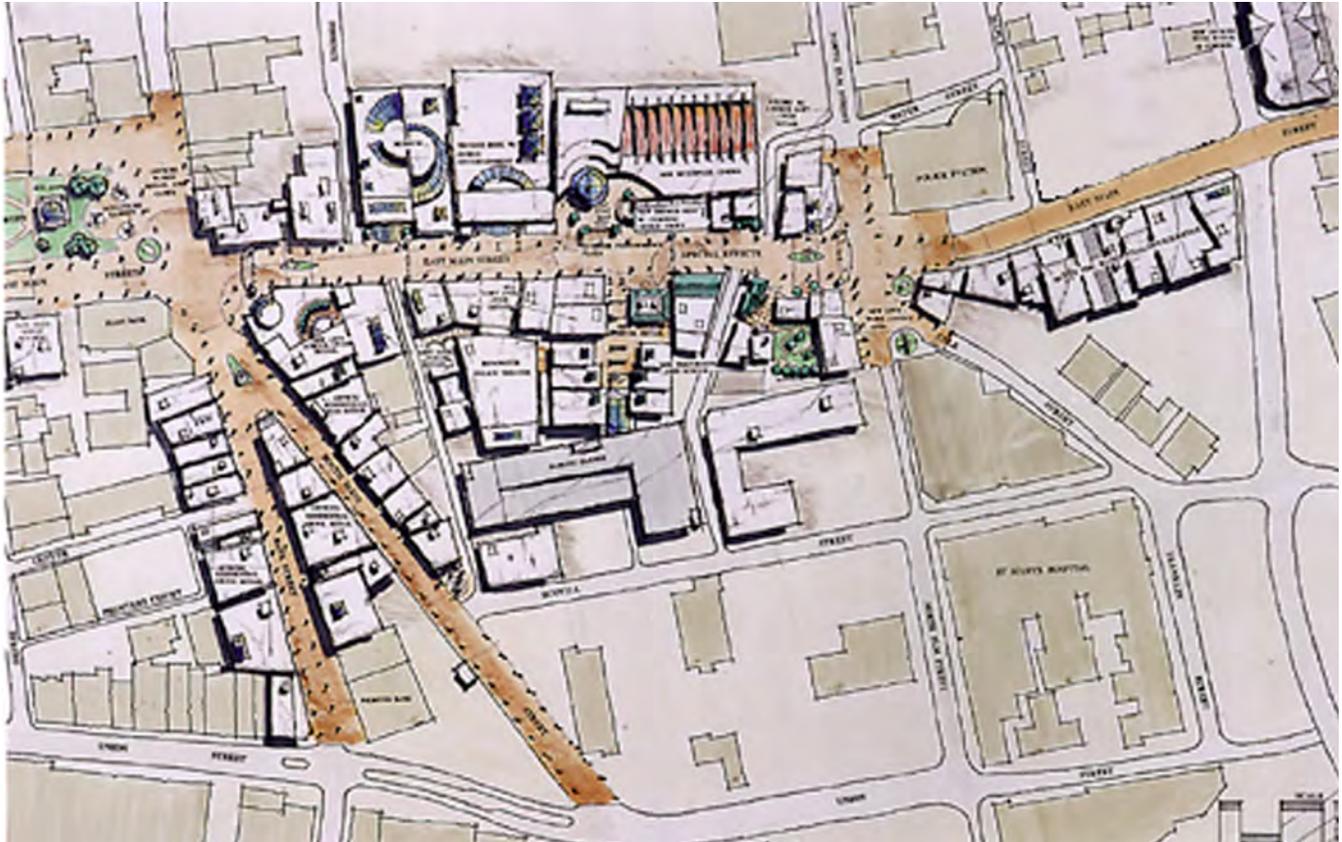
140 Units  
650 - 900 sf each

JCJ was retained to complete the facility evaluation and schematic design for an adaptive re-use renovation project of the seven buildings that comprise the Historic Colt Firearms Manufacturing Company.

The renovated complex encompasses an educational facility, conference center and botanical garden as well as a residential component. The North Armory was designed to have 60 units of one and two bedroom apartments, ranging in size

from 650-900 s.f. The South Armory was designed to have 80 units consisting of one and two bedroom apartments.

Adjacent to the historic Colts Park, the project is currently in the final stages of being designated as a U. S. National Park highlighting the area's significant contribution to the countries industrial revolution.



**SERVICES**  
Architecture,  
Urban Planning

**SIZE**  
Varies per Project

**COMPLETION**  
1999 - 2003

The Waterbury Redevelopment Project began as the first component of a comprehensive urban revitalization plan for Waterbury and the creation of a "downtown campus." The first phase of development included a new, downtown campus for University of Connecticut, a master renovation of the historic Palace Theater, construction of a new Arts Middle and High Magnet Schools, and a new State of Connecticut Superior Courts Facility.

By providing quality educational resources, attracting more local businesses and bringing residents and visitors to the city's inner core. All planning and construction were conceived to contribute significant economic impact to both the City and State. JCJ was involved in both the design and development of the new downtown UCONN campus and the Superior Courthouse.



**SERVICES**

Architecture,  
Interior Design

**SIZE**

97,000 sf

**COST**

\$23 million

**COMPLETION**

2003

Sited on the north side of East Main Street across from the 1926 Palace Theater, the 3-story 97,000 gross square foot campus building is configured to respond to the urban context in which it is anchored. The u-shaped configuration of the new building (street front and two wings) is able to respond to the street life of pedestrians and the social gathering needs of students, without sacrificing any efficiency to educational program space. Academic spaces include research labs, chemistry labs, biology labs, physics labs, 10 classroom, 4 seminar rooms, 4 small group rooms, 4 computer labs, a 100-seat lecture hall, and a 70-seat case room.

The Library enjoys a 3-story open stack configuration with mezzanines wrapping on 2 floors (of its 3 floor expanse), and includes stacks & periodicals for 46,250 volumes, 30 reading carrels, and multimedia storage & viewing.

This project literally created a new campus for the University of Connecticut in Waterbury. The project is aesthetically responsive to its urban context and also captures the feeling of a University Campus with its interpretive gothic vocabulary, tower and definition of a quadrangle.

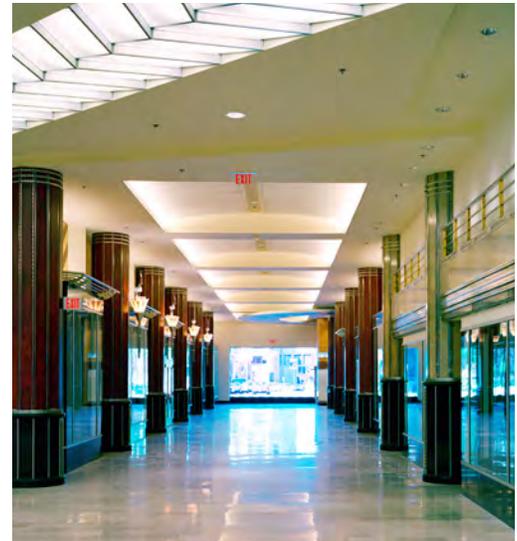


**SIZE**  
275,000 sf

**COST**  
\$30 million

Located on the shore of Lake Erie in Buffalo, NY, this project entails the adaptive re-use of the former Freezer Queen food processing plant into a 100+ unit condominium complex complete with a new, enclosed parking structure. The master plan for the entire property projects the construction of a second apartment tower, a Marina with adjacent low rise residential townhouse units, retail components and the development of a major chain hotel and conference center as the anchor facility.

The development includes a path for biking, running and walking as well as a “boardwalk” feature along the shoreline.



**SIZE**  
850,000 sf

**COST**  
\$27 million

As a catalyst for the renaissance of downtown Hartford, JCJ completed the design for the redevelopment of the historic G. Fox Department Store. At 850,000 square feet, this is the third largest building in the City, and the principal gateway to downtown as it sits at the key intersection of Hartford's major interstate network. Originally built in 1917, the building underwent subsequent additions in 1938 and 1962. The design for the redevelopment of this landmark building plays off the 1938 Art Deco theme, as the three story pedestrian mall was restored to include office and retail tenants, a day care facility and food court, and the relocation of the Capital Community College.

Because of the G. Fox building's landmark designation, everything of an historical nature had to be restored and brought up to current building code requirements. This effort required extensive input from the Historical Commission and Department of Interiors for analyzing and developing appropriate design solutions for many of the building's features. These elaborate features include ornate Art Deco metals on the escalators, wood and pressed metal windows, cladding on the elevators, the 1939 marquee with original neon, as well as resurfacing one entire 60,000 square foot stone floor.



# Renewed placemaking in an urban context

## RESORTS WORLD CONVENTION CENTER & HOTELS

MASTER PLANNING AND DESIGN THAT  
CREATED THE DOMESTIC FOOTHOLD  
FOR GENTING INTERNATIONAL







A MAJOR INTERNATIONAL  
DESTINATION FOR  
CONVENTIONS,  
MEETINGS,  
CONFERENCES,  
TRADE SHOWS AND  
ENTERTAINMENT.





## RESORTS WORLD CONVENTION CENTER

As part of the exploration of replacement of the Jacob Javits Center, JCJ was retained by Genting to develop a plan for development of land adjacent to the Resorts World Casino New York.

The broad and exciting vision for this project envisions a dynamic and fun mixed-use complex that will become a major international destination for conventions, meetings, conferences, trade shows and entertainment. When fully built, the complex will include over 2.6 million SF of leasable convention and meeting space, over 5,000 hotel rooms, parking for almost 24,000 cars, and will be easily accessible by improved mass transit facilities.





STAGE ONE



STAGE TWO



STAGE THREE

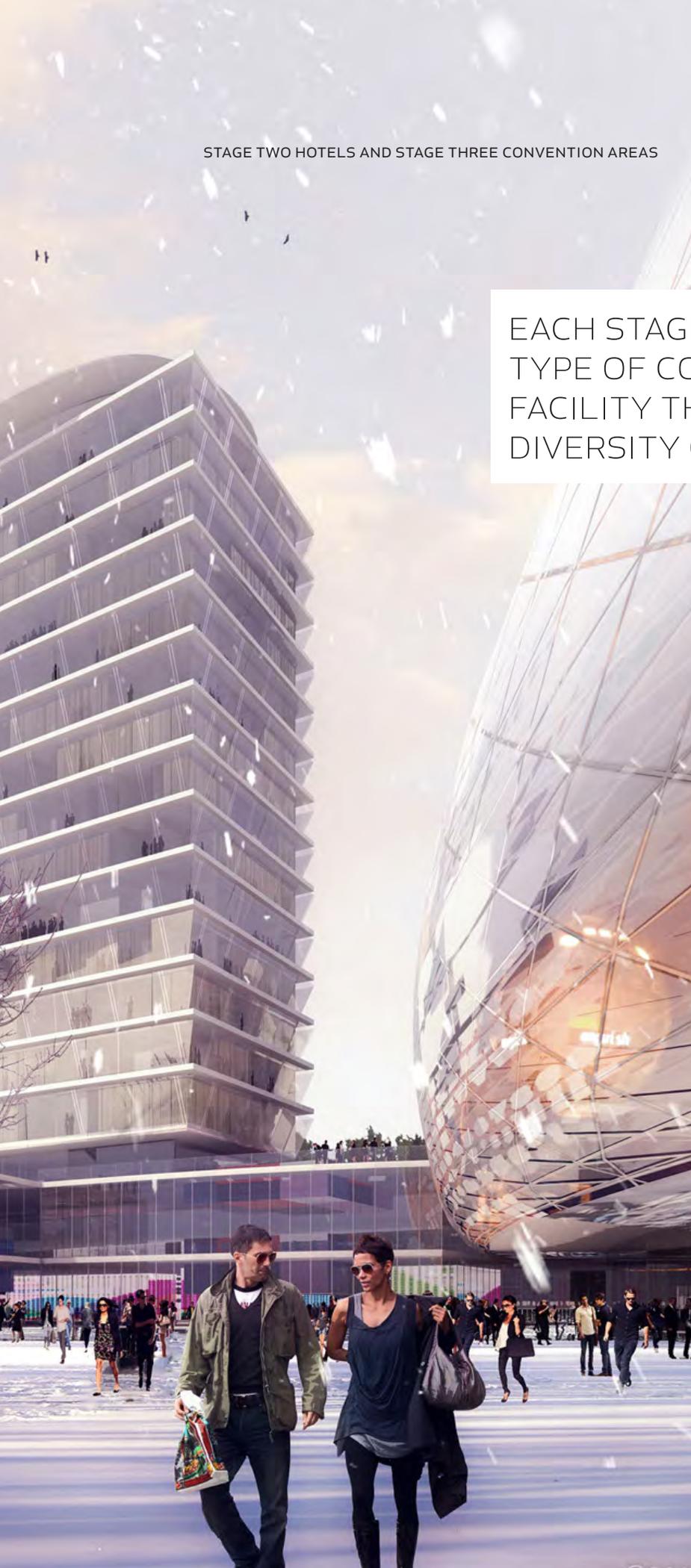


STAGE FOUR



OPTIONAL ENTERTAINMENT COMPLEX





STAGE TWO HOTELS AND STAGE THREE CONVENTION AREAS

The hotel and convention facilities will dramatically surround and orient to the Aqueduct Racetrack. An exciting multi-destination entertainment complex will eventually replace the racetrack and its infield if and when racing is discontinued there.

EACH STAGE OFFERS A DIFFERENT TYPE OF CONVENTION AND MEETING FACILITY THAT RESPONDS TO THE DIVERSITY OF THE MARKETPLACE.

The proposed project will be developed in several stages so that the program can be logically implemented according to market and economic conditions, as well as site and operational constraints affecting construction sequencing. Stage 1 is a convention center with dedicated exhibit halls, ballrooms and break-out meeting rooms; the Stage 2 center is a more highly flexible facility with two levels of multi-purpose halls and a third level of meeting space; and the third center, built during Stage 4, is a pure conference facility without exhibit space.

An aerial night view of Philadelphia's downtown skyline. The city is illuminated by the lights of its buildings, with a prominent full moon in the dark sky above. The text 'Downtown Market 8: Philadelphia' is overlaid in white on the upper left portion of the image.

# Downtown Market 8: Philadelphia

MASTER PLANNING AND MIXED USE DESIGN  
FOR DOWNTOWN PHILADELPHIA



PSFS

ARAMARK



\$510 MILLION TOTAL PROJECT COST | 315,000 SQUARE FEET



INSPIRED BY THE HISTORIC CITY OF PHILADELPHIA, THE PROJECT IS:

- LOCATED AT ONE OF THE MOST DYNAMIC COMMERCIAL INTERSECTIONS IN THE REGION.
- A FULLY-LOADED ENTERTAINMENT COMPLEX THAT RESPONDS TO THE ECONOMIC AND SOCIAL CHARACTER OF THE CITY.
- HAS A STREET PRESENCE AND FIRST LEVEL ORGANIZATION THAT WILL WELCOME ALL VISITORS AND AGE GROUPS.
- DESIGNED TO BE AN INTEGRAL PART OF THE ACTIVITY AND EXCITEMENT OF THE CITY.



## MARKET 8: PHILADELPHIA

# The Heart of Philadelphia

In 2012, JCJ Architecture was brought on board to begin the feasibility, planning and design process that recently culminated in the public presentation of Market 8 to the Pennsylvania Gaming Commission

and the general public.

THE SITE IS LOCATED TWO BLOCKS WEST OF THE INDEPENDENCE VISITORS CENTER AND THREE BLOCKS EAST OF THE PENNSYLVANIA CONVENTION CENTER.

Initial scope for the project included site feasibility and program development for parcel at the corners of Market Street and 8th Avenue in downtown Philadelphia.

JCJ Architecture worked with the development team of Market East Associates, LP which is made up of the parcel owner (Goldenberg Group) and others. JCJ worked with the team to develop a building that would respond appropriately to the unique location and the urban context.

315,000

**SQUARE FEET**  
OF ENTERTAINMENT,  
GAMING & DINING

4.7

**MILLION PATRONS**  
EXPECTED ANNUALLY

\$510

**MILLION ESTIMATED**  
CONSTRUCTION VALUE

5<sup>th</sup>

**MOST POPULOUS**  
CITY IN THE  
UNITED STATES

MARKET 8: PHILADELPHIA





A DYNAMIC AND FORWARD  
LOOKING DESIGN CREATES A  
CONNECTION BETWEEN THE  
EXTERNAL AND INTERNAL.





# Community Entertainment District

MASTER PLANNING AND DESIGN  
FOR DOWNTOWN NIAGARA FALLS





\$185 MILLION, PHASE 1 PROJECT COST | 350,000 SQUARE FEET MIXED USE | 300 ROOM EXECUTIVE HOTEL



**TWO LEVELS OF A BROAD SPECTRUM OF RETAIL, FOOD & BEVERAGE, COMMERCIAL AND ENTERTAINMENT OFFERINGS ALONG MAIN STREETS INCLUDING:**

- WATERPARK ATTRACTION
- AQUARIUM UNDERSEA DINING RESTAURANT AND ATTRACTION
- UNIQUE, HIGHLY THEMED BRANDED NATIONAL FRANCHISED RESTAURANTS SUCH AS BUBBA GUMP AND MORTON'S STEAKHOUSE
- A COMPLETE RESURFACING & REPOSITIONING OF THE EXTERIOR FACADES, INCLUDING THE PARKING DECKS
- A NEW RETAIL PLAZA CONNECTING STREETS
- REFURBISHED STRUCTURED PARKING
- A 300 ROOM EXECUTIVE CLASS HOTEL TOWER ON TOP OF THE PARKING STRUCTURE OFFERING UNPARALLELED VIEWS
- A MULTI-PURPOSE EVENTS FACILITY
- ASSOCIATED HOTEL AMENITIES
- A WORLD-CLASS SPA



# RAINBOW CENTER ENTERTAINMENT DISTRICT

## Actively Engage & Integrate

Our proposed concept reinforces a signature position within the context of a pivotal, central district, and revitalization of surrounding community hotels, dining and entertainment venues.

THE MIX OF USES, THE SUPPORT OF POSITIVE SOCIAL AND COMMUNITY COLLABORATIONS, ALONG WITH THOUGHTFUL QUALITY DESIGN FEATURES WILL CREATE AN ENERGY AND VIBRANCY TO THE STREETS.

The proposed mixed use development will reflect the local and unique environment and incorporate elements that add to creating a sense of place for the community. The proposed plan embraces the street

by opening and orienting the retail and restaurant storefronts towards the pedestrian sidewalks.

