



Harwich Affordable Housing Trust
456 Queen Anne Road
Harwich, MA

SUBMITTED TO:
Harwich Affordable
Housing Trust
732 Main Street
Harwich, MA 02645

SUBMITTED BY:
Charlie Adams
Pennrose, LLC
50 Milk Street, 16th Floor
Boston, MA 02109
E: cadams@pennrose.com

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TABLE OF CONTENTS

- 1** DEVELOPMENT TEAM
- 2** DEVELOPMENT CONCEPT
- 3** CONCEPTUAL DESIGN DRAWINGS
- 4** MANAGEMENT PLAN
- 5** IMPLEMENTATION PLAN AND TIMELINE
- 6** PRICE PROPOSAL

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Harwich Affordable Housing Trust
732 Main Street
Harwich, MA 02645

To Whom it May Concern,

Pennrose is pleased to submit to the Harwich Affordable Housing Trust its qualifications and proposal for the development of 456 Queen Anne Road as affordable and attainable housing. This project represents a very special opportunity: to bring desperately needed, diverse housing choices to Cape Cod in a way that makes the community proud.

We believe you will find that our proposal is rooted in a set of key goals for the Queen Anne site:

- **Address the Cape's need for housing.** At Pennrose we've established ourselves as a leader in the ongoing effort to bring diverse housing choice to Cape Cod. Our proposal for 456 Queen Anne includes 60 income-restricted rental units serving households ranging from less than 30% of AMI to 100% of AMI, in a variety of unit types that will serve Harwich residents in different life stages. We envision these units as a foundation upon which residents can build their most successful lives.
- **Embrace traditional neighborhood design.** Our design team, led by Union Studio Architects, has proposed a development rooted in Harwich's traditional design language and community-centered feel. The proposal includes a variety of residential building types and styles and a standalone community building, all organized around thoughtfully-designed open spaces that invite connection.
- **Prioritize sustainability and green initiatives.** Pennrose is firmly committed to designing and operating highly sustainable buildings as a matter of course. The proposed development has been designed to meet LEED Silver and ENERGY STAR standards. We believe that highly sustainable buildings are both more comfortable for residents and more cost-effective to manage in the long-term.
- **Be a thoughtful and communicative partner to the Town.** We know that when seeking a developer for publicly-owned land, towns aren't just looking for a builder, they're looking for partner. At Pennrose we consider ourselves master collaborators; we're proud of our ability to bring stakeholders together in an environment designed to maximize their positive impacts.

We have built a long track record of development success, fueled by a wealth of institutional knowledge and our 60-plus development employees. As one of the nation's leading developers of mixed-income housing, Pennrose typically closes on financing for over 20 new developments each year; our current pipeline has around two dozen financed projects in construction and design at a combined value of more than \$500 million. We make strong commitments to the communities we build in, working as a true partner in transforming underutilized sites into drivers of economic development and housing stability. Our vision is uniquely long-term; Pennrose typically builds, leases, and operates its buildings rather than selling them, making us heavily invested in a neighborhood's sustainability, quality of life, and economic opportunity not just now but for decades to come.

The 456 Queen Anne development will be overseen by our Boston office and led by me, Charlie Adams. As Regional Vice President I will be the primary contact for the Town and Housing Trust throughout the development process. I have nearly 30 years of Massachusetts-based affordable housing development and financing experience. Supporting me in the Boston office will be Ryan Kiracofe, Karmen Cheung, Rio Sacchetti, Rebecca Schofield, and Janay Hull, who bring another 40+ years of affordable housing experience to this effort.

Pennrose will provide all project management services from initial conception through zoning, due diligence, financing, construction, and lease-up. We have the personnel and financial capacity to execute the development, fund all predevelopment costs, and provide necessary financial guarantees. Most importantly, you will have a single point of contact that will be fully available and fully accountable throughout the entire process.

We would like to thank you for the opportunity to present our team's qualifications and proposal for 456 Queen Anne Road. We are prepared to start work immediately. We look forward to speaking with you further about this exciting and vitally important project!

Respectfully submitted,



Charlie Adams
Regional Vice President, New England
Pennrose
50 Milk Street, 16th Floor
Boston, MA 02110

Self Scoring Criteria

We are confident that our proposal not only meets, but exceeds, every guideline included in the Request for Proposals.

Criteria	Pennrose Proposal
Developer Experience and Capacity (Team)	<p>Highly advantageous in this category.</p> <p>Pennrose has a 50-year history of working in partnership with public, private, and non-profit stakeholders, as well as local groups and neighbors, to develop thoughtful, sustainable developments that the whole community can be proud of. Our development team has a proven track record of completing complex village-style, mixed-income developments on Cape Cod and across Massachusetts and New England.</p> <p>The Pennrose New England team is currently working on several developments similar in scope to 456 Queen Anne Road. These include Littleton Drive (now Swifts Landing) in Wareham, Brushwood Farm (now The Forge) in Lenox, and the Cape Cod Five apartments development in nearby Orleans. Additional information on these and other relevant projects is provided in this RFP response.</p> <p>Pennrose's substantial financial capacity allows us to carry and fund all predevelopment costs. To be successful in receiving competitive state funding, we often need to advance drawings to 90% completion before applying, which means we can incur costs often in excess of \$1 million on a transaction before funding is even received. It is particularly important in challenging economic environments, with high interest rates and rising construction costs, that funders prioritize projects that are seen as "high readiness." Our ability to progress projects and carry substantial predevelopment costs results in state agencies seeing our projects as highly ready to proceed – which in turn means a higher likelihood of securing state resources and doing so in a timely manner.</p> <p>The development team that we have assembled for 456 Queen Anne Road includes only firms with whom we have worked on other successful projects in New England. Each understands the unique challenges and opportunities of working on Cape Cod, and is familiar with the permitting and entitlement process and working hand in hand with local town officials and stakeholders.</p>
Affordability	<p>Highly advantageous in this category.</p> <p>Pennrose's proposed affordability matrix achieves all of the features requested in the RFP, with 100% of units income- and rent-restricted, a mix of affordability from 30% of AMI up to 100% of AMI, and an average affordability restriction of 65% - less than the required 80% Average.</p> <p>We are happy to work with the Town of Harwich on requesting a local preference for the initial lease-up from the state. We have had success achieving this local preference on other projects on the Cape, and if designated as developer, we will petition EOHLC to approve this preference in an Affirmative Fair Housing Marketing Plan (AFHMP).</p>
Site Design	<p>Highly advantageous in this category.</p> <p>The proposed site plan has been developed with Harwich's culture and community feel in mind; it covers all of the elements identified in this evaluation criteria section. The team has created a site plan that weaves open space, necessary infrastructure, and community amenities together in a manner consistent with Traditional Neighborhood Design (TND) principles. With a collective dedication to minimizing the project's environmental impact, the design team has not only created an advantageous site plan but also an energy-efficient scheme, eligible for Passive House, LEED Silver, and ENERGY STAR certifications. We understand this commitment to sustainability is key to Harwich and the Cape, and feel strongly that these investments lead not just to minimal environmental impacts but also to more operable buildings in the long-run.</p>