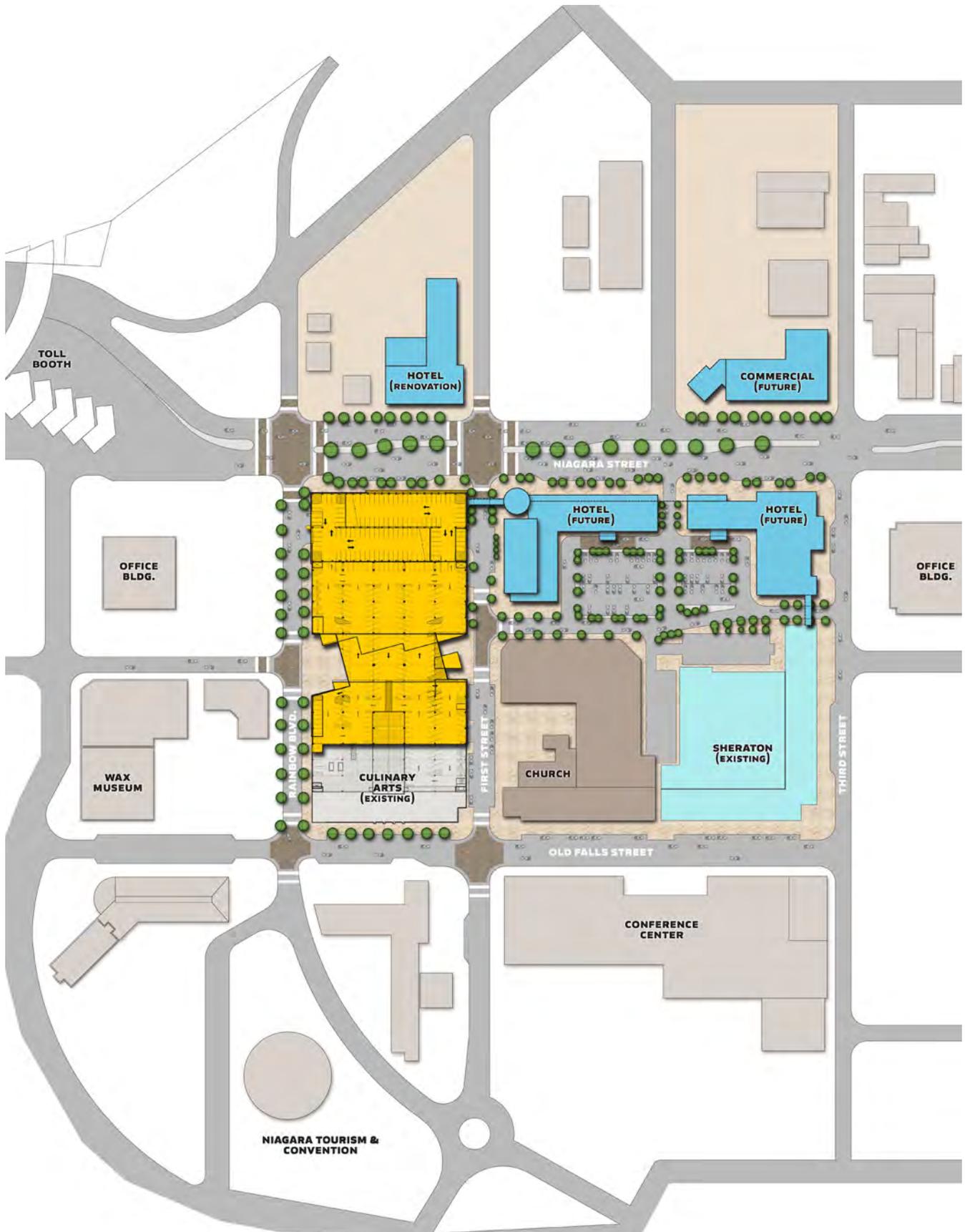


350,000  
**SQUARE FEET**  
OF MIXED USE

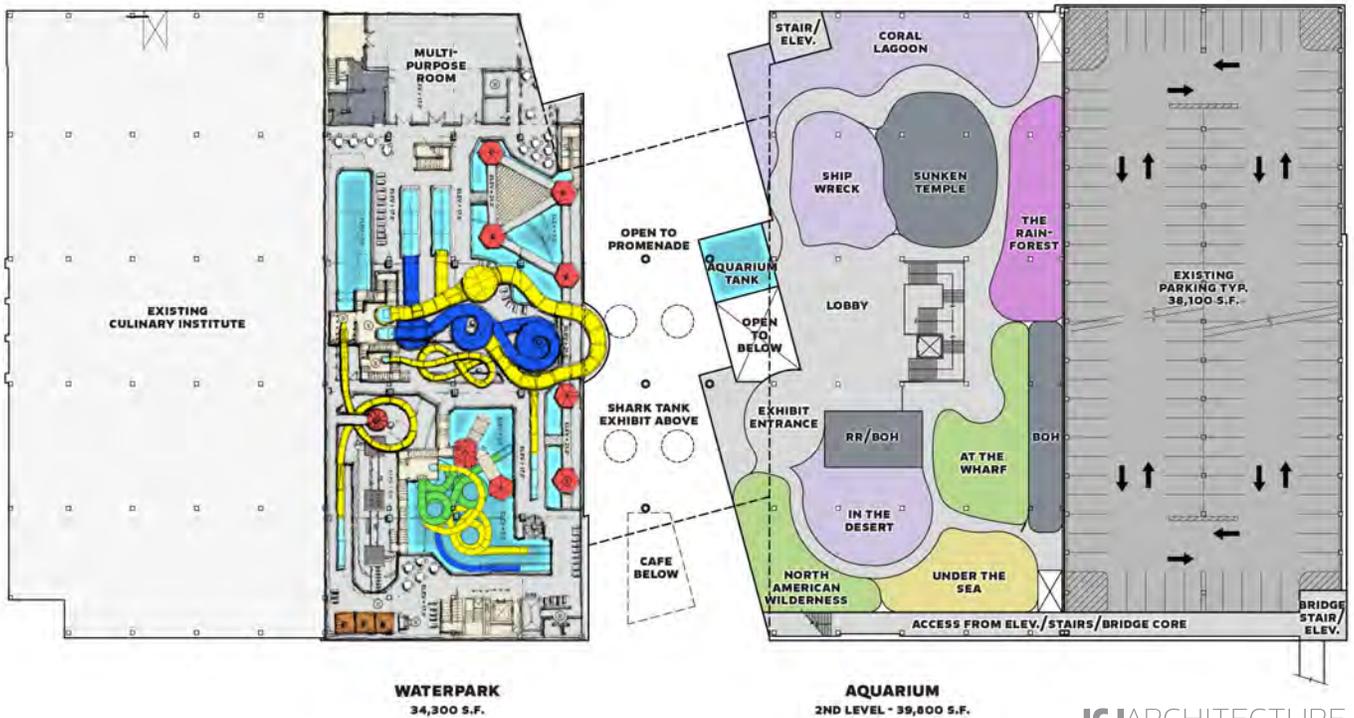
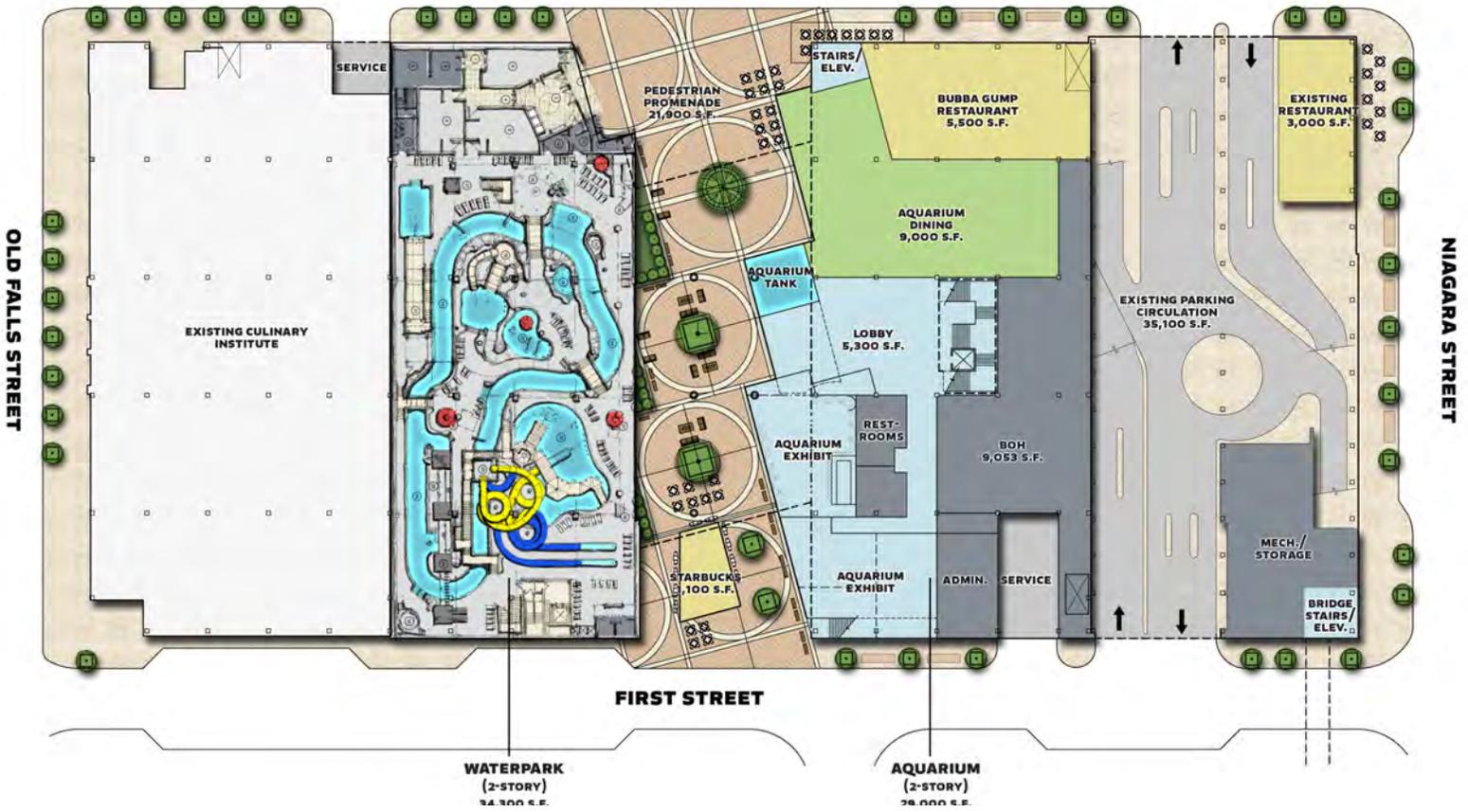
\$185  
**MILLION**  
ESTIMATED PHASE ONE  
CONSTRUCTION VALUE

FEATURES  
INDOOR WATER PARK, AQUARIUM,  
RESTAURANTS, RETAIL, PARKING  
GARAGE; PHASE 2 HOTELS

# 4. EXPERIENCE



RAINBOW BLVD.



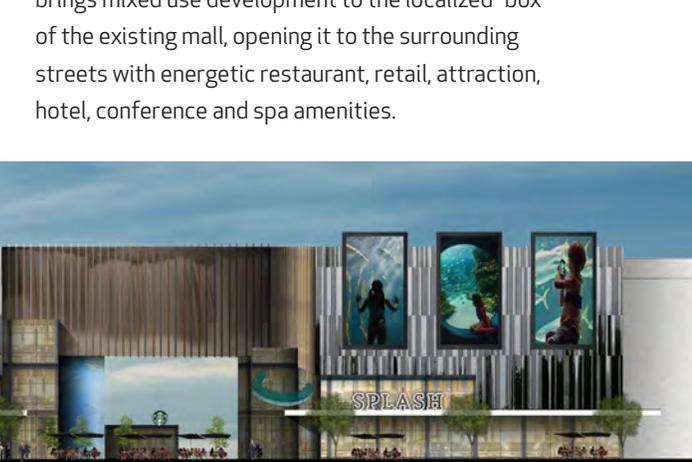


THE RESTAURANTS AND RETAIL TENANTS WILL FACE OUTWARD AND ACTIVELY ENGAGE AND INTEGRATE WITH THE PEDESTRIAN ORIENTED ENVIRONMENT IN WHICH THEY LIVE AND RECREATE.



Design components include outdoor dining, using operable window walls, and adding architectural elements that are human scale which add to the “de-malling” of the current inward mall. Instead, the restaurants and retail tenants will face outward and actively engage and integrate with the pedestrian oriented environment in which they live and recreate. The property will feature retail facades evoking the scale and texture of traditional commercial districts, but done in contemporary fashion.

A portion of the existing 2-story retail structure will be removed to create a new retail promenade connecting surrounding streets. This new promenade will be designed to accommodate programmable public spaces, art galleries, farmer’s market, community arts venues, etc. An extension of outdoor dining along the sidewalks will be planned and encouraged. The mix of uses, the support of positive social and community collaborations, along with thoughtful quality design features will create an energy and vibrancy to the streets that will become a regional destination attraction. Our proposed adaptive reuse concept brings mixed use development to the localized “box” of the existing mall, opening it to the surrounding streets with energetic restaurant, retail, attraction, hotel, conference and spa amenities.





PROJECT COST WITHHELD | 300 ACRES



A THOROUGH ANALYSIS LOOKED AT THE AREA'S CONTEXT. THE TEAM BEGAN WITH HIGHWAY AND SITE ACCESS, COMPETING PROPERTIES, POINTS OF INTEREST, LAND USE, AND REVIEW OF LOCAL LANDMARKS. THE PLAN RESPONDS TO THESE INFLUENCERS AS WELL AS TO THE CHARACTERISTICS OF THE SITE, AND THE FINANCIAL AND PROGRAMMATIC REQUIREMENTS OF THE DEVELOPER. THE PROJECT IS CURRENTLY BEING CONSIDERED FOR FUNDING.



## METROPOLITAN RIVERFRONT DEVELOPMENT

# Community Development

Overlooking the skyline and the river, this project team is dedicated to creating a unique destination mixed-use community within the heart of this American city. The sophisticated, pedestrian

A DRAMATIC LIVE, WORK, PLAY  
DESTINATION LOCATION THAT  
WILL DELIVER THE WORLD  
TO THE CITY

friendly Riverfront Development will feature premier shopping, dining, entertainment, residences, offices, and upscale hotels. The goal is to create a memorable public realm that will

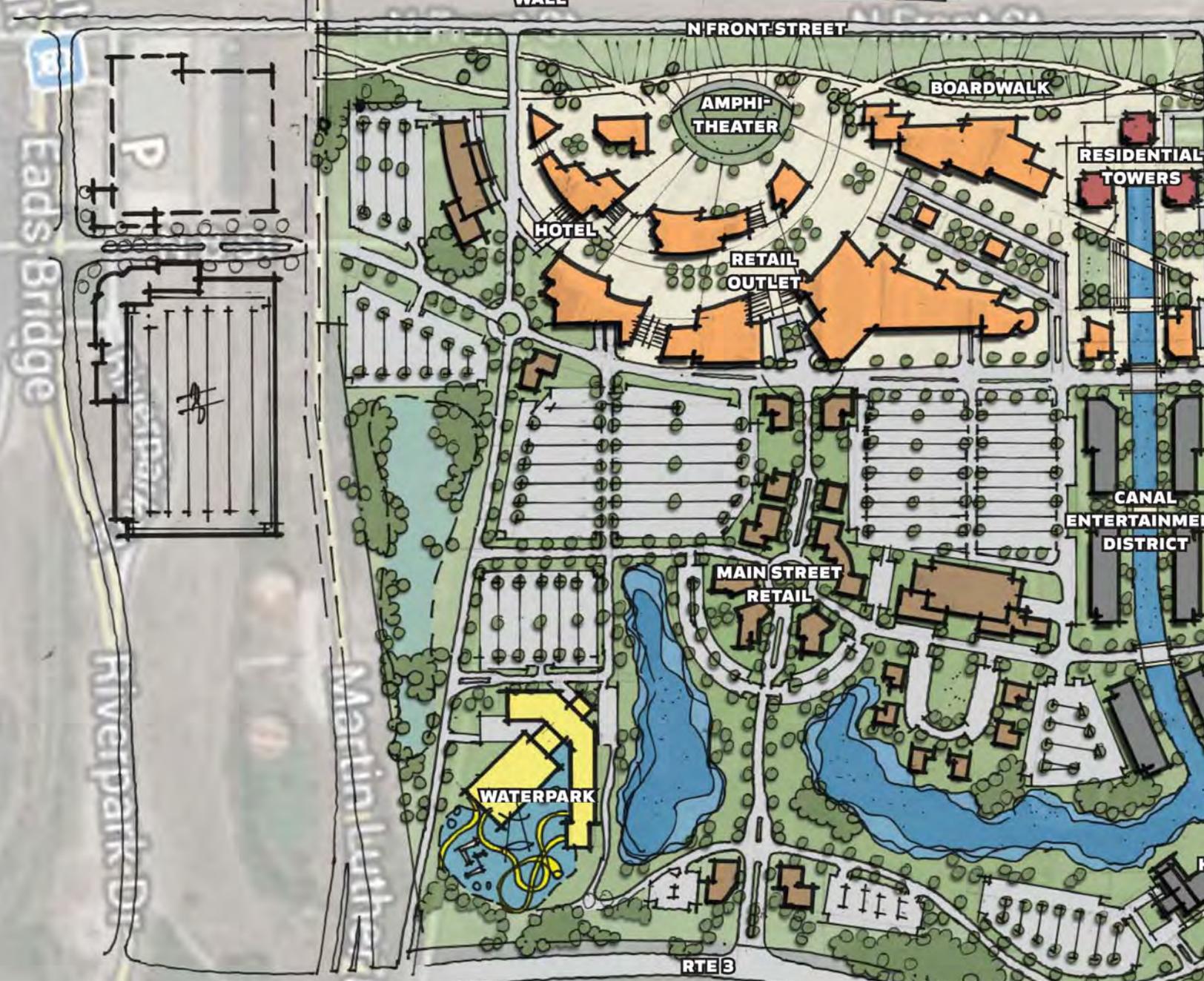
become the central place for the community, a place that will have lasting identity and a place that is authentic. A place to restore the soul.

300  
**ACRE SITE**

16  
**MILLION VISITORS**  
ANNUALLY

400  
**RESIDENTIAL UNITS**  
IN 3 TOWERS & LOFTS

5  
**ZONES**  
INTEGRATING  
LIVE-WORK-PLAY



THE RIVERFRONT PROJECT  
WILL CREATE AN INNOVATIVE  
ENVIRONMENT PROVIDING  
EMPLOYMENT OPPORTUNITIES  
TO THE COMMUNITY.





The development will be a vibrant and healthy mixed-use project that will serve the city's retail, business, social, cultural and entertainment center and ensures the commercial and economic vitality of the area. A dramatic Live, Work, Play destination location that will bring the world to the city. The proposed site is approximately 300 acres to be enjoyed by not only the surrounding communities, but will serve the more than 16 million visitors that frequent the area yearly.

**LIVE - WORK - PLAY**

**Live:** The current plan allows for more than 400 residential units. The residential units will be delivered in combination of 3 residential towers and live-work lofts. They can be a mixture of for sale and rental to be determined by market demand and market conditions. The internal street grid will provide access throughout the community to shops, canals, and green spaces.

**Work:** The Riverfront project will create an innovative environment providing employment opportunities to the community. This will include entry-level service jobs to management level positions. Throughout the course of the project, thousands of jobs will be created.

**Play:** The Riverfront Entertainment District will accentuate the "play" component of the project and incorporate street names and walk of fames highlighting historic influences and paying tribute to legends such as Katherine Dunham, Miles Davis, Tina Turner, Johnny Johnson, Redd Foxx, Chuck Berry and others to be remembered. Anchored by a water park hotel concept, the site will offer activities for residents and visitors of all ages. The area will include legendary jazz and blues venues, galleries, amphitheater, bars, bistros, coffeehouses, restaurant, premium retail outlets and theaters.

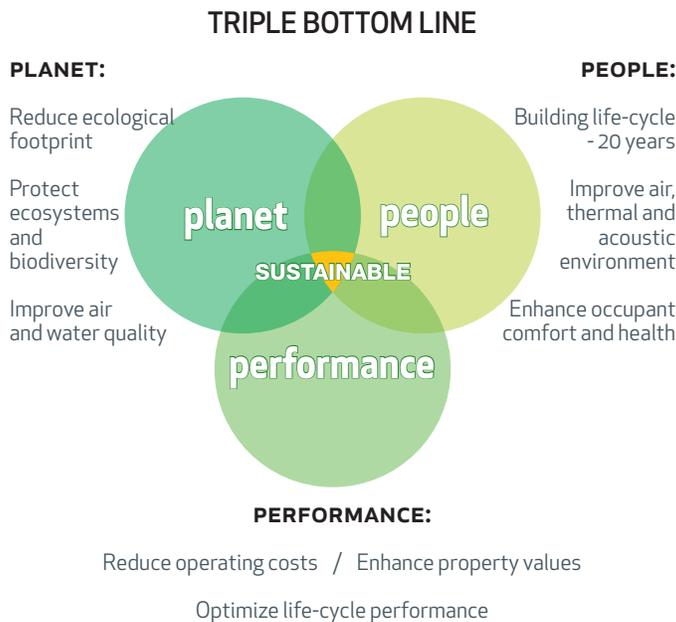


**MISSION DRIVEN**

As design professionals we will work with you to understand your goals and to share our expertise in creating places that are more efficient, healthier and sustainable. We are not interested in 'Green for Green's sake' but filter all of our work through the critical question 'how does this approach support the mission of this community?'

**SUSTAINABILITY WITHOUT SACRIFICE**

Our team has expertise in the LEED program, and Energy Star design. We work directly with clients to assist in aligning fiscal and operational objectives with sustainable design strategies to create environments that are not only more comfortable for patrons, but are also efficient operationally.



**THE TRIPLE BOTTOM LINE**

We embrace a 'triple bottom line; people, planet, performance' approach to sustainable design. Ultimately we expect our designs to deliver results. We work with clients and any key stakeholders to identify sustainable design opportunities through an EcoCharette process. In this process we can quickly prioritize opportunities based on stakeholder interest, funding, and building integration. Together we will draw a roadmap for the success of the project. We see opportunities to create great environments for your patrons that are healthy, sophisticated and fun.

Our material selections and systems design have been 'green' for decades, and our clients often appreciate our attention to detail when their environmental departments are reporting on ease of maintenance. Accordingly, we are ever mindful of life cycle costs and the need to minimize ongoing maintenance and capital expenditures.

## SUSTAINABLE DESIGN



## CONSERVATION WITHOUT COMPROMISE

### LEED CERTIFIED PROJECTS

Fairchild Wheeler Interdistrict Magnet Campus -  
LEED Gold

Yale School of Medicine Hunter 6 - LEED Gold

University of Connecticut Burton Football Complex and  
Shenkman Training Center - LEED Silver

Daytona Beach Kennel Club & Poker Room -  
LEED Gold

### ENERGY STAR CERTIFIED

Bishop Woods School

### DESIGNED TO LEED STANDARDS

(will not be submitted for LEED Certification)

Choctaw Office Complex

SUNY Fredonia Technology Incubator

YSM Gene Sequencing Lab

Watkinson School / Project Frog

Puyallup Justice Center

Wilson-Gray YMCA Hartford

### TO BE SUBMITTED FOR LEED CERTIFICATION

YSM SHM C4 Lab (LEED Gold)

SUNY Suffolk County College, Montauket Learning  
Center (LEED Gold)

Waterford High School (LEED Silver)

Trumbull High School (LEED Silver)

Norton High School (LEED Silver)

### OTHER GREEN/SUSTAINABLE DESIGN STANDARDS

Portsmouth Middle School - NH-CHPS

Glover Elementary School - MA-CHPS

JCJ began designing sustainable projects long before the LEED rating system was developed by the U.S. Green Building Council. As architects, we value our role as environmental stewards. Our holistic design approach allows us to integrate green strategies into the fundamental building design, thereby minimizing first costs. Passive solutions such as maximizing building orientation, minimizing building depth, and incorporating day lighting and natural ventilation can have considerable effects on building performance and indoor environmental quality. We incorporate energy-saving and energy-generating systems such as under floor-air, photo-voltaic panels, geo-thermal wells, and right-sized HVAC equipment when appropriate. JCJ assembles educated design teams that understand these systems must respond not only to constrained operating budgets, but also to their inevitable role as built expressions of our client's culture and values. Our process evaluates every material, system, and space in a building for performance, impact and durability. Responsible use of resources and architectural distinction do not need to be mutually exclusive.

JCJ is committed to providing sustainable/LEED design services for its clients and supports our staff's efforts to become LEED certified. Currently, we have 35 LEED Accredited Professionals on staff, the largest LEED Gold Magnet School in Connecticut, and were recently ranked in the top 100 of ENR's 2010 Green/Sustainable Firms.

## U R B A N   D E S I G N   A S S O C I A T E S

Gulf Tower, 31st floor  
707 Grant Street  
Pittsburgh, PA 15219  
telephone 412.263.5200  
fax 412.263.5202  
[www.urbandesignassociates.com](http://www.urbandesignassociates.com)



Urban Design Associates (UDA) was founded in 1964. Its first commission was from the Ford Foundation to study ways in which the planning and design of neighborhoods and schools could support racial integration in our cities. It was an interdisciplinary effort in which educators, economists, and sociologists worked with us to understand the relationship between social issues and physical design.

In those turbulent times, we quickly learned how essential it is to meaningfully engage not only citizens, but also the political leadership, public agencies and local institutions in the creative process of design and planning. In the 49 years since that first project, we have continuously worked to find the most effective ways of bringing people together in a dynamic process to find new solutions for seemingly unsolvable problems.

In our public processes, all participants, including residents, public officials and technical experts, are asked to describe the best and worst qualities of the neighborhood and then what qualities they would most like to see in the future. These are then quickly translated into three-dimensional images of alternative designs, which in turn are subject to the same questions: "What are the best and worst qualities of these designs and what would you like to see that is different?" From this process, a consensus emerges for the best plan that incorporates the concerns of citizens, social workers, educators, the police, managers, and public officials. Design becomes the language of public policy.

This process served us well as we led 23 HOPE VI projects in 14 states. Working with the Congress for the New Urbanism, UDA assisted HUD in establishing criteria for successful public processes, urban design and architecture.

We provide three types of service: Planning and Urban Design, Architectural Design through the Design Development, and Design Guidelines or Pattern Books. The firm has completed over 2,000 projects for a wide range of clients including public agencies, private developers, universities, all levels of government and foundations.

UDA's process and design techniques have been documented in the Urban Design Handbook, published by Norton Books and has become a standard text in many university urban design and planning schools. The firm has received over 100 awards, including: the Presidential Award for the transformation of a public housing project; four National AIA Honor Awards; three ULI Awards for Excellence; five Charter Awards from the Congress for the New Urbanism; and three national HUD Awards.



## PAUL B. OSTERGAARD FAIA, AOU

### *Executive Vice President*

#### **Mixed-Use Urban Infill**

- » Central Riverfront, Cincinnati, OH
- » North Shore Master Plan, Pittsburgh, PA
- » West Don Lands, Toronto, ON
- » Pack Square, Asheville, NC
- » South Lake Union, Seattle, WA
- » Alexander Street Waterfront, Yonkers, NY
- » Downtown Yonkers Plan, NY
- » Downtown Master Plan Update, Birmingham, AL
- » Storrs Town Center, Storrs, CT
- » Strategic Growth Area Masterplans, Virginia Beach, VA
- » ITA Master Plan, Virginia Beach, VA
- » Laskin Gateway Area Plan, Virginia Beach, VA
- » Aksarben Village, Omaha, NB
- » Oldtown Master Plan, Baltimore, MD
- » Broadway Overlook, Baltimore, MD
- » Broad Creek, Norfolk, VA

#### **UDA Pattern Books® and Form-Based Codes**

- » Celebration, FL
- » Storrs Town Center, Storrs, CT
- » Yonkers Downtown Neighborhoods, Yonkers, NY
- » Coopers Crossing, Camden, NJ
- » Prairie Trail, Ankeny, IA
- » Oceanfront Form-Based Code, Virginia Beach, VA

#### **Urban Neighborhoods**

- » Oldtown Master Plan, Baltimore, MD
- » Broadway Overlook, Baltimore, MD
- » Broad Creek, Norfolk, VA
- » Liberty Park, Pittsburgh, PA

#### **Professional Responsibilities**

As a managing director for UDA, Paul Ostergaard has focused on strategic plans for revitalizing downtowns and waterfronts by creating new mixed-use precincts, districts and neighborhoods. Paul is responsible for numerous traditional neighborhood projects as well as the architectural design of institutional buildings, university facilities, community centers, municipal buildings, and multi-family residential buildings. Paul's exceptional design and perspective drawing skills enable him to translate ideas into three-dimensional imagery that is easily understood by clients and the public. This talent is especially valuable for urban design projects, where Paul's participation in on-site charrettes enables the diverse constituencies for these projects to readily visualize how an existing neighborhood can be transformed and revitalized. Paul has prepared several master plans for private developers overseas and most recently won top prize in an international planning competition sponsored by the City of Moscow for the design of Russia's new Federal District.

#### **Professional Affiliations and Service**

Paul is a member of the Academy of Urbanism, based in the United Kingdom, and their first American Academician. He is a full member of the Urban Land Institute and serves on the Transit Oriented Development Council. Paul is a member of the Congress of the New Urbanism and the International Downtown Association, participating as a speaker at many conferences. He is the former president of the Pittsburgh Chapter of the American Institute of Architects. Paul holds an NCARB Certificate and is a registered architect in Pennsylvania, New York, South Carolina, Louisiana, and Maryland.

#### **Education**

Paul earned a Bachelor of Architecture degree with honors from Carnegie Mellon University (Pittsburgh, PA) where he serves as a visiting critic and design instructor at the Urban Lab in the Department of Architecture. During his senior year at CMU, Paul won the Stewardson Traveling Fellowship, enabling him to travel extensively, exploring urban design and architecture in Western Europe. Paul is a member of the national Phi Kappa Phi Honor Society.

#### **Publications**

Paul is a co-author of "The Urban Design Handbook, Techniques and Working Methods" published by Norton and widely used as a university text book. He has also authored several articles on urbanism.



**ERIC R. OSTH** AIA, LEED AP

*Managing Principal*

Eric Osth, AIA, LEED AP, is a Managing Principal with Urban Design Associates in Pittsburgh, PA. Experienced in both Architecture and Urban Design, Eric's past credits include a position with Merrill & Pastor Architects of South Florida where he worked on architectural commissions in a number of communities along the Atlantic Seaboard, including Seaside and Windsor. Immediately following his subsequent graduate work, he joined at Skidmore, Owings & Merrill, LLP in San Francisco, CA where he was Senior Urban Designer, directing an urban design teams on projects in the state of California and overseas in Shanghai, China. Since joining Urban Design Associates in Pittsburgh, Eric serves as Principal-in-Charge on urban design projects across the United States and beyond, including projects in Canada, Russia, and India.

In addition to his responsibilities at UDA, Eric recently served as the 2011 President of the Board of Directors for the Pittsburgh Chapter of the American Institute of Architects, and he currently serves as a member of the Board of Directors at Riverlife, a Pittsburgh organization that acts as a steward for the improving the character and quality of the environment around Pittsburgh's three rivers. Osth has also been a guest juror at Carnegie Mellon University's School of Architecture in Pittsburgh and has taught as a Lecturer in Urban Design at the University of California, Berkeley.

Eric is an honors graduate from the University of Miami, holding a Bachelor of Architecture. He also received a Master of Urban Design from the University of California, Berkeley.

**Mixed-Use Urban Infill**

- » Liberty Park, Pittsburgh, PA
- » East Liberty TOD, Pittsburgh, PA
- » UCSB Campus Housing Master Plan, Santa Barbara, CA
- » Downtown Boca Raton, FL
- » Daybreak, South Jordan, UT
- » Downtown Ogden, UT

**UDA Pattern Books® and Form-Based Codes**

- » Downtown Boca Raton Pattern Book, Boca Raton, FL
- » A Pattern Book for Neighborly Houses/Habitat for Humanity
- » Louisiana Speaks: Pattern Book and Tool Kit, South Louisiana
- » Daybreak Pattern Book, South Jordan, UT
- » Daybreak Town Center Form-Based Code, South Jordan, UT
- » UCSB Ocean Road, Santa Barbara, CA
- » Roche Harbor, San Juan Island, WA

**New Towns and Villages**

- » Daybreak, South Jordan, UT
- » Daybreak Garden Park, South Jordan, UT
- » Ludhiana Township, Ludhiana, India
- » Essar Township, Ludhiana, India

**Architecture**

- » Daybreak, South Jordan, UT
- » Silvertip Village, Alberta, Canada
- » Seaside Central Square, Seaside, FL
- » Reynoldsboro Town Center, Greensboro, GA
- » Slover Memorial Library, Norfolk, VA
- » Washington Park, Mt. Lebanon, PA
- » Old Dairy Community Center, Warm Springs, VA



## DAVID R. CSONT ASAI

*Principal, Chief Illustrator*

### Mixed-Use Urban Infill

- » Central Riverfront, Cincinnati, OH
- » North Shore Master Plan, Pittsburgh, PA
- » West Don Lands, Toronto, ON
- » Pack Square, Asheville, NC
- » Alexander Street Waterfront, Yonkers, NY
- » Downtown Yonkers Plan, NY
- » Downtown Master Plan Update, Birmingham, AL
- » Storrs Town Center, Storrs, CT
- » Burton Station SGA, Virginia Beach, VA
- » Newtown SGA, Virginia Beach, VA
- » ITA Master Plan, Virginia Beach, VA
- » Laskin Gateway Area Plan, Virginia Beach, VA
- » Aksarben Village, Omaha, NB

### Urban Neighborhoods

- » Park DuValle, Louisville, KY
- » Treme-Lafitte Homebuilding Plan, New Orleans, LA
- » East Garrison Town Center, Fort Ord, CA
- » Westbury, Portsmouth, VA
- » Broadway Overlook, Baltimore, MD
- » University Circle, Cleveland, OH

### New Towns and Villages

- » Baxter, Fort Mill, SC  
(Project includes a UDA Pattern Book)
- » East Garrison, Monterey, CA,  
(Project includes a UDA Pattern Book)
- » Daybreak, Salt Lake City, UT,  
(Project includes a UDA Pattern Book)
- » A101 Plan, Moscow, Russia
- » Silvertip Village, Canmore, Alberta, Canada
- » Essar Township, Jamnagar, India
- » Ludhiana Township, Punjab, India

### Professional Responsibilities

David is a nationally recognized illustrator and educator with over twenty years of experience in the visualization of architecture. A key member of the UDA design team, David's unique talents include the ability to translate urban design and architectural concepts into three-dimensional perspective drawings in a variety of traditional and digital media. These images become an integral part of the marketing program for each project because they can easily communicate complex ideas to a varied audience.

### Professional Affiliations and Service

As a member of the American Society of Architectural Illustrators (ASAI), David's work has been recognized in the juried exhibition, Architecture in Perspective, in 1989, 1996, 1998, and 2005 through 2008. He served as President of ASAI in 2007, and organized the AIP 22 Exhibition and Conference in Pittsburgh. His work also remains in many private and public collections. He has conducted many seminars and lectures and is committed to the exploration of illustration as a means to effectively communicate design ideas.

David's architectural illustrations are highlighted in The Urban Design Handbook and The Architectural Pattern Book, both by Urban Design Associates and published by W. W. Norton Company.

### Education and Previous Experience

David is a Magna Cum Laude graduate of the State University College of Buffalo with degrees in design and art history. In 1995, David completed his Master of Fine Arts Degree with honors at the University of Wisconsin-Madison. David has served as an adjunct professor specializing in illustration and design at the University of Wisconsin-Madison, the University of Cincinnati, and Northern Kentucky University.



## MEGAN O'HARA AICP, LEED AP BD+C

*Associate, Project Manager*

### Mixed-Use Urban Infill

- » East Liberty Station, Pittsburgh, PA
- » Strategic Growth Areas, Virginia Beach, VA
- » Strip District Transportation and Land Use Plan, Pittsburgh, PA

### Urban Neighborhoods

- » Winbrook, White Plains, NY
- » Seaboard Square, Portsmouth, VA
- » Larimer, Pittsburgh, Pennsylvania
- » Mill Creek Valley, Cincinnati, OH
- » Beechwood Village, Basildon, England
- » Sobro Master Plan, Nashville, TN
- » East Riverfront Revitalization, Detroit, MI

### UDA Pattern Books® and Codes

- » Virginia Beach Resort Area
- » Roche Harbor, WA
- » Ni Village, Spotsylvania County, VA
- » UMORE, Minneapolis, MN
- » Daybreak, South Jordan, UT
- » Great Pond Village, Windsor, CT
- » Sewickley Heights, PA

### New Towns and Villages

- » Ni Village, Spotsylvania County, VA
- » Noviy Gorod, Moscow, Russia
- » Yuzhyni, St. Petersburg, Russia
- » Ellis Specific Plan, Tracy, CA
- » East Garrison, Monterey, CA
- » Great Pond Village, Windsor, CT
- » Nairn, Scotland, UK

### Professional Responsibilities

Megan's expertise focuses on promoting urban environments that are socially, economically, and environmentally sustainable. At Urban Design Associates, she has participated as a lead designer and project manager for projects in the U.S. and internationally. Megan facilitates the revitalization of urban environments through the design of contextual infill, mixed-use and transit-oriented development, form-based codes, and design guidelines. She has a passion for helping communities create shared visions for equitable and sustainable futures and helping public and private clients chart implementable paths to achieving these visions.

Recently, Megan's work has centered on the synergies of transit-oriented development. In Virginia Beach, VA, she helped the city explore their potential for mixed-use development in five Strategic Growth Areas along a potential light rail extension corridor. Similarly in Pittsburgh, PA, Megan led a team of designers in determining the development opportunities and appropriate densification of a historic neighborhood looking to incorporate new transit in the form of a streetcar or circulator.

### Education and Professional Affiliations

Megan was awarded a Masters in Sustainable Urban Development, with distinction, from the University of Oxford in conjunction with the Prince's Foundation for Building Community. Her dissertation research focused on the importance of providing access to urban transit and explored ways to maximize these benefits.