Criteria	Pennrose Proposal
Infrastructure and Green Design	<p>Highly advantageous in this category.</p> <p>To address sustainability goals and our own organizational mission, Pennrose's proposed development will meet Passive House, ENERGY STAR Multifamily New Construction National Program Requirements 1.1 (Rev. 03) ERI Path certification, and LEED Silver certification level. Pennrose is firmly committed to reducing the climate impacts of its housing portfolio, but also believes that affordable housing projects should not be experiments on some of the state's more vulnerable populations. Our developments have proven approaches to high-performance enclosure design, off-the-shelf heating, cooling, and ventilation systems, and a strong understanding of fundamental building science. This design includes required EV charging stations, native drought resistant plantings, and solar-ready roofs.</p>
Building Design	<p>Highly advantageous in this category.</p> <p>The development team has taken an extensively thoughtful approach to the design of this development's classic, New England-style structures. Drawing inspiration from Harwich's historical character to create an active and integrated site plan, the proposed development will create a vibrant community with internal open spaces, a mix of building types, useful storage spaces and a standalone Community Clubhouse for resident and community activities alike.</p>
Financial Feasibility	<p>Highly advantageous in this category.</p> <p>Pennrose is an expert in the financing of complex mixed-income and affordable housing developments in Massachusetts. Having recently financed two developments on Cape Cod, we know what it takes to build a realistic development budget and get funders on board.</p> <p>Our financial plan for the 456 Queen Anne development draws on an assemblage of private, public and grant funds, all of which are sources we have regularly drawn upon in Massachusetts. We are confident in our ability to secure the necessary funds to ensure that the development is completed in a timely manner and with the same high standards and attention to detail that we bring to all our projects.</p>
References, Site Visits and Interviews	<p>Highly advantageous in this category.</p> <p>Pennrose's references showcase a demonstrated responsiveness to Town and stakeholder concerns in all of our developments. Pennrose has a strong track record of developing projects of a similar scale and scope to 456 Queen Anne Road, and doing so with positive relationships, reliability, and competence. We're committed to quality and deliver on our promises, without resorting to bait-and-switch tactics or overpromising and underdelivering.</p>

The Development Team

The proposal must include a description of the development team, the individuals and organization to be involved in the development, in particular the property manager, and their experience. The development team may include, without limitation, the developer, property manager, architect, contractor, engineers, consultants, lenders, and investors. Proposals must include:

The name, address, email address, and telephone number of the proposer, the name of any representative authorized to act on his/her behalf, the name and contact information of the contact to which all correspondence should be addressed, and the names and primary responsibilities of each individual on the development team.

Charlie Adams, Regional Vice President, for Pennrose, LLC is the person authorized to represent the proposer. Charlie's contact information can be found below:

Charlie Adams, Regional Vice President
Pennrose, LLC
P: 978.500.8038
E: Cadams@pennrose.com

The Pennrose key team members have been identified below.

Charlie Adams - Project Executive
Rio Saccahetti - Senior Project Manager
Ryan Kiracofe - Project Manager
Janay Hull - Project Associate

If the proposer is not an individual doing business under their name, a description of the firm and status of the organization (e.g. whether a for-profit, not-for-profit, a general or limited partnership, a corporation, LLC, LLP) and the jurisdictions in which it is registered to do business. If the proposer is a non-profit entity, include a list of the organization's Board of Directors and areas of expertise they represent.

Pennrose, LLC is a for-profit organization and is registered to do business in the state of Massachusetts.

The nature of the entity to enter into the lease agreement for the Property and the borrower and guarantors of debt, if any.

Pennrose LLC will be the lead entity which will enter into partnership and agreements with third parties. They will



Village at Nauset Green, Eastham, MA

also be the entity that will enter into the Land Development Agreement. Pennrose, LLC has strong partnerships with investors, lenders and guarantors of debt.

Identification of all principals, partners, co-ventures or sub-developers participating in the transaction, and the nature and share of participants' ownership in the project.

The principals of Pennrose include Richard K. Barnhart, Executive Chairman of the Board (22.5%), Mark H. Dambly, CEO (22.5%), Timothy I. Henkel (15%), Principal and President, and HUNT PR Holdings, Minority Partner (40%).

Identification of the property manager if the property developer will also be the property manager and, if this is not the case, state the legal and financial relationship between the entities. If the developer will not be the property manager, the proposer shall describe the process for securing property management services.

Pennrose Management Company is the affiliated property manager of Pennrose. The two entities share common ownership, but are two separate entities, both legally and financially.

Identification of the development team, such as architects, engineers, landscape designers, contractor, development consultants. Background information, including firm qualifications and resumes for principals and employees expected to be assigned to the project, should be provided.

Pennrose - Developer
Union Studio Architecture & Community Design - Architect
Crowley Cottrell - Landscape Architect
Bohler Engineering - Civil Engineer

NEI - General Contractor
Innova - Construction Administrator & Energy Rater
Pennrose Management Company - Property Manager

The pages at the end of this tab contain firm resumes and bios.

A summary of the developer's and the development team's experience, both collectively and individually, and with residential projects. Particular attention should be given to demonstrate experience with projects of a similar scale and complexity of site conditions and design. A team member with experience with affordability requirements and financing are preferred. Proposers should demonstrate the ability to perform as proposed and to complete the project in a competent and timely manner, including the ability to pursue and carry out design, permitting, financing, construction, and marketing/unit absorption.