She earned a Bachelor of Science in Architecture, magna cum laude, from the University of Notre Dame where she also participated in its Rome Studies Program. She is a member of Tau Sigma Delta, the National Honor Society in Architecture and Allied Arts.

### Professional Affiliations and Service

Megan participated in a staff exchange with John Thompson & Partners in London, England, where she focused on elements of sustainable urbanism and community participatory design. She has volunteered through the Design Center of Pittsburgh's Design Consults program, helping homeowners plan for contextual renovations. She has served as a visiting critic for Pittsburgh's History and Landmark Foundation. Megan is a member of the American Planning Association, the Congress for New Urbanism, and the International Network for Traditional Building, Architecture, and Urbanism.

## Urban Design Associates Client List

### Public (Governments, Authorities, Public Agencies, CDCs)

- » Allegheny County, PA
- » Allegheny County Sports and Exhibition Authority
- » Calgary Municipal Land Corporation
- » Camden Redevelopment Agency
- » Charlotte Housing Authority
- » Chautauqua Institution, NY
- » Chicago Housing Authority
- » City of Baltimore, MD
- » City of Birmingham, AL
- » City of Boca Raton, FL
- » City of Charlotte, NC
- » City of Chesapeake, VA
- » City of Cincinnati, Ohio
- » City of Clarksburg, WV
- » City of Fort Lauderdale, FL
- » City of Hampton, VA
- » City of Jacksonville, FL
- » City of Monroe, MI
- » City of Monroeville, PA
- » City of Naples, FL
- » City of Newburgh, NY
- » City of Norfolk, VA
- » City of Pensacola, FL
- » City of Pittsburgh
- » City of Portsmouth, VA
- » City of Roanoke, VA
- » City of Salinas, CA
- » City of Shaker Heights, Ohio
- » City of Suffolk, VA
- » City of Virginia Beach, VA
- » City of Warner Robins, GA
- » City of Warren, Ohio
- » City of Wixom, MI
- » City of Yonkers, NY
- » County of Isle of Wight
- » Cranberry Township, PA
- » East Baltimore Development Corporation
- » East Liberty Development Corporation
- » Fairfax Renaissance Development Corporation
- » Hamilton County, Ohio
- » Housing Authority, City of Newark
- » Knoxville Community Development Corporation
- » Louisville Downtown Development Corporation
- » Louisville Metro Housing Authority
- » Municipal Housing for the City of Yonkers

- » Norfolk Redevelopment and Housing Authority
- » Pack Square Conservancy, Asheville, NC
- » Port Authority of Pittsburgh
- » Regional Industrial Development Corporation
- » Richmond Better Housing Coalition
- » Spotsylvania County, VA
- » Steel Industry Heritage Corporation

### Development Companies

- » Arcadia Land Company
- » Celebration Associates
- » Clear Springs Development Company
- » Collins Enterprises
- » Crosland Group, Inc.
- » Crosswinds Communities
- » Destination Homes
- » Disney Development Company
- » DRA Properties
- » Elm Street Development
- » Enterprise Homes
- » Forrest City Enterprises
- » Fried Companies, Inc.
- » Grubb Properties
- » Horizon Properties
- » Ivory Homes
- » Kennecott/ Rio Tinto Land Company
- » Konar Properties
- » Kratsa Properties
- » Landex Corporation
- » Leyland Alliance
- » Lincoln Properties
- » Luck Development Partners
- » Masshtab, Moscow
- » McCormack Baron Salazar
- » National Development Corporation
- » Noddle Companies
- » Regional Development & Investment, Moscow
- » Reynolds Plantation
- » Roche Harbor Resort
- » Scotia Homes
- » Seaside Community Development Corporation
- » Sego Homes
- » Steiner + Associates
- » Sterling Development Company
- » StoneCreek Development Company
- » Stoneburner Companies
- » Struever Bros. Eccles & Rouse

- » Swan Group
- » Telesis Corporation
- » The Community Builders
- » The Homestead
- » The Richman Group
- » The Rouse Group
- » Urban Community Partners
- » Virginia Hot Springs Building Company
- » Vulcan

### Foundations and Institutions

- » Almono Partnership
- » Carnegie Institute
- » Carnegie Mellon University
- » Catholic Charities
- » Claude Worthington Benedum Foundation
- » Ford Foundation
- » Frick Art and Historical Center
- » George Kaiser Family Foundation
- » LaGrange College
- » La Roche College
- » Lyndhurst Foundation
- » Mellon Foundation
- » McCune Foundation
- » Property Reserves Inc.
- » Seton Hill College
- » The Prince's Foundation
- » Thiel College
- » Tidewater Community College
- » University of California, Santa Barbara
- » University of Nebraska
- » University of Pittsburgh

### Corporations

- » Alcoa
- » Bank of America
- » DCK Worldwide
- » DMJM Harris
- » Dynamic Building Corporation
- » ESSAR
- » Florida Marlins
- » General Motors Corporation
- » H J Heinz Company
- » International Speedway Corporation
- » Johns Hopkins Hospital
- » L3 Communications
- » Pittsburgh Penguins
- » Pittsburgh Steelers

## Broadway Overlook

BALTIMORE | MARYLAND

**PROJECT TYPE**

HOPE VI, Mixed-Income Urban Neighborhood

**CLIENT**

Landex Corporation  
Housing Authority of Baltimore City

**PROJECT SIZE**

7 Acres, 166 units, parking garage,  
Community Center and Daycare

**YEAR COMPLETED**

2002

**SERVICES PROVIDED**

Urban Design,  
Architecture (Schematic Design)

**REFERENCE**

Judy Siegel, President, Landex Corporation  
801 International Drive, Suite 110  
Linthicum, MD 21090  
(443)451-1271

Redevelopment of this 7-acre super-block, previously occupied by the vacant and abandoned Church Home and Hospital, made possible the replacement of a distressed and isolated public housing project with a mixed-income development that is seamlessly integrated into the historic Washington Hill neighborhood. UDA led a public participatory process that included a wide range of local stakeholders (including Johns Hopkins Medical Center), and developed a master plan and architecture based on careful study of the adjacent neighborhood patterns and historic precedents. The variety of building types, including townhouses, stacked-flats, a small apartment building and the adaptive reuse of the historic east wing of the hospital, supports a mix of tenures, ages and incomes. The resulting revitalization plan has leveraged almost one billion dollars of new development on the east side of Baltimore.



## Cincinnati Riverfront

CINCINNATI | OHIO

**PROJECT TYPE**

Downtown and Waterfronts

**PRIMARY CLIENT**

City of Cincinnati, Ohio

**REFERENCE**

Roxanne Qualls  
100 East Central Parkway  
Suite 410  
Cincinnati, OH 45202  
(513)404-7263  
roxanne.qualls@gmail.com

Urban Design Associates (UDA) was commissioned by the City of Cincinnati and Hamilton County to prepare a master plan for the waterfront. The primary program was a new mixed-use district anchored by two new sports stadiums. The objective was to generate maximum economic benefit for the downtown and to revitalize the central Ohio River riverfront. During a design charrette and a series of public forums, urban design principles were developed to guide future redevelopment and growth. The design creates a new riverfront park and includes the National Underground Railroad Museum, a mixed-use district (now under construction), a transit center, and a restructured downsized urban highway. The riverfront is restored as the “front door” of the city, once again a hub of activity and a place that connects people to the urban environment.



## Liberty Green

LOUISVILLE | KENTUCKY

**PROJECT TYPE**

HOPE VI, Mixed-Income Urban Neighborhood

**CLIENT**

Louisville Metro Housing Authority  
The Community Builders, Inc.

**PROJECT SIZE**

29 acres, 461 units

**YEAR COMPLETED**

2005

**SERVICES PROVIDED**

Urban Design, Concept Architecture  
Pattern Book

**REFERENCE**

Tim Barry  
Louisville Metro Housing Authority  
420 South 8th Street  
Louisville, KY 40203  
(502)569-3423  
barry@lmha1.org

In the spring of 2000 a group of public and private entities, that included the City of Louisville, contracted with UDA to revise the Downtown Development Plan, a ten-year plan for revitalizing the center city of Louisville. The plan calls for adding residential development for all income groups as a key element in economic revitalization, with the goal of transforming the Central Business District into a 24-hours, 7-days-a-week living downtown. UDA then developed a neighborhood master plan, pattern book, and schematic architectural designs for the site of the former Clarksdale public housing development adjacent to the medical center. The initiative was a public-private joint venture between the metropolitan housing authority and The Community Builders, Inc. The target market was a mix of affordable home ownership and rental apartments in an urban setting. The development, now known as Liberty Green, received the 2007 ENERGY STAR Award for Excellence in Energy-Efficient Affordable Housing.



## Great Pond

WINDSOR | CONNECTICUT

**PROJECT TYPE**

Mixed-Use Neighborhood, Form-Based Code

**PRIMARY CLIENT**

Winstanley Enterprises LLC

**PROJECT SIZE**

521 acres

**YEAR COMPLETED**

On-going

**REFERENCE**

David Winstanley  
Winstanley Enterprises LLC  
150 Baker Ave Ext. Suite 303  
Concord, MA 01742  
Tel 978-287-5000  
Fax 978-287-5050

Great Pond is a new, sustainable community along the Farmington River in Central Connecticut. Its neighborhoods are designed to provide residents with direct connections to the great outdoor amenities in Connecticut and Western Massachusetts. Great Pond is a place dedicated to meet the needs of a young, creative, and technologically-oriented workforce. Windsor attracts a broad regional base of over 60,000 professional employees in technology and financial industries within 15 minutes of Great Pond. The planning for Great Pond is being governed by a publicly adopted Form-Based Code that ensures development patterns, public open space, building types and uses are developed over time consistent with the plan.

[www.greatpondinwindsor.com](http://www.greatpondinwindsor.com)



## Freemason District

NORFOLK | VIRGINIA

**PROJECT TYPE**

Mixed-Use Infill Master Plan

**PRIMARY CLIENT**

City of Norfolk, Virginia

**REFERENCE**

The Honorable Paul Fraim  
City of Norfolk, City Hall Building  
810 Union Street, Suite 1109  
Norfolk, VA 23510  
(757) 664-4679  
paul.fraim@norfolk.gov

The City of Norfolk hired UDA to prepare a master plan and urban design guidelines for The Freemason District. This initiative encompasses two related development efforts. First, the re-opening of Freemason Street was proposed to re-connect the East Freemason Historic District to the mixed-use neighborhood to the west. Second, the re-design of Boush Street as a landscaped boulevard designed to unleash the potential of four blocks that were empty or used for surface parking.

The master plan and design guidelines proposed by UDA for the new Freemason neighborhood call for the construction of approximately 200 residential units in three-story apartment and townhouse (or stacked flat) buildings located on four blocks. New residences and convenience retail now completes the West Freemason District as an in-town neighborhood, strengthening the '24 hour' quality of Downtown.



# North Shore

PITTSBURGH | PENNSYLVANIA

**PROJECT TYPE**

Downtown and Waterfront  
Mixed-Use Master Plan

**PRIMARY CLIENT**

City of Pittsburgh, Pittsburgh Steelers,  
Pittsburgh Pirates, Carnegie Institute

**PROJECT SIZE**

193 Acres

**YEAR COMPLETED**

2001

**REFERENCE**

Arthur J. Rooney II, President  
Pittsburgh Steelers Sports, Inc.  
3400 South Water Street  
Pittsburgh, PA 15203  
(412)432-7809  
lowed@steelers.nfl.com

UDA prepared a master plan for the North Shore, an area of downtown Pittsburgh that was the site designated for two new major league stadiums for the Steelers and the Pirates and related economic development. The goal was to create a new district that included a remarkable game-day experience, and at the same time, a district that was functional and economically viable at all times. UDA worked collaboratively with the City of Pittsburgh, Pittsburgh Sports & Exhibition Authority (SEA), the Urban Redevelopment Authority (URA), the Pittsburgh Pirates, and the Pittsburgh Steelers. The new district is emerging with completion of a new riverfront park, an amphitheater, two new riverfront office buildings, three new hotels, parking garages, and the extension of Pittsburgh's lightrail system under the Allegheny River to two new stops in the North Shore.



## South Lake Union

SEATTLE | WASHINGTON

**PROJECT TYPE**

Campuses & Districts

**PRIMARY CLIENT**

Vulcan, Inc.

**PROJECT SIZE**

50 Acres

**YEAR COMPLETED**

2005

**REFERENCE**

Sharon Coleman

Real Estate Development

Vulcan, Inc.

505 Fifth Avenue South, Suite 900

Seattle, WA 98104

(206)342-2149

sharonc@vulcan.com

Urban Design Associates (UDA) prepared a master plan and design guidelines for Vulcan, Inc. (the investment company of Paul Allen, co-founder of Microsoft) which has assembled nearly 50 acres of land north of downtown Seattle in the South Lake Union neighborhood. The project is an ongoing revitalization of the district, with new development of 9 million square feet of new and rehabilitated commercial and residential property and a strong emphasis on creating a biotech and biomedical research cluster. New developments include the University of Washington medical research campus, Seattle Biomedical Research Institute, the Bill and Melinda Gates Foundation, Amazon, Google and ZymoGenetics. Vulcan is also developing new mixed-income housing, restaurants, retail, hotels and parks to create a vibrant mix of uses.



# Storrs Town Center

STORRS | CONNECTICUT

**PROJECT TYPE**

Campus and Districts Mixed-Use Infill Pattern Book

**PRIMARY CLIENT**

Leyland Alliance LLC

**PROJECT SIZE**

47.7 Acres

**YEAR COMPLETED**

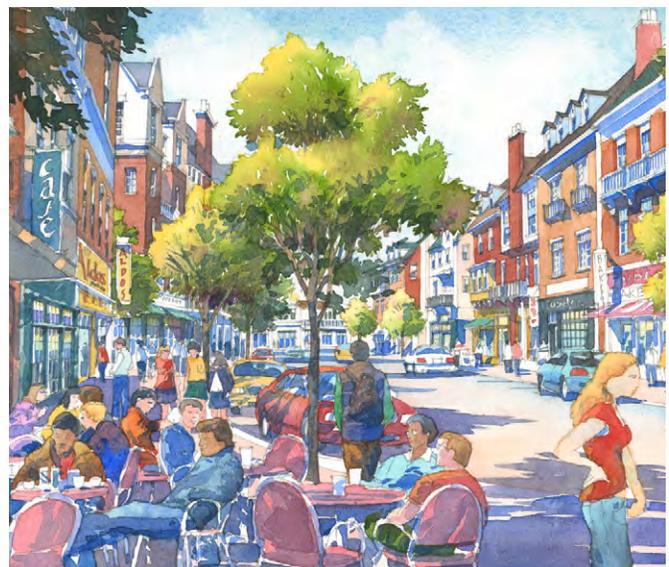
2007

**REFERENCE**

Steve Maun, Leyland Alliance LLC  
 P.O. Box 878  
 Tuxedo, NY 10987  
 (845) 351-2900  
 sjmaun@leylandalliance.com  
 www.leylandalliance.com

Storrs Town Center is a mixed-use development adjacent to the main campus of the University of Connecticut in the town of Storrs. The design takes inspiration from New England college town centers, providing retail, entertainment and other services for the town and university. A vibrant village street is anchored on both ends by two public squares. Built along a ridge, the quiet residential precinct offers townhouses and condos direct access to the woodland preserve.

A variety of outdoor venues for dining, celebrations, festivals, markets, concerts and informal gathering can be found throughout the plan. Every retail space was designed for a targeted use and a mixed offering of residential units (including urban lofts, apartments, condominiums, and town houses) created to provide broad market appeal.



## West Don Lands

TORONTO | ONTARIO | CANADA

**PROJECT TYPE**  
Mixed-Use Infill

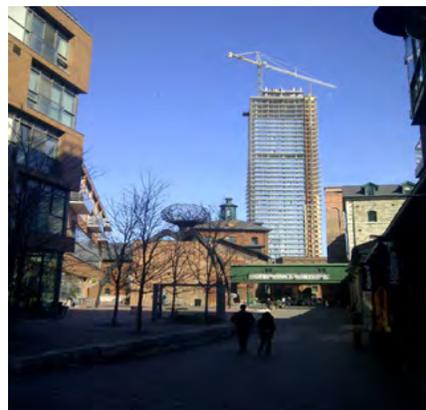
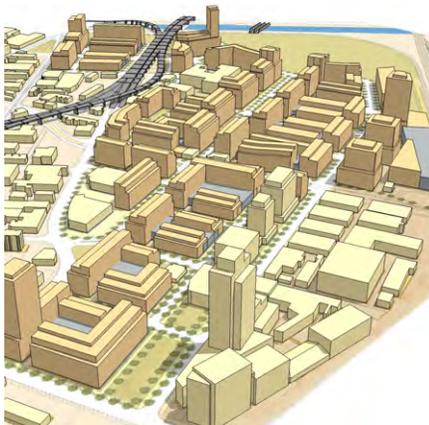
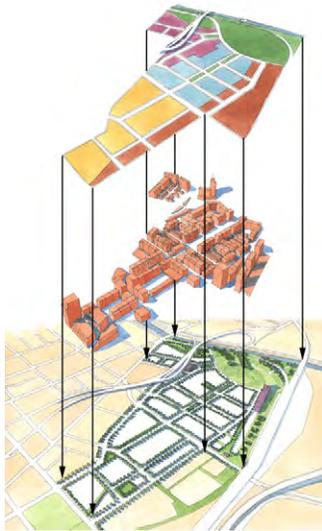
**PRIMARY CLIENT**  
Waterfront Toronto

**YEAR COMPLETED**  
2004

**REFERENCE**  
John Campbell  
President & CEO  
Waterfront Toronto  
20 Bay Street, Suite 1310  
Toronto, ON M5J 2N8  
Canada  
(416)214-1344  
jcampbell@waterfronttoronto.ca

The West Don Lands, located in the southeast corner of Downtown, is being developed as a new mixed-use precinct with an emphasis on urban living. The master plan and form based code was prepared for Waterfront Toronto and the design team engaged the community in an extensive public planning process. As a result, the new precinct will inherit many of the unique qualities and characteristics of the surrounding neighbourhoods and will feature a major new civic park on the Don River. This park is designed with flood control devices to protect the new district and is a critical component of the restoration of the Don River and the creation of a major continuous greenway for the City.

The West Don Lands is currently being implemented and is LEED ND. This project was chosen as the athletes village for the 2015 Pan Am Games which has accelerated implementation of the plan.



# BETA

ENGINEERING SUCCESS **TOGETHER**



## INNOVATION • SERVICE • EXPERIENCE

**BETA has expertise in the following:**

- Structural Engineering
- Transportation & Traffic Engineering
- Environmental Engineering
- Landscape Architecture
- Environmental Science
- Construction Services
- GIS & Asset Management
- Civil/Site Engineering

### A LEADING MUNICIPAL SERVICES ENGINEERING FIRM

BETA is an employee-owned planning, engineering and construction services firm serving communities, state agencies and private institutions and clients. Founded in 1982, our team has always embraced collaboration with our clients.

The result is **ENGINEERING SUCCESS TOGETHER.**

BETA principles are to:

- Provide a **high level of service** and customized solutions to every client
- Strive to provide **value-added benefits**
- Be **results-oriented** and deliver a quality product

Adhering to these principles has helped BETA grow to three offices in New England with over 125 employees, and establish significant long-term client relationships.



6 Blackstone Valley Place, Suite 101  
Lincoln, RI 02865  
(401) 333-2382

315 Norwood Park South, 2nd Floor  
Norwood, MA 02062  
(781) 255-1982

1010 Wethersfield Avenue, Suite 305  
Hartford, CT 06114  
(860) 513-1503

[www.BETA-Inc.com](http://www.BETA-Inc.com)

### Professional Overview

Mr. Bertoli brings strong municipal infrastructure management experience to this project from his many years of experience in the public and private sectors. He is thoroughly familiar with all aspects of civil, site, roadway and highway engineering and construction with an emphasis on project management. Mr. Bertoli was in responsible charge and oversight of the Infrastructure Pavement Management System utilized by the City of Hartford, Connecticut for many years. He has also been responsible for the complete design and/or served as a project manager for more than a dozen Connecticut Department of Transportation projects during his career, specializing in state and municipal arterial and local road design and pavement management rehabilitation methods and techniques.

#### ***Bushnell Park North Complete Street, DPW Project #14-24B – Hartford, CT***

- Assistant Project Manager for complete street design of 4,000 linear feet of urban arterial streets. Project value (Est.) \$12,600,000.

#### ***Improvements at Westover Street and Merribrook Lane, – Stamford, CT***

- Project Manager for design of intersection re-alignment project. Significant geometric and drainage improvements including rock cut and slope stabilization and ROW. Project value \$1,600,000.

#### ***Improvements at Stillwater, Bridge and Cold Spring Road– Stamford, CT***

- Project Manager for design of roundabout project. Significant geometric and drainage improvements including signalization, traffic modeling, slope stabilization and ROW. Project value \$3,600,000.

#### ***Academy Road Streetscape– Salisbury, CT***

- Project Manager for design of streetscape project. Design of curbing, sidewalks, illumination, and drainage improvements. Project value \$300,000.

#### ***Garden Street Streetscape Improvements– Hartford, CT***

- Project Manager for design of road reconstruction project. Design of curbing, sidewalks, median islands, landscaping and minor drainage improvements. Project value \$350,000.

#### ***Albany Avenue (CT. RTE. 44) State Project No. 63-633, Safety and Streetscape Improvements - Hartford, CT***

- Project manager for the design of 5,800 LF of primary arterial roadway and streetscape improvements including pavement design, traffic signal design of 10 intersections, drainage improvements, traffic calming, MPT, and rights of way activities.

#### ***Capitol Avenue Water Main Replacement, MDC Project #2012-29 – Hartford, CT***

- Project Manager for design of 1200 linear feet of 8" water main replacement utilizing GIS land base mapping for urban arterial street. Project value \$1,400,000.

#### ***Church Street Water Main Replacement, MDC Project #2012-30 – Hartford, CT***

- Project Manager for design of 2400 linear feet of 16" and 20" water main replacement Utilizing GIS land base mapping within urban arterial street. Project value \$3,600,000.



### Primary Discipline

Civil/Site/Transportation

### Experience

- Total: 30 Yrs - w/ BETA: 3 Yrs

### Education

- B.S. Civil Engineering, Roger Williams University (1984)

### Registrations

- LEED AP

***Spot Improvements along Stillwater Road, State Project #135-295 – Stamford, CT***

- Project Engineer for final design of roadway reconstruction and safety improvement project including ROW activities, drainage, and comprehensive utility adjustments with an estimated cost \$2,200,000.

***Improvements to Frontage Road, Town Project #09-23 – Greenwich, CT***

- Project Engineer for design of roadway reconstruction and pedestrian safety improvement project including activities, drainage, LID, and utility adjustments with an estimated cost \$600,000.

***Blue Hills Avenue (Route 187) Streetscape and Road Reconstruction - Hartford, CT***

- Project manager for the design of a 1600 LF streetscape and roadway reconstruction project including pavement design, streetscape amenities, traffic calming measures, ROW activities, drainage, and comprehensive utility adjustments with an estimated cost \$1,900,000.

***Asylum Street Reconstruction and Widening, State Project #63-570 - Hartford, CT***

- Project Engineer for design of roadway reconstruction and widening project including streetscape amenities, pavement design, ROW activities, drainage, and comprehensive utility adjustments with an estimated cost \$1,200,000.

***I-84 Incident Management System, State Project No. 131-184 - Plainville and Southington, CT***

- Project Manager for \$3.4 million semi-final and final design of variable message signs, traffic flow monitors, and camera installations for ConnDOT.

***Reconstruction of Temple Street, State Project #63-600 - Hartford, CT***

- Project Manager overseeing engineering consultants design work to reconstruct 500 LF of roadway that was discontinued including drainage and illumination.

***Park Street Enhancements, State Project #63-594 - Hartford, CT***

- Project Manager overseeing engineering consultant design firms' work involving 5000 LF of roadway enhancements, traffic calming designs, landscaping and geometry improvements. Project competitive bid cost \$5.4 million.

***Infrastructure and Pavement Management - Hartford, CT***

- Project manager responsible for implementation/oversight and set up of municipal pavement management network for approximately 585 streets (232 miles) of roadways within the City of Hartford.
- Developed and implemented annual major and minor maintenance programs based on recommended repair strategies.
- Budgeting and report development for presentations at City budget hearings.
- Coordinated bi-annual inspections for pavement condition surveys.

***Reconstruction of Granby Street, City of Hartford, Department of Public Works - Hartford, CT***

- Project Engineer for design of 6,000 LF of roadway reconstruction, new drainage system, curbing, sidewalks and utility coordination.
- Project included a recycled pavement base alternate bid item and performance graded asphalt pavement design.

***Reconstruction of Brookfield Street, City of Hartford, Department of Public Works - Hartford, CT***

- Project Engineer for design of 3,000 LF of roadway reconstruction, curbing, sidewalks and utility coordination. Project cost \$785,000.

***Walnut, Garden Streets, and Homestead Avenue Intersection Improvements, State Project #63-530 - Hartford, CT***

- Project Engineer for \$2 million design and construction oversight of an intersection alignment project, including drainage, ornamental illumination, ROW activities, R.R.-Xing, and environmental remediation and landscaping.

***High Street Reconstruction, State Project #63-571 - Hartford, CT***

- Project engineer for \$200,000 design and construction oversight of 500 LF roadway reconstruction project including illumination.

***Tower Avenue Road Reconstruction, State Project #63-509 - Hartford, CT***

- Project Engineer for \$575,000 design and construction oversight of 1500 LF roadway reconstruction including drainage.

***Sisson Avenue Reconstruction and Widening, State Project #63-508 - Hartford, CT***

- Project Engineer for \$350,000 design and construction oversight of 500 LF roadway reconstruction and widening project including ROW, and signalized intersection.

***New Park Avenue Reconstruction, State Project #63-507 - Hartford, CT***

- Project Engineer for \$625,000 design and construction oversight of 3000 LF road reconstruction project, built under an accelerated schedule.

***Secondary Road Reconstruction Project, City of Hartford Department of Public Works - Hartford, CT***

- Division Manager whose duties and responsibilities involved the oversight, review, administration, management, inspection and engineering design of a \$52.5 million, five-year secondary roadway reconstruction project funded through the sale of municipal bonds.

**Professional Affiliations**

- Associate Member American Public Works Association
- ITS - CT Director of Membership

### Professional Overview

Mr. Fomenko has extensive experience in traffic engineering and planning. He has expertise in traffic planning, traffic forecasting, impact assessment, safety assessments, parking demand forecasting, traffic signal design and parking lot design. Mr. Fomenko's project work and client relationships extend beyond New England. He has performed all levels of permitting for projects at the local and state level, including preparation of Administrative Decision Requests and Applications for Certificate with the Office of the State Traffic Administration (OSTA).

#### Senior Project Engineer – Hartford, CT

- Manage traffic engineering, planning, and design projects
- Manage project tasks/supervise and mentor junior staff
- Coordinate project tasks with clients and other project team members
- Serve as the face of BETA during presentations and meetings
- Prepare all aspects of traffic signal design, including equipment layout, timing and phasing; client coordination; and utility coordination

#### Project Transportation Engineer – Cheshire, CT

- Manage all aspects of traffic engineering and planning projects and function as principal contact for clients
- Supervise and mentor junior engineering staff and oversee execution of various project aspects
- Develop large and small scale proposals for both public and private entities
- Network and acquire new clients and partnership opportunities for the company
- Deliver project findings/solutions at public hearings and meetings with various stakeholders
- Create signal layout and deliver technical information for signal plan development

#### Senior Traffic Analyst – Boston, MA

- Diversified expertise within the field of traffic engineering including, but not limited to, large scale multi-use developments, town center studies, public beaches, institutional land uses, and multi-modal enhancements
- Assisted in project management and delegated tasks and job responsibilities to entry-level staff
- Prepared proposals for new projects and nurtured existing client relationships
- Performed computer modeling and simulation for enhancing operations at individual intersections and throughout travel corridors.

#### Traffic Analyst – Boston and Norwood, MA

- Completed all aspects of traffic impact studies and parking studies
- Conducted traffic calming assessments and quantified measures of effectiveness
- Managed project tasks with supervision from senior staff

### Professional Affiliations

Institute of Transportation Engineers – Member (2001-Present)  
NEITE Director (December 2012–Present)  
NEITE Public Relations Committee Chairman and Co-Chair (2009-Present)  
NEITE Young Professionals Group Chairman (2004-2005)



### Primary Discipline

Traffic/Transportation

### Experience

- Total: 13 Yrs - w/ BETA: 3 Yrs

### Education

- B.S. Civil Engineering – Villanova University

### Registrations

- PE License: CT #27021, MA #47333
- LEED Green Associate, GBCI #10934525

#### ***Bushnell Park North, Hartford, CT***

- Served as Senior Project Engineer to facilitate the traffic engineering needs for the reconfiguration of approximately two-thirds of a mile of roadway along the northern edge of Bushnell Park in downtown Hartford.
- Prepared the traffic impact assessment during the planning process for the project.
- Completed traffic signal warrants for four locations within the corridor, of which, three locations satisfied signal warrants. Mr. Fomenko designed these three traffic signals, which incorporated the signal interconnect wiring for not only this corridor, but the Asylum Avenue and Farmington Avenue corridors to the west.

#### ***Innovative Partnership Building (IPB), University of Connecticut, Storrs, CT***

- Completed the Administrative Decision application to update the Major Traffic Generator Certificate to the Office of the State Traffic Administration (OSTA). The proposed 112,000 s.f. IPB is a center for both on-campus and outside scientists to share laboratory space.

#### ***Flower Street Closure Assessment, The Aetna, Hartford, CT***

- Served as Senior Project Engineer to coordinate efforts between the CTDOT and The Aetna to understand the impacts related to the closure of Flower Street between Capitol Avenue and Farmington Avenue due to the CT fastrak bus rapid transit route. While this process is ongoing, the DOT has committed to improvements along Farmington Avenue and Asylum Avenue to alleviate the impacts associated with the bisection of Flower Street.

#### ***Ongoing Traffic Engineering Peer Review Services, Greenwich ,CT***

- Serve as Senior Project Engineer in reviewing traffic impact studies and site plans for the Town of Greenwich. The reviews identify the appropriateness of engineering methodology, level of off-site impacts, safety issues, parking demands, and on-site circulation.

#### ***Historic Cargill Falls Mill, Putnam, CT***

- Prepared traffic and parking impact study for the Cargill Falls redevelopment project, which proposes to renovate an existing mill building into a 128,000 s.f. mixed-use center with housing, retail, office and restaurant space.
- Developed a mitigation plan to offset traffic impacts, which includes a new traffic signal at one of the two site driveways, and the expansion of a nearby intersection to accommodate additional lanes and modified signal timing.
- Compiled necessary materials for the Application for Certificate to the Office of the State Traffic Administration (OSTA).



#### ***Thomas Hooker Brewing Company, Hartford, CT***

- Serves as Senior Project Engineer to assess the traffic and parking impacts related to the relocation of the Thomas Hooker Brewery from its current site in Bloomfield to the former Hartford Times building on Prospect Street in downtown Hartford. The new building would also include restaurant and banquet space.
- Coordinated with and prepared findings for the brewery's owner and Hartford's Director of Economic Development.

#### ***Route 67 Improvements, Seymour, Connecticut***

- Served as traffic engineer responsible for preparing the traffic/corridor study for the Route 67 Improvements study, which focuses on the section of Route 67 through the western section of Seymour from the Naugatuck River extending nearly to the Oxford town line (approx. one half mile).
- Developed improvement plan for the corridor, which include signal timing modifications, changes to intersection geometry, removal of on-street parking spaces, roadway widening, and shortened pedestrian crossings.

#### ***Value Engineering (CTDOT Project Nos. 53-177 / 44-151 / 144-179), Various Locations, CT***

- Provided traffic/transportation engineering perspective as part of the value engineering team responsible for reviewing three (CTDOT) pavement projects along I-95, CT Route 23, and CT Route 25.
- Identified areas of unnecessary design practices or where alternative designs and/or construction methodologies could be used to achieve the same results at a reduced fee. The greatest level of saving based on the team's findings was realized for the I-95 project, which reduced the overall cost from approximately \$27 million to \$20 million, a savings of approximately 25%.

#### ***Value Engineering (CTDOT Project Nos. 120-79 and 120-82), CT Route 85 and 82 Improvements, Salem and Montville, CT***

- Provided traffic/transportation engineering perspective as part of the value engineering team responsible for reviewing two (CTDOT) projects along approximately five miles of CT Routes 85 and 82 and intersecting roadways to identify cost saving measures to reduce overall project budgets.
- Developed recommendations that resulted in approximately \$7.9 million from the original project estimate, a savings of approximately 25%.

#### ***Downtown Torrington Preliminary Design, Torrington, CT***

- Served as traffic/transportation engineer for downtown redevelopment plan.
- Conducted analyses, safety studies, and preliminary design for improved traffic signals and the reconfiguration of Main Street from the current two-way traffic flow to one-way northbound flow. The new orientation allows for greater pedestrian mobility and increased on-street parking. Additional improvements include the



extension of City Hall Avenue to connect with East Main Street (CT Route 202), reconfiguring the intersection of East Main Street/Center Street, and the design of two new traffic signals.

***Thames Street Corridor Rehabilitation Study, Groton, CT***

- Performed all aspects of traffic engineer in completing the feasibility of converting Thames Street, a primary waterfront roadway, from two-way orientation to one-way flow.
- Determined current travel patterns in the corridor and performed analyses of origin/destination characteristics, travel time and traffic operations were performed as part of this study.

***Interstate 91 Access Feasibility Study / Proposed Casino Development, Holyoke, Massachusetts***

- Served as traffic engineer for the feasibility study of a \$500 million casino with a 300-room hotel and 150,000 s.f. of gaming space and a lifestyle center within an existing site occupied by a country club.
- Analyzed effects on local roadway network and the addition/relocation of an Interstate-91 exit and entrance ramp. A primary goal was to minimize the traffic impacts along the local roadway network.

***Shore Drive Improvements, Worcester, MA***

- Assessed two adjacent intersections within the northern portion of the city, one is offset, and another has significant grade differentials. They are located in close proximity to an I-190 interchange, and are surrounded by a residential neighborhood, church, private school and public school.
- Prepared the conceptual level signal design to illustrate equipment layout, which was used to determine feasibility of signal installation and right-of-way impacts. Ultimately, a four-mast-arm layout was determined as the preferred alternative with exclusive pedestrian phasing, video detection, and emergency preemption.

***Western Avenue Corridor Improvements, Westfield, MA***

- Performed the traffic analysis, warrant analysis, and preliminary signal design at several intersections along Western Avenue in the vicinity of Westfield State University.
- Proposed driveway improvements for a University-owned 500-space lot to include proper alignment opposite a local roadway and to provide enhanced entry into the parking area.

***Farmington River Trail Pedestrian Crossing, Canton, CT***



- Performed engineering design for pedestrian actuated flashing signs at two crossings along State-owned highways in Canton – River Road (Route 179) and Maple Avenue (Route 565).

#### ***STC Certification (CCSU), New Britain, CT***

- Updated the Major Traffic Generator Certificate for Central Connecticut State University (CCSU) based on building and parking improvements proposed within their master plan. The certificate is granted by the Office of the State Traffic Administration (OSTA).
- Fulfilled the role of liaison between CCSU and the OSTA.
- Assembled data and performed safety and operational analyses to update the certificate for the first time in four years.
- Prepared the plans and documents in a format such that future modifications can be easily modified for future expansion projects.

#### ***Howard Street, Bank Street, & Blinman Street Intersection, Geometric and Signal Improvements, New London, CT***

- Performed planning and design services for the redesign and improvements related to the intersection of Bank Street/Howard Street/Blinman Street.
- Developed geometric improvements, as well as updated the antiquated signal using state-of-the-art equipment.

#### ***Waypointe, Norwalk, CT***

- Prepared the traffic impact study for the proposed Waypointe redevelopment project, which involved the demolition of over 300,000 square feet of existing building structures and the construction of over 2,000,000 square feet of new mixed-use development throughout seven blocks in the center of Norwalk.
- Provided close coordination with the project between the project designers, the City, and the Office of the State Traffic Administration.

#### ***Lorenson Toyota, Westbrook, CT***

- Completed a traffic impact study for the proposed auto dealership for local and State approvals. This project required submission to and approval from the OSTA.

#### ***KFC/Taco Bell, North Haven, CT***

- Served as Project Engineer for the completion of a traffic and parking impact study for the redevelopment of an existing Verizon Wireless store into a proposed KFC/Taco Bell restaurant located on U.S. Route 5 in North Haven.
- Prepared materials for local and OSTA approvals.

#### ***Commercial Development, East Windsor, CT***



- Served as the primary traffic engineer completing the traffic impact study for an approximately 190,000 square foot commercial development along U.S. Route 5 (Prospect Hill Road) in East Windsor, CT.
- Performed operational analyses to determine appropriate levels of improvements within the study area. The nearby signalized intersection of Route 5 at the I-91 Interchange 44 ramps required adjustments to lane dedication, additional turn lanes and signal timing and phasing adjustments.
- Recommended the installation of a traffic signal at the site driveway due to the 1,000 peak hour vehicle trips. Modeled the coordinated signal system to improve operations between intersections.

***Mixed-Use Development, Bethel, CT***

- Provided traffic engineering services to understand the impacts related to a mixed-use development proposed along U.S. Route 6. This development contains nearly 200 residential units, 30,000 square feet of retail, a bank and restaurant.
- Completed the design for the proposed improvements: widening of U.S. Route 6 along the entire site frontage to provide a by-pass area so left -turning motorists entering the site do not impede through traffic.
- Completed an Application for Certificate to the OSTA for the project, as it qualifies as a Major Traffic Generator.