Pennrose has a 50-year history of working in partnership with public, private, and non-profit stakeholders, as well as community organizations, to develop thoughtful and sustainable developments that enhance residents' quality of life. Our development team has a proven track record of completing complex village-style, mixed-income developments, not only on Cape Cod but across Massachusetts and the country.

Pennrose's New England team is currently working on several developments of a similar scale to what our team is proposing for Queen Anne Road. These include Littleton Drive Family & Littleton Drive Senior in Wareham, MA; The Forge (formerly Brushwood Farm) in Lenox, MA; and the redevelopment of the former Cape Cod Five Cents Savings Bank headquarters in Orleans. Additional information on these and other relevant projects is provided in this RFP response.

As an established national developer of affordable and mixed-income housing, Pennrose has the financial capacity to carry and fund all predevelopment costs. To be successful in receiving competitive state funding in Massachusetts, we often need to advance drawings to near completion. This means Pennrose can incur costs of over \$1 million on some transactions before any funding is even received. It is particularly important in challenging economic times, with high interest rates and rising construction costs, to note that funding agencies place high priority on projects that are "high readiness." Our ability to progress projects and bridge these substantial predevelopment costs can result in state agencies seeing our developments as "highly ready to proceed" – which in turns, means a higher likelihood of securing state resources and doing so in a timely manner.

A list of all projects in progress or planned with details of their current status.

A list of projects in progress or planned with details of current status has been included in the following pages.

Description of the organizational structure of the development team and a plan for the maintenance of effective communications between the Town and the development team during all phases of the project.

Pennrose will provide all project management services from initial conception through entitlements, due diligence, financing, construction, and lease-up. Pennrose has the personnel and financial capacity to execute the redevelopment, fund all predevelopment costs, and provide necessary financial guarantors. Pennrose will not need to retain a development consultant to bolster its capacity, nor rely upon third party guarantors to backstop its obligations. More importantly, you will have a single point of contact, Karmen Cheung, that will be fully available and fully accountable.

Our vision is long-term; Pennrose typically builds, leases, and operates its buildings, making us heavily invested in a neighborhood's sustainability, quality of life, and economic opportunity not just now, but for decades to come. Pennrose Management Company (PMC), our affiliated management entity, would be the management company for the project. PMC has decades of experience managing affordable, mixed-income, market rate, and public housing across the country, and employs more than 400 individuals that serve residents in a way that aims to give them the highest possible quality of life. PMC serves as a reliable provider of and connector to supportive services that help residents live their best lives, whether by helping them access needed health care, linking them to job training opportunities, or providing daily interactions that make residents feel a little more at home.

With respect to ongoing communication - Pennrose typically sets up monthly or bi-monthly meetings with our development partners, in this case the Town of Harwich Affordable Housing Trust. The frequency of the meetings would depend on where in the development cycle the project is in - there will be times when monthly updates/check-in are appropriate and at other times twice a month is necessitated.



Cape Cod Five, Orleans, MA

Information regarding any past, pending or threatened legal or administrative actions within the last 10 years that could relate to the conduct of the Proposer, its principals, or any affiliates.

No past, pending, or threatened legal or administrative actions within the last 10 years that could relate to the conduct of the Proposer, its principals, or any affiliates.

Confirmation that no local, state or federal taxes are due and outstanding for the development team or any constituent thereof.

Pennrose, LLC can confirm that no local, state, or federal taxes are due and outstanding for the developer team or any constituent.

Provision of references for 3 completed comparable projects, with contact names, title, and current telephone numbers, who can provide information to the Trust concerning the Proposer's experience with similar projects.

Jacqueline W. Beebe, Town Administrator

Town of Eastham, MA
(508).240.5900 ext. 211
jbeebe@eastham-ma.gov
Project: Village at Nauset Green

Marybeth Mitts, Member of Select Board

Town of Lenox, MA
(413).262.9729
mmitts@townoflenox.com
Project: Forge (F/K/A Brushwood Farms)

Mayor Elinor Carbone

City of Torrington
(860) 489-2228
elinor_carbone@torringtonct.org,
Project: Riverfront

Judith Whiteside, Select Board Chair

Town of Wareham, MA
(413).262.9729
jwhiteside@wareham.ma.us
Project: Littleton Drive

Edward Kazanovicz, Town Manager

Town of Auburn, MA
(508).832.7720
ekazanovicz@town.auburn.ma.us
Project: Mary D. Stone and Julia Bancroft

George Meservey, Director of Planning

Town of Orleans, MA
508.204.3700 ext 2335
gmeservey@town.orleans.ma.us
Project: Cape Cod Five

Jacqueline W. Beebe, Town Administrator

Town of Eastham, MA
(508).240.5900 ext. 211
jbeebe@eastham-ma.gov
Project: Village at Nauset Green