***Hotchkiss School, Lakeville, CT***

- Prepared the OSTA Major Traffic Generator Certificate update for the proposed on-campus power plant. Since several projects had occurred on campus since issuance of the previous certificate, a campus-wide assessment was required for the Certificate update

***Milford Alternate Route Transportation Study, Milford, MA***

- Served as Traffic Analyst responsible for undertaking a transportation feasibility study for the construction of an alternative route (or bypass) to the Route 16 (Main Street) corridor.
- Investigated ways to use an old railroad right-of-way to construct an alternative route to Main Street to relieve congestion. A bike path has also been incorporated into the right-of-way, which connects two segments of a larger, inter-town path.

***Eastham Beach Traffic Impact Study, Eastham, MA***

- Served as Traffic Engineer responsible for a traffic impact study for a proposed town-owned beach on their Atlantic coast between Coast Guard Beach and Nauset Light Beach. The site consists of approximately 127 acres, 21 of which are planned for development. The site will supply a 250 space parking lot, 80 percent of which will be occupied by vehicles with residential stickers.



***Dean College Transportation Master Plan, Franklin, MA***

- Served as Traffic Designer for the preparation of the original Dean College Transportation Master Plan which outlined traffic and parking issues throughout the suburban campus, including off-campus parking supply and demand. Off-site traffic operations and safety at nearby intersections were also evaluated as they affected student mobility. The Master Plan also provided the framework for campus expansion in relation to parking demand and supply, and pedestrian and bicycle accessibility.

***Ridgecrest Transportation Review, Haverhill, MA***

- Served as Traffic Analyst involved in a comprehensive transportation review of a 348-unit housing development located in the southwest rural section of Haverhill.
- Identified transportation impacts that included high accident locations, roadways that were too narrow to accommodate increases in traffic, minimal pedestrian accommodations, and cut-through traffic issues.
- Recommended alternate access and egress to the site, various traffic calming measures, and off -site improvements that totaled \$1,200,0000 to improve area operations, mitigate project impacts, and provide safety transportation to the area.



### Professional Overview Headers

Mr. Ford has more than 44 years of extensive experience in transportation engineering and planning, traffic and pedestrian operations, parking analysis and operation, traffic signal systems studies and designs, Intelligent Transportation Systems Projects (ITS), Traffic Calming, Context Sensitive Solutions Projects (CSS or CSD), corridor studies, demand modeling, traffic impact studies, site development, and highway design. He has completed designs and innovative solutions to community traffic and transportation problems. He has worked with community groups and agencies and was responsible for project presentations and testimony before public agencies for many projects. His software experience includes HCS, SYNCHRO, TSWIN, Microsoft Office including Project.

### Transportation/Traffic Engineering

#### *Stillwater Road Reconstruction – Stamford, CT*

- Engineer in Responsible charge for development of \$3.0 million roadway construction project on busy suburban arterial.
- Project involved development of roadway reconstruction plans, pavement evaluation and traffic engineering applications for the project.

#### *Harbor Point Development Program – Stamford, CT*

- Project manager of Transportation studies support development the Harbor Point, Yale and Towne, and Gateway Projects the south end of Stamford.
- Work involved detailed analysis of traffic generation, modal splits, Modeling and traffic projections for a project involving 4000 residential units, two hotels, 2.0 Million SF of commercial, office and retail development on approximately 80 acres.
- Project required original national research on trip generation rates and coordination with the Department of Transportation to justify changing trip patterns in congested urban settings
- Project responsibilities involved not only traffic engineering but environmental studies to access funding sources, including development of applications for several grants on behalf of the City to reduce local implementation costs.
- Permits were sought and received from State Traffic Commission, Environmental Agencies, including approval of a NEPA assessment of the historical impacts of the project.

#### *Statewide Sign Management System Project – ConnDOT*

- Currently serving as Project Manager for Statewide Sign Management system project. This project will involve complete inventory of the state's highways for locating and documenting signs installed.
- Work Items include – Preliminary Engineering Studies with Best Practice Review
- Assessment of State Forces needs and procedures in maintenance of signs.
- Review of available sign management systems and software.
- Development of System requirements and database design
- Inventory of 3800 miles of State Highway and ramps
- Implementation of Maintenance System and Training for deployed system.



### Primary Discipline

Transportation

### Experience

- Total: 45 Yrs - w/ BETA: 5 Yrs

### Education

- BS, Civil Engineering, University of Connecticut, Storrs (1968)
- MS, Traffic and Transportation, University of Connecticut, Storrs (1973)

### Registrations

- Professional Engineer: CT #8898, FL #62151, VT #7807, NY #67575, NJ #20074, RI #5255, MA #34279

### Professional Affiliations

- Institute of Transportation Engineers (Fellow)
- American Arbitration Association
- ACEC Connecticut Government and Legislative Committee
- ACEC Connecticut Board of Directors

#### ***Quinebaug Regional Technical Park Feasibility Study, Putnam, CT***

- Project Manager for study to examine regional feasibility of development of 12 lot Technical Park in North Eastern Connecticut Community.
- Developed regional demand analysis using population, business trends and competing facilities analysis.
- Assess access to site and development constraints using GIS and demographic data
- Prepared conceptual plans and development costs.
- Modeled regional Economic Development district and financial build-out plan for the project. Development projected to contain 1.0 million Square feet of technical park, \$15.0 million in infrastructure and create 1200 permanent jobs.
- Support local referendum efforts and provide reports to obtain additional funding.

#### ***Salisbury, Connecticut Village Main Street and Academy Street projects***

- Project Manager for design of improvements to Main Street and Academy Street in the village of Salisbury, Ct.
- Project involved initial studies to justify funding, public presentations and preparation of funding applications.
- Completed in phases this project has resulted in over \$750,000. of sidewalk and curbing improvements.
- Services provided included quick reaction project plan preparation to accommodate ARRA funding opportunities
- Plan was coordinated with overall pedestrian access and economic development plans for the Salisbury Village Downtown area.

#### ***Lakeville, Connecticut Route 41 and 44 Safety improvements, Salisbury, CT.***

- Project Manager for development of safety improvement plans for the intersection of Sharon Road (Route 41) and Millerton Road (Route 44) in Lakeville Village, Town of Salisbury, CT.
- Project included Analysis of intersection conditions, accident histories and traffic projections for this intersection in western Salisbury.
- An enhancement grant the design included significant landscaping for the project as well as traffic calming to reduce vehicle speeds in the project area.
- Final Design is being planned and the project will involve both vehicle and pedestrian enhancements.
- Project construction is estimated at \$2.0 Million including traffic calming devices to be installed on Millerton Road.

#### ***Municipal On- Call services – Greenwich, CT***

- Project Manager for Three Year on-call project supporting technical reviews of proposed development for the Planning and Zoning Department of Greenwich, CT.
- Project involved the review of proposed projects and advisory technical comments to applicants and the Town Commission.
- Analysis was primarily in a review capacity but involved checking reports submitted by project engineers and offering review comments. On occasion the Town requested original analysis for project issues.

#### ***Route 7 Reconstruction - Norwalk-Wilton, CT***

- Participated in a project related to reconstruction of an urban arterial in southwestern Connecticut.
- Evaluated opportunities for combined driveways and property easements.
- Met with town officials and property owners to assess opportunities.
- This project evolved the process of context-sensitive solutions and practiced by Connecticut Department of Transportation.

#### ***Statewide Rest Area and Service Plaza Study – Statewide, CT (ConnDOT)***

- Principal engineer for project involving study of 31 existing rest area and service plazas in Connecticut.
- Project is developing a statewide plan for improvements at these 50+ year old facilities.
- Tasks include benchmarking of some 14 states for best practices, acquisition of detailed site and utilization data, projection of future demands, and development of specific recommendations for site improvements and future programs.
- Project will develop recommendations at up to seven new locations and 31 existing facilities.
- Tasks include management of detailed public outreach program, analysis and evaluation of site needs and constraints and development of recommendations.

***US Route 7 Access Management Study and Plan - Dorsett-Wallingford, VT (VTAOT)***

- Project manager for a study and planning project that involved the evaluation of an 18-mile-long corridor in western Vermont and development of Access Management Plan.
- This project was the first of its kind for the agency and used GIS mapping and land criteria to develop a curb cut plan, established desirable typical sections for the corridor and recommended and implementation plan and program. Recommendations focused on right-of-way preservation and access limitation.

***New York Thruway Authority, Tappan Zee Bridge Traffic Engineering Analysis, NY***

- Task manager for traffic engineering analysis for alternatives assessment and DEIS process for project recommending the replacement options for the bridge.
- Managed modeling and impact assessment for a 30-mile corridor, development of comparative analysis of options and application of simulation software and methods to compare recommended alternates.

***Highway, Street, and Bridge Improvement Design – Queens, Bronx, and Brooklyn, NY***

- Project manager or senior engineer responsible for major highway and civil design projects including feasibility studies, design, and construction inspection.
- Projects included widening and reconstruction of Route 25, Jericho Turnpike in Syosett; partner in charge of rehabilitation design of 25 bridges in Queens, Bronx and Brooklyn; and construction inspection of I-495 Long Island Expressway Viaduct approach to the Queens Midtown Tunnel.

***Scoping Study - Bridgewater, VT (VTAOT)***

- Project manager for scoping study for development of pedestrian improvements in this rural community of eastern Vermont.
- Managed development of purpose and need, conceptual plans, public outreach, and environmental resource assessment.

***Burlington Exit 14 Final Design - Burlington, VT (VTAOT)***

- Project manager for design of the traffic control plans, signal design, and signing for implementation of Alternative 3 of the scoping report previously completed by Earth Tech.
- Improvements include widening Route 2, Williston Road, widening Ramp C, installation of signals, coordination of adjacent signals, design of sign structures, and signing.

***Route 110 and 302 Intersections Alternatives Study - Barre, VT (VTAOT)***

- Project manager for a comparative analysis of a traffic signal and roundabout solutions.
- Managing a warrant analysis for signal and SIDRA capacity analysis for the roundabout and development of recommendations for geometry and layout.

***University of Connecticut, Mansfield Road Route 195 Realignment Study - Storrs, CT***

- Project manager for a realignment study to answer concerns of the state traffic commission and traffic engineering division of the Connecticut DOT regarding lack of completion of improvements to Mansfield Road at Route 195.
- Managing data collection, accident review, and recommendations on intersection improvements.
- Evaluating current traffic operations at the intersection to see if conditions warrant interim improvements prior to the projected reconstruction during the summer of 2007.

***US Route 7 Access Management Study and Plan - Dorsett-Wallingford, VT (VTAOT)***

- Project manager for a study and planning project that involved the evaluation of an 18-mile-long corridor in western Vermont and development of Access Management Plan.
- This project was the first of its kind for the agency and used GIS mapping and land criteria to develop a curb cut plan, established desirable typical sections for the corridor and recommended and implementation plan and program.
- Recommendations focused on right-of-way preservation and access limitation.

***Pacific Avenue Conversion - Atlantic City, NJ***

- Project manager for the development of plans and specifications to convert Pacific Avenue to one-way operation with a contra-flow jitney lane.
- Managed the development of plans for both Atlantic and Pacific avenues.
- In addition to plans and specifications detailed implementation planning was included in the project involving all city agencies and police.

***Building and Land Technology, Inc., Glover Avenue Property Acquisition Studies - Norwalk, CT***

- Project manager for researching and developing an acquisition map and plan for a state-owned property, coordination with Connecticut DOT on plans for future ramp construction, and evaluation of means to provide for that future event while achieving release of excess lands needed.
- The client is planning to expand projects in this area and seeks a release plan that will be favorably reviewed by DOT staff.

***Georgetown Land Development Company, North Main Street Roadway and Traffic Improvements - Redding, CT***

- Project manager for final design of traffic improvements required by the state in connection with a State Traffic Commission permit for redevelopment of the Gilbert and Bennett Mill site.
- Managing design for one mile of roadway widening and four traffic signals, assistance with permitting, and resolution of comments and concerns of the permitting agencies to enable development of a brownfield site.

***Town of Branford, Traffic Engineering Study - Branford, CT***

- Project manager for an overview of traffic issues facing the town, including review of basic accident statistics and traffic volumes.
- Managing development of a classification plan for town roads, a series of meetings on traffic issues, and development of a schematic.
- For the Town Green component, managing review of past efforts and work with Yale School of Landscape Architecture for concepts and congestion issues.
- Participating in summary meetings and preparation of a final report for both the town-wide study and Town Green effort.

***City of Hartford, Bushnell Park North Landscaping and Road Diet – Hartford, CT***

- Lead Traffic Engineer for development of Preliminary and final plans for major multi-disciplined project effort in the vicinity of Bushnell Park in Hartford a \$20 Million Redevelopment of the area.
- Supervised development of preliminary traffic planning and concepts for major road diet
- Developed planning for accommodation of modification to City traffic signal interconnect
- Coordinated with Master Planner on changes to proposed concepts following preliminary studies
- Supervised development of Traffic Signal Designs, Markings and signing plans.

***Town of New Canaan Traffic Engineering Peer Review – Planning and Zoning Commission***

- On Call contract to provide comments and review of proposed land use projects.
- Coordinated with Town Staff and Applicants
- Prepared reports and presented findings to the Planning and Zoning Commission.

***City of Norwalk Traffic Signal System Upgrade Phase III – Norwalk, Ct***

- Project manager for development of design for five intersections in Norwalk Ct
- Layout and detailing of the overall Traffic Signal Interconnect Plans.

***Town of Greenwich Congestion Mitigation Project – Greenwich CT***

- Project Manager for BETA portion of implementation of adaptive signal system
- Coordination with City, Prime consultant and staff to assure project scope and schedule is maintained.
- Detailed inventory of utility conflicts to enable system implementation.

- Supervision of BETA staff involved in development of construction plans and details.

***Town of Salisbury State Project 121-130 Design – Salisbury, CT.***

- Project Manager for design of safety improvement project in Salisbury CT
- Project includes pedestrian and traffic calming actions to achieve slower traffic speeds through this quaint community.
- Responsible for public involvement and maintenance of schedule and budget.

## **Municipal and Civic Services**

- Chairman, Cromwell (Connecticut) Planning Commission
- Chairman, Cromwell Inland Wetlands Agency
- Member, Midstate Regional Planning Agency
- Member, Long Island Association Transportation Committee
- Chairman, Colchester (Connecticut) Planning and Zoning Commission
- Secretary Southeastern Connecticut Regional Planning Commission
- Member Board of Selectmen Town of Colchester

## **Publications**

- Analyzing TOD Transportation Impacts in Suburban Area. 2009 Savannah Technical Exhibit and Conference, Institute of Transportation Engineers, James E. Ford
- A Traffic Calming Toolbox, A Resource developed for the Southwestern Region of Connecticut, 1998, James W. Ford, Tanya Court and Susan Prosi.
- Improving Incident Management in Southwestern Connecticut, A Diversion Signing Concept, 1999 James W. Ford
- Modeling in a University Environment, The UCONN TMODEL Experience, 2001, James W. Ford and Jeffery Maxtutis
- Malfunction Junction – Vermont Arterial Traffic Calming, 2000, James W. Ford and Gary DuBray
- Safety Aspects of Traffic Signal Design, Public Works Magazine, 1974 James W. Ford and Rajendra Jain



Greenskies Renewable Energy LLC is a Connecticut-based solar integrator that specializes in solar financing, system design, project implementation, coordination, long-term system monitoring and maintenance. By working with a variety of manufacturers and taking advantage of the most cutting edge technology available, Greenskies is able to optimize each project site, creating a customized solar system that will generate solar energy at its peak performance.

Greenskies provides low-cost renewable energy to our clients across the Northeast. We provide the necessary capital for the projects we design, resulting in no up front costs to our hosts, whom have only a responsibility to provide a space for our solar arrays and to purchase the power the arrays create at a discounted rate.

Greenskies accomplishes this by coordinating with some of the best legal, accounting, engineering and construction companies in the blossoming industry. Our first priority is providing energy savings to our clients, followed shortly by making a positive impact on the energy infrastructure that fuels our economy and powers our society.

Our Engineering, Procurement and Construction (EPC) team includes Centerplan Construction Company LLC and BL Companies LLC. As a top-tier construction management firm, Centerplan brings decades of industry knowledge and expertise. With an impeccable reputation and pristine track record of safety and client satisfaction, Centerplan handles all of Greenskies construction management on site from breaking ground to commissioning.

## IN-HOUSE SPECIALTY

- Solar Financing
- System Design
- Project Implementation
- Coordination
- Long-Term System Monitoring
- Long-Term System Maintenance



Greenskies Renewable Energy LLC  
10 Main Street | Suite E | Middletown, CT 06457  
p. 860.398.5408 | f. 860.398.5423  
[www.greenskies.com](http://www.greenskies.com)

# LEADERSHIP



## **Robert A. Landino, CEO**

Centerplan's team is led by its CEO, Robert A. Landino. Mr. Landino, a licensed Professional Engineer, brings over 25 years of real estate knowledge and expertise to Centerplan. Prior to Centerplan, Mr. Landino controlled one of the premier architectural and engineering firms on the east coast; BL Companies. Mr. Landino has committed his professional career to engaging in the identification, development, permitting and construction of projects throughout the United States. His resume includes oversight of corporate roll outs of development and construction for Wal-Mart, Home Depot, Rite Aid, and Stop & Shop, just to name a few. Mr. Landino delivers his keen business acumen and understanding of the needs of his clients to every relationship that Centerplan has.



## **Michael Silvestrini, Co-Founder and President**

Prior to launching the solar firm, Mr. Silvestrini held several positions related to international diplomacy including Assistant to a former U.S. Ambassador and as a Peace Corps Volunteer in Mali, West Africa. Mr. Silvestrini has created and led a variety of research-based groups designed to explore such issues as social entrepreneurship, solar energy and solar energy legislation. Mr. Silvestrini holds a B.A. in International Studies with a concentration in International Development and Arabic from Colorado State University and has an M.A. in International Relations with a concentration in French from Boston University where he was a National Merit Scholar.



## **Andrew Chester, Director of Commercial Business Development**

As the Director of Commercial Business Development at Greenskies Renewable Energy, Andrew handles all aspects of commercial project development from project acquisition to assisting construction management with solar-specific components of permitting and utility relations. Throughout his career as a renewable energy project developer, Andrew has played a role in acquiring, designing and implementing over 5 MW of solar photovoltaic facilities utilizing the PPA financial structure.

## Completion Date

December 2013

## Location

Bethel, Newington, North Haven, Southington, Torrington, Trumbull, and Waterford, Connecticut

## Project Type

Solar Installation

## Project Size

3.30 MW

dream  
plan  
create

## Project Profile

# Connecticut Target



As part of Centerplan's increasing solar capacity, in 2013 Greenskies Renewable Energy LLC subcontracted with Centerplan Construction Company to install solar photovoltaic systems on seven Target stores throughout Connecticut. Each project provided Target with significant energy cost savings. In this portfolio of projects, Centerplan transitioned from a construction management provider to a self-performing solar construction contractor. By gaining vertical integration, Centerplan has become one of the most cost competitive solar photovoltaic installers on the market.