Pennrose, LLC

Developer

50 Milk Street, 16th Floor, Boston, MA 02109

Contact: Charlie Adams, Regional Vice President

Telephone: 857.415.4650

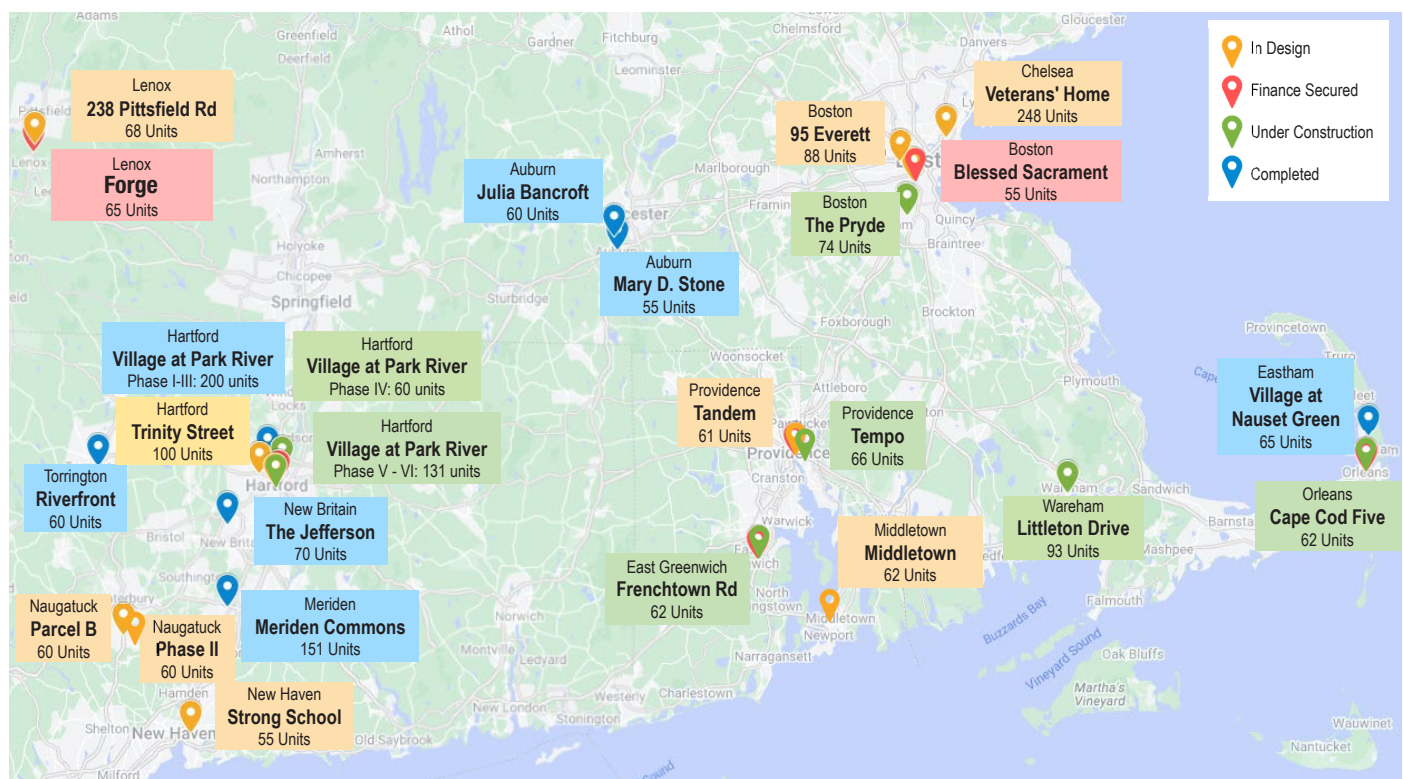
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Pennrose, LLC is a premier multifamily development company with the necessary expertise to bring together all aspects of development in a way that exemplifies quality while creating value in both the short and long term. Pennrose is a private full-service real estate development firm, which has been active in real estate development, through principals or affiliates, for 50 years. During this time Pennrose has developed over 27,000 rental housing units. Pennrose has developed more than 4,500 units in the last five years alone, representing over \$5 billion in total development costs. Pennrose's portfolio includes more than 350+ distinct developments in seventeen states plus the District of Columbia and the U.S. Virgin Islands, the vast majority of which Pennrose continues to own and manage. Pennrose offers extensive expertise in complex urban developments, including mixed-use development for market-rate, workforce, and mixed-income communities. From new construction to historic preservation, Pennrose maximizes value and provides outstanding quality. **In Massachusetts, Pennrose has a portfolio of 926 units, ranging from design to construction and operation.**

Pennrose's custom approach and commitment to its residents, investors, owners and personnel distinguishes the firm from its peers within the industry. Pennrose has achieved an outstanding reputation for excellence, in the quality of the residential units produced and in the manner in which these are maintained. As an innovator in building design, Pennrose delivers lasting value for its customers and for the multifamily housing market. No two developments in our portfolio are the same, each is unique to the communities in which we work and catered to the needs and desires of community stakeholders.

Pennrose developments have won numerous awards for project design and community revitalization. These awards are a testament to not only what Pennrose develops, but how the company approaches development. In all its projects, Pennrose maintains a firm commitment to achieving financial, social and environmental sustainability. Pennrose has incorporated Leadership in Energy and Environmental Design (LEED) into many projects, understanding that green & LEED developments produce fundamentally better buildings and communities that are more comfortable, more efficient, more appealing, and ultimately more affordable. Pennrose recently completed construction on five Passive House residences including – the first



multi-family affordable Passive House development in Connecticut by the Boston office. Pennrose continues to be on the forefront of sustainable design for affordable and mixed-income housing, showing successful experiences in development and obtaining financing for these design standards as well as other sources to facilitate energy efficient project development.

Our qualifications and capability are exemplified in that triple-bottom-line commitment, as well as in our track record in partnering with cities/towns, and community groups to revitalize communities; our ability to coordinate the efforts of a diverse team of experienced professionals through all phases of development; our experience in shepherding developments through community processes; our experience with an array of financing methods, both public and private; and, the scores of projects we have developed through close collaborations with community groups. Pennrose's unrivaled combination of experience, reputation for quality, financial capacity, and commitment to developing successful, thriving communities position us to successfully lead the development.

Pennrose is an expert in the implementation of projects involving successful partnerships and public engagement processes. Pennrose has successfully collaborated with over 100 municipalities and even more local community organizations to develop projects. Pennrose understands that these partners act as a gateway to the community and Pennrose has established a successful record in partnering with cities and towns in the planning and implementation of its developments. The ultimate success of the design process for the development will depend on the ability of the development team to effectively communicate with and engage various community stakeholders, in an open and inclusive planning process. Pennrose is committed to facilitating that process and possesses the experience to do so.

Pennrose employs a staff of seasoned, credentialed developers made up of licensed realtors, engineers and professionals with advanced degrees in such areas as real estate, architecture, business administration, city planning and public policy. Its developers have expertise in all facets of real estate development, including acquisition, finance, construction, management, and maintenance. The experience, dedication, and stability of its employees, who focus specifically on real estate development have been the key to the continued success of Pennrose.

Mixed Income Housing Experience

Pennrose has successfully completed over 350+ affordable and mixed-income deals company-wide. The backbone of our work is affordable, workforce, and mixed-income rental housing. Over the last ten years alone, we have completed 90 multi-family deals. We have leveraged our breath of experience in raising private equity and public funds, to execute mixed-income projects in what are sometimes considered unproven markets for market rate developments. Pennrose's continued increase in business in the face of escalating competition for limited resources is a testament to the quality of the Pennrose product and the manner in which the team conducts its business. In fact, since 2010, Pennrose has raised over \$530,000,000 in private tax credit equity, accounting for almost half of total development costs for these developments. Historically, Pennrose has received the highest rates in the industry for the sale of Low Income Housing Tax Credits. Pennrose also has strong banking relationships as evidenced by its completion of over 27,000 affordable and market-rate residential rental units in seventeen states and the District of Columbia.

Pennrose is consistently ranked as one of the top affordable housing developers in the country and in 2023 was named the sixth largest affordable housing developer in the country. This record of performance has made Pennrose one of the larger, and in some cases the largest, producer of Low Income Housing Tax Credits sold to Wells Fargo, Bank of America, TD Bank, JP Morgan Chase, and a host of other national and regional tax credit investors. The breath of this LIHTC experience has given Pennrose in-depth knowledge of the program and of the regulatory framework for affordable housing developments.

In all of its developments, Pennrose demonstrates an ability to secure the necessary financing, including Low Income Housing Tax Credits, state and local funds, and private mortgage financing to ensure the successful completion of the redevelopment process. Virtually all of Pennrose's developments feature strong resident and community involvement as well as the employment in the planning and construction process.

New England Development Experience

The below includes a list of projects completed, in process or in the planning phase for the Pennrose, LLC New England office.

Massachusetts

PROJECT	RFP AWARD	TAX CREDIT AWARD	CLOSING
Village at Nauset Green	Jun-16	Apr-17	Oct-18
Mary D Stone	Jun-17	Dec-19	Jun-20
Julia Bancroft	Jun-17	May-20	Feb-21
The Pryde	Nov-19	Jul-21	Apr-22
Littleton Drive	Jun-20	May-21 & Feb-22	Mar-23
Cape Cod 5	N/A	May-22	Nov-23
Brushwood	N/A	May-23	Apr-24
238 Pittsfield	N/A	Jul-24	Jan-25
Chelsea Soldiers Home Phase I	Sep-21	Aug-24	Apr-25
Blessed Sacrament	Sep-21	Jan-24	Apr-25
95 Everett	N/A	TBD	TBD

Connecticut

PROJECT	RFP AWARD	TAX CREDIT AWARD	CLOSING
WBV I	Apr-16	Mar-18	Jun-19
WBV II	Apr-16	Apr-19	Dec-19
WBV III	Apr-16	Apr-20	Dec-20
WBV IV	Apr-16	Mar-21	Apr-22
WBV V	Apr-16	Apr-22	May-23
WBV VI	Apr-16	May-23	Dec-23
Torrington	Jul-19	Apr-20	Jun-21
Strong School	Oct-22	Sep-24	Feb-25
Naugatuck Parcel B	Jul-22	Apr-24	Dec-24

Rhode Island

PROJECT	RFP AWARD	TAX CREDIT AWARD	CLOSING
Parcel 9	Sep-20	May-22	Jun-23
Frenchtown	N/A	May-22	Jul-23

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By the Numbers:

27,000+
UNITS DEVELOPED

350+
DEVELOPMENTS

200+
INDUSTRY AWARDS WON

\$5 billion
OF DEVELOPMENT COMPLETED

6th
LARGEST AFFORDABLE HOUSING DEVELOPER (2022)

470
EMPLOYEES

100+
PARTNERS

50
YEAR HISTORY

12,000+
UNITS MANAGED

15+
NEW DEVELOPMENTS EACH YEAR



9.21

Community Room, Village at Nauset Green, Eastham, MA

CHARLIE ADAMS

Regional Vice President, Pennrose | Project Executive



Education: Master of Science, Real Estate Development, Massachusetts Institute of Technology
Bachelor of Arts, Princeton School of Public and Int. Affairs, Princeton University

Experience: 7 years with the firm | 25+ years in the industry

As Regional Vice President, Charlie Adams is responsible for the execution and continued growth of Pennrose's development pipeline including all aspects of the real estate development process from initial conception through construction, to lease-up and stabilized occupancy or sale within the New England area. Charlie brings more than 20 years of experience to Pennrose in multifamily housing, including the origination, acquisition, financial analysis, underwriting, and syndication of Low Income Housing Tax Credit developments. Charlie joined Pennrose in 2016 and has significant depth and diverse experience in the multifamily industry with experience working for a housing authority, as a syndicator, and performing development responsibilities. Charlie served as Town Meeting Member, chaired the Community Planning and Development Commission, and is currently on the board of the Housing Authority in his hometown of Reading, MA. Charlie is also a member of the MassHousing Multi-Family Advisory Committee.

RELEVANT EXPERIENCE



William Barton Rogers School (The Pryde), Boston, MA

±\$40M | 74 Units

Pennrose will reactivate the former school as a vibrant, welcoming, and inclusive space that will not only house the seniors of Hyde Park but also celebrate the history of the school and neighborhood. The historically redeveloped senior development will include 74 units available at a range of incomes, from 30% of AMI to 100% AMI. The Pryde will be the first LGBTQ-friendly development in New England.



Cape Cod Five, Orleans, MA

±\$33M | 74 Units

Orleans Cape Cod Five consists of the re-use of a former bank headquarters building, combined with a new construction addition and two separate townhouse buildings, as mixed-income housing. Together, the refurbishment and new construction will provide 62 family rental units, including 52 affordable units and 10 workforce apartments.



Swifts Landing, Wareham, MA

±\$34M | 93 Units

Pennrose was selected via a competitive RFP process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site. Pennrose is developing a 49-unit, mixed-income non-age-restricted development with market, workforce, and affordable rents, plus an additional 44 age-restricted units in a senior housing building.



Brushwood Farm, Lenox, MA

±\$32M | 65 Units

Forge (F/K/A Brushwood Farm) will bring 65 new affordable family homes to a wooded site in Lenox, MA, a popular tourist destination home of the Berkshire Mountains. This new housing project will have a far-reaching positive impact on the Town of Lenox and the is closely aligned with the Town's Housing Production priorities.

RIO SACCHETTI

Senior Developer, Pennrose



Education: Master of Professional Studies, Real Estate, Georgetown University

Bachelor of Arts, College of the Holy Cross

Experience: 5 years with the firm | 13 years in the industry

Rio Sacchetti joined Pennrose in 2018 as Developer in the Boston office and was promoted to Senior Developer in 2024. Rio is responsible for managing the financing and development of real estate projects, ensuring they are completed to scope, according to schedule, and within budget. A seasoned project manager with 10 years' experience in affordable and mixed income housing throughout New England, Rio brings expertise with state agency financing programs, historic rehabilitation tax credits (HTC), and the federal low income housing tax credit (LIHTC) program. Rio is responsible for project management of new affordable and mixed-income residential communities beginning with inception and through construction completion and lease-up.