10 Main Street, Suite E | Middletown, CT 06457  
PHONE (860) 398-5408 | FAX (860) 398-5423  
www.greenskies.com

*"Our continued partnership with Centerplan and their ability to self-perform our solar installations has allowed us to streamline our development and build processes and deliver a consistent and optimal product to our clients."*

Andrew Chester  
Greenskies Renewable Energy

## Project Profile

# Massachusetts Wal-Mart

### Completion Date

December 2012

### Location

Abington, Halifax,  
Lunenburg, Northbridge,  
Springfield, Tewksbury,  
Walpole, and Ware,  
Massachusetts

### Project Type

Solar Installation

### Project Size

2.18 MW



In 2012, Centerplan Construction Company was subcontracted by Greenskies Renewable Energy LLC to install solar photovoltaic systems on eight Wal-Mart stores throughout Massachusetts. The program provided substantial cost savings to Wal-Mart and was the first project of this type for the big-box retail supplier in Massachusetts. The installations were recognized by the Boston Globe and Governor Deval Patrick for the benefits they will bring to Massachusetts. The Governor stated, "This is another step forward in the Commonwealth's clean energy mission and will help make Massachusetts a better place for the next generation."

dream  
plan  
create



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www.greenskies.com

*"A partnership like this, one with the largest company in the world, proves that solar energy is a competitive and viable alternative to fossil fuels."*

Andrew Chester  
Greenskies Renewable Energy

## Completion Date

October 2010

## Location

Springfield, MA

## Project Type

Solar Installation

## Project Size

97 kW

dream  
plan  
create

## Project Profile

# Astro Chemical



Centerplan Construction Company was hired by Greenskies Renewable Energy to install Trina modules for Astro Chemical using a ground mounted display. The ground mounted display was chosen because Astro had additional land that was not being used on their property that provided an ideal location for the panels once the land was cleared of brush and debris.

Centerplan provided the installation and electrical work to power the panels which will reduce Astro's usage of traditional power by 40%.

- 97 kW installation in a formerly over-grown lot
- Significant landscaping work including brush clearing, grading, fencing installation, and seeding.



10 Main Street, Suite E | Middletown, CT 06457  
PHONE (860) 398-5408 | FAX (860) 398-5423  
[www.greenskies.com](http://www.greenskies.com)

*"Due to a global shortage of solar modules, we experienced a shipping delay. We asked Centerplan to help us make up time by stepping up the installation schedule and as a result, we were able to deliver this project closer to our projected timeline. Centerplan's organization and enthusiasm helped us deliver another successful solar project."*

Andrew Chester  
Greenskies Renewable Energy

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# CTL CAPITAL

*Lease Financing*

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An affiliate of CTLSECURITIES

- Market Leader of Lease Financings
- Unsurpassed Experience in Lease Financings
- Long Term Institutional Relationships
- Widely Known for Client Service
- Reputation for Integrity
- CTL Capital is an affiliate of CTL Securities, a registered broker-dealer

# Strengths and Core Competencies

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- Over \$16,000,000,000 of Lease Financings Completed
- Pioneered Securitization Approach to Lease Backed Obligations
- Unique 25 year Taxable Institutional Investor Base
- Timely Execution of Transactions
- Efficient Cost Structure
- Long Standing Relationships with Customer Base
- Affiliated Securities Corporation for Marketing and Placement

# Diverse Array of Structuring Alternatives

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- Structuring Alternatives include:
  - Letter of Credit Bank Backed Construction Period Funding
  - Construction & Permanent Financing
  - Date-Certain Leases
  - NNN or Modified Gross Leases
  - Public or Private Issuances
  - Rated and Unrated Structures

# Highlighted Deals - 2013/2014

CTL  
CAPITAL

\$119,729,090



United States of America  
Veteran's Affairs

353,328 SF Healthcare Facility

Winston-Salem, NC

\$179,150,000



Starwood Hotels and Resorts

431,555 SF Headquarters

Stamford, CT

\$24,517,000



Australian Catholic  
University

54,500 SF Dormitory

Sydney, AUS

\$40,000,000



United States of America  
E.P.A

169,585 SF Office

Lenexa, KS

\$106,800,000



Wal-Mart Inc. Portfolio

604,906 SF Total (4 Stores)

Canada

\$185,000,000

**75**

75 Rockefeller Center

610,000 Office Building

New York, NY

# Selected Real Estate Clients

CTL  
CAPITAL



Trammell Crow Company



COWPERWOOD  
C O M P A N Y



Hines

FISCHER  
PROPERTIES



GSA



# Selected Government Transactions

CTL  
CAPITAL

\$15,600,000

Dept of VA  
Toledo, OH



\$9,100,000

San Diego Airport  
San Diego, CA



\$104,700,000

Dept of VA  
Austin, TX



\$25,700,000

ICE  
Charleston, SC



\$178,700,000

SSA  
Baltimore, MD



\$68,540,000

FBI  
Phoenix, AZ



\$416,437,000

MTA (NY)  
New York, NY



\$84,620,000

Dept of Army  
Fort Detrick, MD



\$53,000,000

Dept of VA  
Green Bay, WI



\$26,500,000

IRS  
Ogden, TX



\$9,200,000

Dept of VA  
Lewiston, ME



\$4,650,000

US Forest Service  
Yreka, CA



\$17,500,000

Dept of VA  
Billings, MT



\$256,500,000

IRS  
Philadelphia, PA



\$62,243,000

Dept of VA  
Fort Worth, TX



\$10,500,000

ICE  
Miramar, FL



\$33,500,000

Dept of VA  
Evansville, IN



\$22,700,000

FBI  
Albuquerque, NM



\$28,000,000

Dept of VA  
Wilmington, NC



\$17,500,000

US Forest Service  
Albuquerque, NM



# Selected Lease-Backed Finance Transactions

CTL  
CAPITAL

<p><b>\$173,000,000</b></p> <p>General Reinsurance 310,000 Sq. Ft.</p> 	<p><b>\$9,100,000</b></p> <p>San Diego Airport Authority 22,000 Sq. Ft.</p> 	<p><b>\$185,000,000</b></p> <p>75 Rockefeller Center Ground Lease</p> <p><b>75</b></p>	<p><b>\$29,500,000</b></p> <p>Walgreen Company 87,500 Sq. Ft.</p> 	<p><b>\$17,600,000</b></p> <p>Wegman's 140,000 Sq. Ft.</p> 
<p><b>\$13,500,000</b></p> <p>Lowe's Companies 165,000 Sq. Ft.</p> 	<p><b>\$15,500,000</b></p> <p>Costco Wholesale 150,000 Sq. Ft.</p> 	<p><b>\$72,000,000</b></p> <p>New York University Dormitory Facility</p> 	<p><b>\$57,500,000</b></p> <p>Yale New Haven Hospital 144,000 Sq. Ft.</p> 	<p><b>\$45,000,000</b></p> <p>Pepsi Bottling Group 540,000 Sq. Ft.</p> 
<p><b>\$62,000,000</b></p> <p>Christie's Fine Art Storage 235,000 Sq. Ft.</p>  <p>CHRISTIE'S</p>	<p><b>\$25,700,000</b></p> <p>Ahold (Stop &amp; Shop) 67,000 Sq. Ft.</p> 	<p><b>\$12,500,000</b></p> <p>The Home Depot 138,000 Sq. Ft.</p> 	<p><b>\$32,500,000</b></p> <p>Cargill Corporation 230,000 Sq. Ft.</p> 	<p><b>\$37,800,000</b></p> <p>Boston University Dormitory Facility</p> 
<p><b>\$41,000,000</b></p> <p>Texas Instruments 220,000 Sq. Ft.</p> 	<p><b>\$30,000,000</b></p> <p>Goldman Sachs 67,000 Sq. Ft.</p> 	<p><b>\$65,000,000</b></p> <p>Methodist Hospitals of Dallas 108,000 Sq. Ft.</p> 	<p><b>\$8,100,000</b></p> <p>Kroger Company 88,000 Sq. Ft.</p> 	<p><b>\$24,517,000</b></p> <p>Australian Catholic University 54,500 Sq. Ft.</p> 

## Selected Government Tenants

- Border Patrol
- Bureau of Indian Affairs
- Center for Disease Control
- Customs and Border Protection
- Drug Enforcement Agency
- Federal Bureau of Investigation
- Federal Communication Commission
- Federal Law Enforcement Training Center
- Food and Drug Administration
- Immigration and Naturalization Services
- Environmental Protection Agency
- State of Alaska
- State of Main
- National Institutes of Health
- Army Corps of Engineers
- Social Security Administration
- US Army
- Department of Defense
- US Bankruptcy Court
- Immigration and Customs Enforcement
- Military Entrance Processing Station
- U.S. Forest Service
- Veterans Administration
- Internal Revenue Service
- State of New Jersey
- State of New York

# Selected Tenants Financed by CTL CAPITAL

CTL  
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## Corporate

- Abbott Labs
- Canal Insurance
- Pepsi Co
- General Reinsurance
- Ingersoll Rand
- Butler Manufacturing
- Diageo, plc
- Xerox
- American Express
- Hewitt Associates
- Nestlé
- Perrier
- Prudential Insurance
- SBC Communications
- Texas Instruments
- Union Pacific
- Wells Fargo

## Retail

- Wal-Mart
- Lowe's
- Costco Wholesale
- Walgreens
- Ahold (Stop & Shop)
- The Home Depot
- Wegmans
- M&T Bank

## Healthcare

- Methodist Hospitals of Dallas
- Texas Health Resources
- Carson Tahoe Hospital
- OSF Healthcare
- Lehigh Valley Health
- Yale New Haven Hospital
- Horizon Healthcare
- Robert Wood Johnson University Hospital
- Aurora Healthcare

## Education

- Yale New Haven Hospital
- Robert Wood Johnson University Hospital
- Baptist Hospital
- Boston University
- The New School
- University of Pennsylvania
- Texas A&M University
- New York University
- Australian Catholic University

## Background

### **Thomas P. Zarrilli** *Managing Director*

Mr. Zarrilli is a founding member of CTL Capital and leads the banking effort at CTL and is responsible for new issues. Since 1989 Tom has focused on financing lease revenue bonds and real estate related transactions such as construction funding, private placements, leaseback transactions and equity transactions. During his career he has been responsible for over \$12 billion in real estate financing, sales, and acquisitions including over \$10 billion of Credit Tenant Lease loans. Prior to forming CTL Capital, Mr. Zarrilli served as Executive Director of UBS (Dillon Read), Director of the Real Estate Investment Banking Department of Bear Stearns and prior to that as a partner of Sonnenblick-Goldman Corporation, a national real estate investment banking firm. Prior to 1982, Mr. Zarrilli was a Vice President of the Real Estate Equity Investment Group of Citibank N.A., where he was responsible for real estate investments for pension fund clients. Mr. Zarrilli received a BS in engineering from Worcester Polytechnic Institute and an MBA from the Wharton School at the University of Pennsylvania.

### **Paul P. Penney** *Managing Director*

Mr. Penney joined CTL Capital in 2001 and is responsible for the origination and structuring of federal, corporate and credit tenant loans. Mr. Penney has been involved in securitized credit lease financing for over 20 years; has competed over \$6 billion of credit tenant lease backed loans in the public and private capital markets. Mr. Penney was a founding principal of Bostonia Incorporated, and it's predecessor Highland Funding Group. Mr. Penney has also provided extensive financial advisory services on structured real estate and project finance transactions throughout Europe and Latin America. Mr. Penney worked in the New York City office of Cushman & Wakefield for over 10-years where he served as a Vice President in the Financial Services Group. Mr. Penney received a BS in Accounting from Central Connecticut State University.

### **John T. Inglesby** *Managing Director*

Mr. Inglesby is also a founding member of CTL Capital and manages the trading/placement desk for CTL. Mr. Inglesby worked at Dillon Read (subsequently UBS Warburg) for over eighteen years. He began his career in the Fixed Income Research Group, where he developed programs for fixed income securities analysis and corporate debt restructurings. Mr. Inglesby subsequently served as an Executive Director within the Structured Products Group where he was responsible for coordinating the underwriting, marketing and sales of new issuances federal agency, quasi-government agency backed issues and lease-backed debt and secondary trading. He received his MBA from Pace University.

### **Anthony Bax** *Senior Director*

Mr. Bax is primarily responsible for origination, structuring, analytics and processing of transactions. Prior to CTL Anthony worked at Warburg Dillon Read where his primary responsibility was facilitating the structuring and marketing of the Structured Products Group's transactions. Prior to his experience at Warburg Dillon Read, Mr. Bax worked as a Trust Officer at the Chase Manhattan Bank where he focused primarily on asset and mortgage backed securities. Anthony received his BA in History with a minor in Economics from the State University of New York College at Potsdam.

## Background

**Arthur W. Gregory III**  
*Senior Director*

Mr. Gregory joined CTL Capital in 2001 and is a senior bond sales manager responsible for the placement of CTL's Securities. Prior to joining CTL Capital, Mr. Gregory worked as an Institutional Sales Manager in the Fixed Income Department at First Union Securities and previously in the Corporate Bond department of Drexel Burnham Lambert and Dillon Read & Co. for over 15 years.

**Richard Wheelless**  
*Senior Director*

Mr. Wheelless is a Senior Director of Sales with 30 years experience in selling fixed income products and private placements to institutional clients. Prior to joining CTL Capital, Mr. Wheelless worked for Gleacher Inc, The Bank of New York Capital Markets, and as an institutional corporate bond sales manager for Dillon Read. Mr. Wheelless received his BA degree in economics from North Carolina State University, and a MBA degree from Rutgers University.

**William Paylor**  
*Executive Vice President*

Mr. Paylor, who directs transaction origination for CTL Capital, has over 25 years experience in banking, venture capital, and commercial real estate. His real estate background encompasses finance, development, asset acquisition and management. Mr. Paylor has been instrumental in completing transactions ranging from \$1 million to over \$200 million in commercial, retail, industrial and office developments. Through positions with public and privately held companies, Mr. Paylor has established a broad network of relationships spanning the national lending and commercial real estate communities. He holds a Bachelor of Science degree in Finance from the University of Northern Colorado and an M.B.A. from the University of Denver.

**Bryan F. Bissonnette**  
*Associate*

Mr. Bissonnette joined CTL in 2011 and is responsible for assisting in the structuring, analytics, and processing of transactions. Prior to CTL Mr. Bissonnette was an analyst at Goldman Sachs working in IBD Expense Management and Project Finance and Reporting. Mr. Bissonnette graduated from the Whitman College of Business at Syracuse University in 2008 receiving a BS in Finance and a BS in Entrepreneurship and Emerging Enterprises.

# Selected Transaction Experience

- **Internal Revenue Service - Philadelphia, Pennsylvania** **\$256,000,000**  
CTL CAPITAL provided a major, regional REIT the permanent, prefunded takeout loan for this 1,083,000 square foot historic redevelopment project in downtown Philadelphia. The projects, which includes the construction of a 1,600 space structured parking garage, is leased in its entirety to the USA Government through the General Services Administration and will be utilized as the regional headquarters of the Internal Revenue Administration. It was completed during the 2008 credit crisis.
- **Metropolitan Transportation Authority - New York, New York** **\$230,000,000**  
CTL CAPITAL provided a 35 year, permanent loan on the 1,580,000 square foot headquarters of the Metropolitan Transportation Authority, the Long Island railroad, the New York City transit Authority and the Triborough Bridge and Tunnel Authority. The financing provided the owner the funds to complete a major, full-building renovation to the 32-story building which was constructed in 1958.
- **Metropolitan Transportation Authority - New York, New York** **\$416,000,000**  
CTL CAPITAL provided supplemental 50 year financing on the 1,580,000 square foot headquarters of the Metropolitan Transportation Authority, the Long Island railroad, the New York City transit Authority and the Triborough Bridge and Tunnel Authority. The financing provided the owner additional funds subsequent to its competition of the renovation of the 32-story building, which was constructed in 1958, and the commencement of the tenants' long-term leases.
- **Social Security Administration Baltimore, Maryland** **\$178,000,000**  
CTL CAPITAL provided a major, regional developer with construction and permanent financing for its construction and development of a 538,000 square foot regional headquarters of the Social Security Administration in Baltimore, MD.

# Selected Transaction Experience

- **Methodist Hospitals of Dallas Dallas, TX** **\$65,000,000**  
CTL CAPITAL provided long-term construction take-out financing for a newly constructed 108,000 square foot specialty medical building leased to a consortium of area physicians and (partially) guaranteed by Methodist Hospitals of Dallas.
- **General Reinsurance Stamford, CT** **\$173,000,000**  
CTL CAPITAL provided a major, regional developer the permanent financing for the 310,000 square foot headquarters of General Reinsurance. The property, constructed in the 1980's, had undergone significant renovation/rehabilitation as part of the leasing/finance program.
- **PepsiCo Somers, New York** **\$45,000,000**  
CTL CAPITAL provided a permanent loan to a regional developer for is refinance of the 540,000 square foot headquarters of bottling division of PepsiCo.
- **Diageo, PLC - Norwalk, Connecticut** **\$79,000,000**  
CTL CAPITAL provided the construction/permanent loan to a regional developer for the development of Diageo, PLC's US headquarters.
- **Food & Drug Administration - Queens, New York** **\$80,000,000**  
Construction/permanent financing for development of a 224,000 square foot laboratory and office facility constructed by a major, national developer.

# Selected Transaction Experience

- **New Haven, Connecticut - Yale New Haven Hospital** **\$57,400,000**  
CTL CAPITAL provided a construction/permanent loan for a 144,000 square foot office, administrative and laboratory facility leased to Yale-New Haven Hospital. The subject building is connected via tunnel and skybridge to the Hospital's recently completed, \$500 million Cancer Hospital. CTL CAPITAL worked closely with the developer and Yale to structure a lease and loan that provided all of the funds necessary for the base building development.
- **Order of Saint Francis Healthcare Bloomington, IL** **\$28,000,000**  
CTL CAPITAL provided long-term acquisition financing for the purchaser of a 101,000 square foot hospital facility leased to OSF Healthcare.
- **National Institutes of Health - Baltimore, Maryland** **\$200,000,000**  
The National Institute on Aging and the National Institute on Drug Abuse had developed plans to create up-to-date research and clinical facilities to bolster the Agency's intramural programs on the Bayview campus of The Johns Hopkins University in Baltimore. Working in close cooperation with Johns Hopkins, NIH and the City of Baltimore, CTL CAPITAL provided construction/permanent financing for the nearly 575,000 square foot project leased in its entirety to the NIH. The \$200,000,000 144A loan was privately placed by CTL CAPITAL.
- **University of Pennsylvania - Philadelphia, Pennsylvania** **\$62,000,000**  
CTL CAPITAL provided a major, national developer the construction/permanent financing for this 125,000 square foot office/laboratory facility to be built adjacent to the University of Pennsylvania campus.