RELEVANT EXPERIENCE



Village at Nauset Green, Eastham, MA

➤ \$23M | 65 Units

Village at Nauset Green is a sixty-five (65) unit multifamily development located in Eastham, Massachusetts. The 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. The development was financed using a variety of sources including LIHTC's and DHCD.



Village at Park River, Hartford, CT

➤ \$110M | 420 Units

Village at Park River will feature 420 new high-quality housing units when completed, including both rental and homeownership opportunities. In partnership with the Housing Authority of the City of Hartford and The Cloud Company, the project provides replacement of the City's stock of affordable housing units, as well as acts as a catalyst for reinvestment and commercialization in the Upper Albany Neighborhood.



Cape Cod Five, Orleans, MA

➤ \$33M | 74 Units

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Pennrose was selected via a competitive RFP process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site. Pennrose is developing a 49-unit, mixed-income non-age-restricted development with market, workforce, and affordable rents, plus an additional 44 age-restricted units in a senior housing building.

RYAN KIRACOFÉ

Developer, Pennrose

Education: Master of City Planning, Massachusetts Institute of Technology
Bachelor of Science, Finance, Boston College

Experience: 4 years with the firm | 8 years in the industry



Ryan Kiracofé joined Pennrose in June of 2020. In his role as Developer, Ryan handles business development, due diligence, and project management for the New England region, contributing to all aspects of the development process from design and planning through construction and stabilization. Ryan leads tax credit and other application processes for deals in Massachusetts and Connecticut. Prior to joining Pennrose, Ryan was Senior Urban Planner at RKG Associates, an economic development and real estate consultancy in Boston, where he led real estate financial modeling, economic development master plans, and revitalization strategies in cities across the US.

RELEVANT EXPERIENCE



William Barton Rogers School (The Pryde), Boston, MA

+\$33M | 74 Units

Pennrose will reactivate the former school as a vibrant, welcoming, and inclusive space that will not only house the seniors of Hyde Park but also celebrate the history of the school and neighborhood. The historically redeveloped senior development will include 74 units available at a range of incomes, from 30% of AMI to 100% AMI. The Pryde will be the first LGBTQ-friendly development in New England.



Village at Park River, Hartford, CT

+\$150M | 420 Units

Village at Park River is a development that will feature 420 new high-quality housing units, including both rental and homeownership opportunities. In partnership with the City of Hartford, Village at Park River will provide replacement of the City's stock of affordable housing units, as well as position the property to be as a catalyst for reinvestment and commercialization in the Upper Albany Neighborhood.



95 Everett, Boston, MA

+\$48M | 97 Units

95 Everett will bring new, high-quality, affordable units to a neighborhood that is undergoing rapid change and ensure that households at a large range of incomes can continue to stay in Boston's Allston neighborhood for the long term. Located within blocks of the Boston Landing MBTA commuter rail stop, this will be true transit-oriented development.



Chelsea Soliders' Home, Chelsea, MA

+\$23M | 65 Units

The Chelsea Soldiers' Home redevelopment is a public-private partnership to bring over 220 affordable and workforce units to the veteran community in the Chelsea. The plan includes on-site relocation of existing residents, rehabilitation of 9 historic domiciliary buildings, a Veteran Resource Center (VRC) and a Veterans' Museum and Art Center.

JANAY HULL

Associate Developer, Pennrose



Education: Master of Business Administration, Wisconsin School of Business
Bachelor of Science, Washington State University

Experience: <1 year with the firm | 6 years in the industry

Janay Hull joined Pennrose in 2023 as an Associate Developer after graduating from the University of Wisconsin Madison with a Master of Business Administration specializing in Real Estate. Janay's responsibilities include management and production of the due diligence process for real estate, financial, and tax credit closing for Pennrose developments. Janay supports senior development staff in all aspects of the development process, from predevelopment through stabilization. Prior to joining Pennrose and pursuing her MBA, Ms. Hull worked as a Real Estate Broker at Keller Williams in Tacoma, WA. In this capacity, she guided buyers and sellers through the homebuying process, managing transactions, organizing correspondence amongst all parties to the transaction and ensuring an on-time closing for clients.

RELEVANT EXPERIENCE



95 Everett, Boston, MA

+\$48M | 97 Units

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Blessed Sacrament, Boston, MA

+\$49M | 55 Units

The Blessed Sacrament project is an adaptive reuse of the existing Blessed Sacrament Church building, a historic building in the Hyde Square neighborhood. Originally built in 1913, Blessed Sacrament was initially deconsecrated by the Archdiocese in 2004 and has remained vacant ever since. Pennrose, in partnership with Hyde Square Task Force (HSTF), a neighbor will redevelop the former church.



Swifts Landing, Wareham, MA

+\$34M | 93 Units

Pennrose was selected via a competitive RFP process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site. Pennrose is developing a 49-unit, mixed-income non-age-restricted development with market, workforce, and affordable rents, plus an additional 44 age-restricted units in a senior housing building.



Parcel B, Naugatuck, CT

+\$65M | 180 Units

Pennrose's mixed-use, mixed-income proposal is comprised of three main components: residences, commercial spaces, and green/recreational areas for public enjoyment. The full master plan proposes 180-units, ranging from one- to three-bedrooms across three building phases. The proposal for Phase 1 consists of one, 60-unit, 4-story building with retail spaces on the ground floor.



Places of value. *Value of place.*

Union is an award-winning, nationally practicing architecture and community design firm driven by our mission to use the power of design to enrich lives and strengthen communities.

We recognize the power design has to connect people to place and cultivate community. We build places that deliver long-term value for clients and communities.

We bring a comprehensive approach to the design of buildings—and we bring unity to the entire process, from design to build. We infuse our work with rigorous technical detail and pull from a breadth of design experience to integrate our broad understanding and respect for key building trades into our practice.

We're driven by values, including good growth—where people, communities and markets all thrive together. We create beautiful, inspiring, and sustainable buildings and spaces that are grounded in market realities, and designed to stand for generations.

Our unique approach has attracted clients, and awards, from across the United States and Canada

Our portfolio includes urban planning and community design, civic and institutional buildings, mixed-use developments, and housing of all types.

401.272.4724 | unionstudioarch.com

Our Approach to Affordable Housing



In order for neighborhoods of any type to endure, they must be places that are loved by their residents. In no place is this more important than in the creation of durable, lasting and desirable affordable housing.

OUR PHILOSOPHY

Cherished places often reflect pragmatic simplicity coupled with a pride in detail, craftsmanship and history. This combination of efficiency and beauty is the hallmark of many enduring communities and is precisely what Unions seeks to bring to our affordable housing work.

While many contemporary examples of affordable housing are available to us, a great many of these modern solutions have not stood the test of time. They have left communities with derelict or unsustainable housing that must be demolished or replaced at great financial and cultural expense. We believe housing of all types should build on the best examples of our collective past – improving on what has repeatedly stood the test of time and responding to the challenges of contemporary society.

We bring a level of design excellence and commitment to quality to the creation of new affordable neighborhoods and homes that our profession often reserves only for “custom” work and high budget clients. As a matter of principle, we have expended our highest efforts towards becoming experts at simplicity, economy, dignity and delight in the design of neighborhoods and homes for those with modest resources.



UNION | AFFORDABLE HOUSING PHILOSOPHY

Our Approach to Community Design



We believe in the relevance and value of human-scaled places, carefully tuned to their geographic and cultural context.

OUR PHILOSOPHY

Since 1940, conventional development has largely been based on the functional requirements of the automobile and prioritizing convenience for vehicles over the functional and psychological needs of people on foot. A consequence of arranging the world around the dimensions and geometries of the car is the loss of a traditional sense of place which historically and reliably arose from designing the world to accommodate and serve the walking person, and which has been proven to have the most lasting value for community design.

Prioritizing people over the automobile results in plans that accommodate the car as a practical necessity, but tame it in terms of its impact on the quality of the place. The car and its parking should be functional, but not central. The appeal of Venice, Italy as a tourist destination is largely due to its lack of automobiles and the dominance they assert. In Venice, the 'streets' themselves are the tourist attraction and millions are drawn to experience them every year.

Union looks to the classical traditions of placemaking, validated over hundreds of years as inspiration for making new places with the highest cultural, social, and financial value. Our master plans tend to take the form of a series of pedestrian-connected public or common spaces, each with their own character and program. Parking and vehicle access defers to these person-scaled places, and are usually placed to the side or behind.



UNION

UNION | COMMUNITY DESIGN PHILOSOPHY

23



Paul Attemann AIA, LEED AP, CNU

Principal

Since joining Union as one of the firm's first employees in 2002, Paul has built lasting relationships throughout the years with many of our clients, and remains a pillar of the firm. His deep expertise in the design of affordable communities is especially sought after by non-profit clients and community members throughout southern New England. Paul's easygoing nature and passion for solving complex problems, is evident in early client meetings - all the way through receiving a Certificate of Occupancy.

Paul has managed a variety of project types, from corporate headquarters, mixed use developments and affordable housing projects of all sizes. Whether the projects range from singular buildings to neighborhood plans, or cottage courts, Paul is excited to bring pencil ideas to built realities.

EDUCATION

Rhode Island School of Design
Providence, RI
BARCH
BFA

The Danish Royal Academy of
Fine Art School of Architecture
Copenhagen, Denmark

REGISTRATIONS & CERTIFICATIONS

Registered Architect
Licensed in: RI

LEED Accredited Professional

RELEVANT EXPERIENCE



IVY PLACE

East Providence, RI

This project envisions thirteen new homeownership dwelling units in the heart of East Providence's downtown core. A mixed-income development, a majority of the units will be affordable. Unique to this urban infill project are the four Live/Work townhouses fronting Taunton Avenue, the city's main commercial corridor.



RESIDENCES AT RIVERSIDE SQUARE

East Providence, RI

One-and two-bedroom apartments for households with an annual income of \$20,000 to \$70,000. Several of these units are earmarked for youth who'll soon be aging out of foster care.





F.O.R.W.A.R.D. | FORWARD AT THE ROCK, I & II
South Dennis, MA

Housing community for adults with Autism and other significant developmental disabilities.



S.W.A.P. | TRINITY PLACE & TOWNHOUSES
Providence, RI

Affordable development with 22 units of rental units, and 11 home ownership townhouses.

**FRENCHTOWN ROAD
APARTMENTS**

East Greenwich, RI

New, multi-family housing development in an upscale community in need of housing for its aging population on fixed incomes.

PALMER POINTE

Barrington, RI

New affordable housing community on 9.15 acres with 40 units, of 1, 2, and 3 bedrooms.

PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)

Member, 2004-Current

Congress for the New Urbanism (CNU)

Member, 2004-Current

SPEAKING ENGAGEMENTS

Preserving Warren's Working Waterfront

29th Annual Rhode Island Statewide Historic Preservation Conference, 2014

Providence, RI

Affordable Housing as Community Preservation

SNEAPA Annual Conference, 2013

Worcester, MA

Architecture and Service

AIA Rhode Island Annual Conference, 2013

Providence, RI

Smith Hill Visions

Providence Preservation Society, 2012

Providence, RI

COMMUNITY ENGAGEMENT

Town of Warren Zoning Board Review

Vice Chairman, *Former*

Boston Estonian Society

Board Member, 2012-2016

President, 2016-Present

“With honesty and respect, you build trust and competence to create lasting relationships and meaningful, influential places for people to inhabit.”



Alanna Jaworski AIA, SARA

Senior Associate

A whip-smart problem-solver, Alanna joined Union in 2021 and quickly rose to Associate. Committed to the pursuit of architectural work that gives everyone the opportunity to thrive, Alanna brought several years' experience designing New York City pre-K schools and has since demonstrated expertise in the design of affordable housing neighborhoods with high sustainability and energy goals.

Alanna currently manages the execution of Union's masterplan for a supportive housing project designed for adults with autism on Martha's Vineyard. The robust masterplan includes a common house and affordable housing buildings on an operating micro-farm.

EDUCATION

Pratt Institute
Brooklyn, NY
Bachelor of Architecture
Honors: Summa Cum laude

REGISTRATIONS & CERTIFICATIONS

Registered Architect
Licensed in: NY

RELEVANT EXPERIENCE



SEA CAPTAINS' ROW

Hyannis, MA

New market-rate workforce housing on 2-acre infill site in Hyannis historic district. The new construction succeeds in capturing the character and details of the adjacent historic row of houses that originally belonged to mid-1800s sea captains—note-worthy considering most of the new buildings were constructed using modular building systems to meet project requirements.