# Selected Transaction Experience

- **Boston University London, England \$28,300,000**  
CTL CAPITAL provided construction/renovation/permanent loans for international student housing projects in London, England.
- **Boston University Geneva, Switzerland \$10,000,000**  
CTL CAPITAL provided construction/renovation/permanent loans for international student housing projects in Geneva, Switzerland.
- **Boston University Sydney, Australia \$23,725,000**  
CTL CAPITAL provided construction/renovation/permanent loans for international student housing projects Sydney, Australia.
- **New York University London, England**  
CTL Capital provided construction/permanent loan for a student dormintory in London, England.
- **Aurora Healthcare - Multiple Locations, Wisconsin \$57,000,000**  
CTL CAPITAL provided the financing for the purchaser of a portfolio of 10 medical office buildings totaling over 525,000 square feet, under a sale-leaseback from Aurora Healthcare, a Wisconsin-based hospital system. CTL CAPITAL structured the loan to provide extended amortization without the use of residual insurance.

# Selected Transaction Experience

- **Hewitt Associates - Norwalk, Connecticut** **\$72,000,000**  
CTL CAPITAL provided the acquisition financing to a regional developer for its purchase of the recently constructed regional headquarters of Hewitt Associates.
  
- **United States Post Office - Washington, DC** **\$91,000,000**  
Supplemental construction/permanent financing for the a major, national developer for its addition of 370,000 square feet (for a total building size of 1,200,000 square feet) to this office/retail building listed under the National Register of Historic Places
  
- **Drug Enforcement Agency - New York, New York** **\$71,500,000**  
Permanent financing of a condominium interest of a Manhattan office building that serves as the regional headquarters for the DEA.
  
- **Orange County - Santa Ana, California** **\$41,500,000**  
CTL CAPITAL provided the acquisition/renovation/permanent financing for a regional real estate investor to purchase an existing 172,000 square foot administrative building, subject to a lease with Orange County. The financing provided the necessary capital to allow the developer to expand the facility by an additional 40,000 in accordance with the lease requirements.
  
- **National Parks Service - Anchorage, Alaska** **\$13,500,000**  
CTL CAPITAL provided the development/permanent financing for a regional real estate investor for this 65,000 square foot office building subject to a long term lease with the General Services Administration for use by the National Parks Service.

# Selected Transaction Experience

- **Federal Bureau of Investigation -Dallas, Texas** **\$42,000,000**  
CTL CAPITAL provided the development/permanent financing for a national real estate developer for this 225,000 square foot office building subject to a long term lease with the General Services Administration for use by the Federal Bureau of Investigation.
- **Abbott Labs - Lake Forest, Illinois** **\$27,000,000**  
CTL CAPITAL provided the acquisition financing for a regional real estate investor to purchase a 137,000 square foot office building subject to a long-term lease with Abbott Laboratories.
- **Texas Instruments - Attleboro, Massachusetts** **\$41,500,000**  
CTL CAPITAL provided the construction/permanent loan to a regional developer for the development of a 137,000 square foot design, development and technology related office building developed for and leased to Texas Instruments.
- **Nestl (Perrier) - Seabrook, New Hampshire** **\$31,200,000**  
CTL CAPITAL provided the acquisition financing to a major, international real estate investor for its purchaser of a 500,000 square foot regional distribution center lease to the Perrier division of Nestlé Incorporated.
- **Butler Manufacturing - Kansas City, Missouri** **\$34,000,000**  
CTL CAPITAL provided the acquisition financing to a major, international real estate investor for its purchaser of the 156,000 square foot headquarters of Butler manufacturing.

# Selected Transaction Experience

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- **Carson-Tahoe Hospital - Carson City, Nevada** **\$12,250,000**  
The Carson-Tahoe Hospital had engaged a Midwestern to develop a 33,500 square foot cancer facility on its main, Carson City, Nevada hospital campus. The project was to be constructed on the grounds of the hospital under a long-term ground lease with the developer constructing then leasing back the cancer center to the hospital. CTL CAPITAL, worked closely with the developer and the Hospital to provide a construction/permanent loan that met the Hospital's desire for a purchase option during the term of the 20-year lease without incurring significant loan prepayment or breakage expenses.
  - **Robert Wood Johnson University Hospital - New Brunswick, New Jersey** **\$32,000,000**  
CTL CAPITAL provided the take-out, permanent financing for the developer or purchaser of this 126,000 square foot medical office building. CTL's loan provided a pre-funded take-out loan for the construction lender. This prefunding allowed the construction loan to be completed at significantly competitive rates while simultaneously fixing the developer's long term loan rate.
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McDowell Jewett Communications is a full-service public relations, public affairs and strategic communications firm based in Hartford, Connecticut. We have experience in raising profiles of organizations, companies, and causes. We specialize in building media campaigns for organizations that intersect with government and the public. Our team members have deep roots in the Hartford community and through our personal and professional networks we help our clients reach diverse audiences and obtain their communications goals. Our current clients include the Boston Red Sox, the Jackson Laboratory and The Delamar Hotel/West Hartford. For a full list of our clients please go to [www.mcdowelljewett.com](http://www.mcdowelljewett.com)

**Duby McDowell** has three decades of experience in journalism and politics. She was the best known political reporter in Connecticut for 15 years and hosted a renowned Sunday morning television interview program which was the first stop for any politician seeking higher office. As a result of Duby's many years covering politics and government she has a unique understanding of the news media. She knows how the media operate and due to her extensive contacts among reporters, editors and editorial boards she can effectively assist clients in their outreach and response.

For many clients, Duby's years spent covering the Connecticut state legislature are invaluable due to her expert knowledge of the legislative process and the crucial role that media coverage can play. Having spent two decades conducting television interviews, Duby is keenly aware of how to prepare clients for such appearances. Duby graduated from Harvard University with a B.A. in American History and studied journalism at the University of Missouri.

**Steve Jewett** is known for his work as a media and political consultant for several elected officials including U.S. Senator Chris Murphy, Attorney General George Jepsen, and Hartford Mayor Pedro Segarra. Steve has also headed up communications for several best-in-class health companies including ConnectiCare health plans and Griffin Hospital. During the national health reform debate, Steve organized the state's business community to advocate for its interests and was an active spokesperson at the state and national level. Steve started his career as a political director for the CT State Senate; he went on to serve as Jepsen's gubernatorial campaign manager in 2002 and senior consultant to his successful 2010 Attorney General's campaign.

In the last four Democratic National Conventions, Steve has helped guide and prepare the best political talent and entertainment in the country as part of the podium operations team that prepares all the speakers for the national stage. Steve graduated from Trinity College in Connecticut. He earned an MBA and a Masters in Survey Research at the University of Connecticut.

**Robyn M. Gengras** began her career in journalism at CBS News in 1997, joining the weekly news magazine “60 Minutes” a year later. Shortly thereafter, CBS News created “60 Minutes II” and Robyn served as an Associate Producer for Correspondent Scott Pelley. During her years with “60 Minutes II,” Robyn covered a wide range of national and international stories for the award-winning program, including the impact of the 9/11 terrorist attacks, investigative stories and profiles of newsworthy people. Robyn left CBS News in 2004 and moved to Hartford, Connecticut where she began a career in media consulting and public relations.

Robyn graduated from St. Lawrence University with a Bachelor of Arts degree in English and Creative Writing. She also received a Masters of Science Degree from the S.I. Newhouse School of Public Communications at Syracuse University, earning her Masters in both Print and Broadcast Journalism.

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## 12. References

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## 12. REFERENCES – LeylandAlliance LLC

Name of Project	Storrs Center	Hammond’s Ferry	East Beach
Key Personnel and Consultants	Howard Kaufman, CEO/Managing Member Louis G. Marquet, EVP, Planning & Construction Lucy E. Bohn, VP Accounting Deborah E. Lastro, VP Operations Monica V. Quigley, VP Marketing Stephanie K. Livolsi, Marketing Manager Macon C. Toledano, Project Manager William A. Kerensky, Construction Manager Michele L. Tompkins, Construction Administrator Herbert S. Newman & Partners, Master Planning Urban Design Associates, Master Planning Erland Construction, Inc., General Contractor, Phases 1A, 1B and 1C Centerplan Construction Company LLC, General Contractor, Phase 2 Milton C. Beebe & Sons, Inc. and Zlotnick Construction, Inc., Phase 4 Gibbs Planning Group and Live Work Learn Play – Retail Consultants Robinson & Cole LLP – Legal Counsel Steven Winter Associates – Sustainability Guidelines Walker Parking – Parking Consultant	Howard Kaufman, CEO/Managing Member Louis G. Marquet, EVP, Planning & Construction Lucy E. Bohn, VP Accounting Deborah E. Lastro, VP Operations Monica V. Quigley, VP Marketing Stephanie K. Livolsi, Marketing Manager Robert C. Bagwell, Construction Manager Catherine E. Rabun, Marketing and Project Management N. Turner Simkins, Project Management Dover Kohl & Associates, Master Planning Richard Fletcher AIA, Town Architect	Howard Kaufman, CEO/Managing Member Louis G. Marquet, EVP, Planning & Construction Lucy E. Bohn, VP Accounting Deborah E. Lastro, VP Operations Monica V. Quigley, VP Marketing Stephanie K. Livolsi, Marketing Manager Joseph Barnes, Project Manager Roger Wood AIA, Town Architect Duany-Plater Zyberk & Company, Master Planning Urban Design Associates, Design Code
Client	Public-Private initiative with the Town of Mansfield, Connecticut, the University of Connecticut and the Mansfield Downtown Partnership	Public-Private initiative with the City of North Augusta, South Carolina	Public-Private initiative with the City of Norfolk, Virginia and the Norfolk Redevelopment and Housing Authority (NRHA)
Project Location	Storrs, CT	North Augusta, SC	Norfolk, VA
Original Construction Budget	\$220 million	\$40 million land development and project amenity budget.	\$50 million land development and project amenity budget.
Final Construction Cost	All phases on budget. Total cost now projected at approximately \$200 million (reflecting modifications to project scope)	All phases on budget. Total construction costs expected to exceed \$200 million, Inclusive of public and private infrastructure, and vertical construction by third party developers.	All phases on budget. Total construction costs expected to exceed \$250 million, Inclusive of public and private infrastructure, and vertical construction by third party developers.
Projected Construction Duration	2011-2016	2005-2020	2005-2017
Actual Construction Duration	Ongoing – All phases completed on time.	Ongoing – All land development and project amenities completed on time.	Ongoing – All land development and project amenities completed on time.

References	<ul style="list-style-type: none"> <li>• Matthew Hart Town Manager, Mansfield, CT 860-429-3336 <a href="mailto:hartmw@mansfieldct.org">hartmw@mansfieldct.org</a> 4 South Eagleville Road Mansfield, CT 06268</li> <li>• Susan Herbst President, University of Connecticut 860-486-2337 <a href="mailto:susan.herbst@uconn.edu">susan.herbst@uconn.edu</a> 352 Mansfield Road, Unit 1048 Storrs, CT 06269-1048</li> <li>• Philip Lodewick President, Mansfield Downtown Partnership 203-431-0489 <a href="mailto:plodewick@aol.com">plodewick@aol.com</a></li> </ul>	<ul style="list-style-type: none"> <li>• Lark W. Jones Mayor, North Augusta, SC 803-279-2935 <a href="mailto:LJones@northaugusta.net">LJones@northaugusta.net</a> 100 Georgia Avenue North Augusta, SC 29841</li> <li>• Todd Glover City Administrator, North Augusta, SC 803-441-4204 <a href="mailto:TGlover@northaugusta.net">TGlover@northaugusta.net</a> 100 Georgia Ave. PO Box 6400 North Augusta, SC 29841</li> </ul>	<ul style="list-style-type: none"> <li>• James Gehman Former Assistant Director, Norfolk Redevelopment and Housing Authority 757-739-8642 <a href="mailto:Jimgehman1@verizon.net">Jimgehman1@verizon.net</a> 1026 Llewellyn Mews Norfolk, VA 23507</li> <li>• Randy Wright Former City Councilman, Norfolk, VA 757-466-1476 <a href="mailto:randywright@verizon.net">randywright@verizon.net</a></li> </ul>
Evidence of Recognition	<ul style="list-style-type: none"> <li>• CT Main Street Center recognized Storrs Center its 2013 Award of Excellence: Economic and Business Development.</li> <li>• Capitol Region Council of Governments (CROG) featured Storrs Center in a video report on Sustainable Land Use Regulations.</li> <li>• 1,000 Friends of Connecticut saluted Storrs Center as one of two exemplary “smart growth” projects in the state.</li> <li>• CT Main Street Center recognized Storrs Center with its Award of Excellence: Community and Consensus-Building.</li> </ul>	<ul style="list-style-type: none"> <li>• Outstanding Planning Project, Small Jurisdiction; Presented by: South Carolina Chapter of the American Planning Association</li> <li>• 2008 November/December, Developer Magazine, “Worth the Wait” by Barbara Ballinger</li> <li>• 2014 July, Professional Builder, “Community Home Design: Come Together” by Pat Curry</li> </ul>	<ul style="list-style-type: none"> <li>• Two time winner of Community of the Year – Tidewater Builder’s Association</li> <li>• 2008 Top 5 Most Sustainable Land Development Visionary Projects in North America – Sustainable Land Development International</li> <li>• 2007 Among the Top Restored Beaches in America – American Shore &amp; Beach Preservation Association</li> <li>• 2007 St. Jude Children’s Research Hospital Dream Home - Raised \$1 million for St. Jude Children’s Research Hospital</li> <li>• 2006 AIA Hampton Roads Chapter Honors Award - Urban Design Associates, for the development of the East Beach Pattern Book and Norfolk Pattern Book</li> <li>• 2005 Virginia’s first <i>Coastal Living</i> Magazine Idea House.</li> </ul>

## 12. REFERENCES –Centerplan Development Company LLC

Name of Project	College & Crown	Middletown	Route 34
Key Personnel and Consultants	Robert Landino, CEO Yves Joseph, Principle-in-Charge Jason Rudnick, President LeylandAlliance, Partner/Construction Consultant Centerplan Construction Company LLC, General Contractor Greenskies Renewable Energy, PV Solar RCLCO, Strategic Market Study Consultant Svigals + Partners, Architect BL Companies, Site/Civil Engineering Fuss and O’Neil, Traffic Consultant Berchem, Moses & Devlin, P.C. – Legal Counsel LAZ Parking, Parking Consultant Jefferson Apartment Group, Property Management Calcagni, Residential Brokerage	Robert Landino, CEO Jason Rudnick, President and Principle-in-Charge LeylandAlliance, Partner/Consultant RCLCO, Strategic Market Study Consultant Centerbrook Architects Tighe & Bond, Civil Engineering LAZ Parking, Parking Consultant	Robert Landino, CEO Jason Rudnick, President Yves Joseph, Vice President LeylandAlliance, Partner/Construction Consultant Centerplan Construction Company LLC, General Contractor Svigals + Partners, Architect Freeman Companies, Site/Civil Engineering Fuss and O’Neil, Traffic Consultant Berchem, Moses & Devlin, P.C. – Legal Counsel LAZ Parking, Parking Consultant
Client	College Square LLC	City of Middletown	Route 34 Phase I/II LLC / City of New Haven / Continuum of Care
Project Location	New Haven, CT	Middletown, CT	New Haven, CT
Original Construction Budget	\$50 million	This project is not subject to a construction budget. We were hired by the City of Middletown to consult and advise them with regard to the planning, design, and potential redevelopment of the Main Street corridor.	\$100 million
Final Construction Cost	This project is under construction and remains on budget.	N/A	The project is phased for delivery. Projected delivery of Phase I is 2015/2016.
Projected Construction Duration	2014-2015	N/A	2014-2018
Actual Construction Duration	Ongoing	N/A	Ongoing – All land development and project amenities completed on time.
References	Matthew Nemerson City of New Haven Economic Development Administrator 165 Church Street New Haven CT 06510 Phone: 203-946-2366 mnemerson@newhavencnt.net	Mayor Dan Drew City of Middletown 245 deKoven Drive Middletown, CT 06457 Phone: (860) 638-4801 mayor@MiddletownCT.gov	Matthew Nemerson City of New Haven Economic Development Administrator 165 Church Street New Haven CT 06510 Phone: 203-946-2366 mnemerson@newhavencnt.net  Patti Walker, MSW President and CEO Continuum of Care, Inc. 67 Trumbull Street New Haven, CT, 06510 Phone: 203-562-2264

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## 13. Additional Data

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July 21, 2014

Mr. Robert A. Landino  
Chief Executive Officer  
Centerplan Companies  
10 Main Street  
Middletown CT 06457

**Re: Hartford Downtown North RFP**

Dear Mr. Landino:

This will confirm Wakefern's interest in working with your development team to locate a new Shop Rite supermarket in the Downtown North neighborhood to be developed in Hartford.

Hartford's vision of a new mixed-use neighborhood in Downtown North represents a very unique development opportunity for us. We look forward to working with Centerplan Companies on this exciting project, and to hearing more about the project as plans move forward.

Sincerely,

A handwritten signature in blue ink that reads "Lisa Ham". The signature is fluid and cursive, with a long, sweeping tail that extends to the right.

Lisa Ham  
Senior Real Estate Representative  
Wakefern Food Corporation  
Cell: (908) 377-2231



July 31, 2014

Howard Kaufman  
Chief Executive Officer  
LeylandAlliance LLC  
233 Route 17 – PO Box 878  
Tuxedo, New York 10987

Re: Hartford Downtown North RFP

Dear Mr. Kaufman:

This will confirm our interest in working with your development team to locate a new Balducci's market in the Downtown North neighborhood to be developed in Hartford.

Hartford is a target market for us and we believe the vision for a new mixed-use neighborhood and minor league baseball stadium is an exciting development opportunity. We look forward to working with you.

Very truly yours,

A handwritten signature in black ink, appearing to read 'M Cozza', written over a horizontal line.

Matt Cozza  
VP Real Estate & New Store Development  
Kings Food Markets  
"Where Inspiration Strikes"  
BALDUCCI'S  
700 Lanidex Plaza  
Parsippany, New Jersey 07054



3 Parkway 215-606-1600 Main  
Suite 1500 866 472 8845 Toll Free  
Philadelphia, PA 19102 866 637 5861 Fax

July 24, 2014

Centerplan Construction Company  
10 Main Street, Suite B  
Middletown, CT 06457

RE: Prequalification Letter

To Whom It May Concern:

Arc Surety, an AM Best "A" rated company, is the surety for Centerplan Construction Company.

Accordingly, we anticipate no difficulty in providing customary performance and payment bonds should they be required.

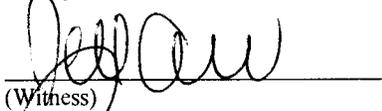
The above referenced limits are contingent upon our satisfaction with final contract documents, acceptable bond forms, and confirmation of 100% financing along with Centerplan Construction Company continuing to satisfy other underwriting considerations.

Any arrangement for bonds required by the contract is a matter between Centerplan Construction Company and the surety and we assume no liability to you or your third parties, if for any reason we do not execute these bonds.

Should you have any other questions, please let me know.

We are on the Federal Register, Department of the Treasury, Fiscal Service as a company holding a Certificate of Authority as an acceptable Surety on federal bonds in the State of Connecticut with an underwriting limitation in the excess of the bid amount.

Arch Insurance Group  
\_\_\_\_\_  
(Surety)

  
\_\_\_\_\_  
(Witness)

Richard K. Ciardello  
Attorney-in-Fact