ISLAND AUTISM CENTER AT CHILD FARM

West Tisbury, MA

Masterplan for micro-farm including affordable residences for adults with autism, a common house with kitchen, community space, farm caretaker's apt and visitor suites.

MESHACKET COMMONS

Edgartown, MA

36 units of affordable rental housing and 4 units of affordable homeownership housing on 6.75 acre town-owned parcel.



NEW BEDFORD RESEARCH & ROBOTICS (NBRR)

New Bedford, MA

Conversion of approx. 12,500 sf commercial space into an innovation and education space for technology.

ADE BETHUNE HOUSE & PORTSMOUTH SENIOR CENTER

Portsmouth, RI

54 unit affordable senior housing with 9,000 SF senior amenity space on town-owned parcel.

PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)

Member, *Current*

Society of American Registered Architects (SARA)

Director, *Current*

COMMUNITY ENGAGEMENT

The Rotch-Jones-Duff House & Garden Museum

Board Member, Chair of Buildings & Grounds

Committee, *September 2022 - Present*

The Spring of Hope School

Board Member, *September 2016 - Present*

“Design profoundly influences how people perceive a place beyond simply its function. In our work, we consider rich histories, context, and a sense of place, and balance those layers of value and experience with a knowledge of the current environmental factors we must consider.”



Nicole Hetherington

Designer

Nicole's focus and interests are in residential design, ranging from the small and particular to the large and conceptual. Originally trained as a naval architect & marine engineer, Nicole brings an industrious spirit and unique perspective to her work. She hopes to create storied spaces for living that respond to both inhabitants and setting. Her artistry and attention to detail are evident in the award-winning house she designed and built with her husband in Providence's West Side.

Nicole's Boston Architectural College master's thesis for a resident artist village on Block Island won the 2017 Alumni Thesis Award. She also won a full scholarship to spend a summer studying art, music, and architecture in France. As an active alumnus, Nicole regularly serves as a thesis critic to master's students each semester.

EDUCATION

Boston Architectural College
Boston, MA

Master of Architecture
Honors: *Summa Cum laude*

New York Maritime College
New York, NY

Bachelor of Engineering, Naval Architecture and Marine Engineering

PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)
Associate Member, *Current*

Congress for the New Urbanism (CNU)
Member, *Current*

RELEVANT EXPERIENCE



FRENCHTOWN ROAD APARTMENTS

East Greenwich, RI

New, multi-family housing development in an upscale community in need of housing for its aging population on fixed incomes.

Detail-oriented and dedicated to a collaborative approach that creates dynamic and celebrated living experiences.



UNION



Angela Fernandes

Designer, and Preservation Planner

An experienced architectural designer with a keen interest in historic preservation, Angela is originally from Mumbai, India where she earned her Bachelors in Architecture. Upon graduation, Angela practiced as a registered architect in India for four+ years, gaining experience in design, research, as well as in the management of small & medium-scale residential projects through various stages of design and construction detailing.

Angela is a recent Cornell University graduate where she earned her Master of Arts in Historic Preservation Planning. Her master's thesis focused on research that analyzed the role of preservation planning in climate change adaptation of historic resources. She continues to pursue work in the field of preservation, urbanism, and climate resiliency in her role at Union.

EDUCATION

Cornell University, College of Art,
Architecture and Planning
Ithaca, NY
Master of Arts

University of Mumbai
Mumbai, India
Bachelor of Architecture

PROFESSIONAL AFFILIATIONS

Association of Preservation Technology
International
Member, *current*

RELEVANT EXPERIENCE



TRADITION AT RED HOOK

Red Hook, NY

A new neighborhood planned compactly to preserve over 30 acres of natural landscape.



SOUTH ELEVATION

AVON OLD FARMS SCHOOL, HEAD OF SCHOOL HOUSE

Avon, CT



UNION

Crowley Cottrell

Landscape Architect

171 Milk Street, Boston, MA 02109

Contact: Michelle Crowley, Principal/Owner

Telephone: 617.338.8400



FIRM OVERVIEW

At Crowley Cottrell, we bring clarity to complex sites to create beautiful, approachable, landscapes for living. We believe well designed landscapes have the ability to positively affect the lives of the people who live, work, and play in them.

Our project experience is broad, including parks, campuses, cultural institutions, multi-family housing, historic properties and residences. We approach each design individually, working in close collaboration with the client, allied professionals and stakeholders to unite design aspirations with the site's unique characteristics.

Crowley Cottrell holds professional Landscape Architecture licenses in Massachusetts, Connecticut, Rhode Island, New Hampshire, Vermont and New York. We have fourteen designers on staff, so we can offer a personal touch, while still having flexibility.

A few key highlights about our firm:

- Driven by collaboration, not ego.
- Expertise and advanced skills throughout the company.
- Nurturing, and unapologetic about it.
- Symbiotic relationships with clients, partners and the environment.
- 100% female owned and a certified
- Women-owned Business Enterprise (WBE).
- LEED Accredited Professional Firm.

MICHELLE CROWLEY

Principal/Owner, Crowley Cottrell, LLC

Education: Master in Landscape Architecture, University of Pennsylvania

Experience: 12 years with the firm | 30 years in the industry



An award winning designer, Michelle began her career as a landscape contractor in Santa Fe, NM. She carries this practical perspective with her as she manages institutional and residential projects, whether designing fine wrought iron details for a garden or coordinating wetland reconstruction on a brownfield site. Michelle is passionate about working collaboratively with clients and allied professionals to find efficient and elegant resolutions for ambitious visions and complex situations. Her down to earth style encourages all team members to bring their best thinking to the table to achieve transformations that ultimately feel both delightful and grounded.

RELEVANT EXPERIENCE



Ticcoma Green, Nantucket, MA

±64 Units

Ticcoma Green is designed to be a vibrant community village based on inclusivity and a sense of identity. Inspired by the vernacular of the typical Nantucket Houses of the late 18th century, the buildings reflect the principles of Nantucket design; simplicity, economy and visual refinement. The site design allows for a maximum of outdoor space to enable community interactions.



Cape Cod Five, Orleans, MA

±74 Units

Orleans Cape Cod Five consists of the re-use of a former bank headquarters building, combined with a new construction addition and two separate townhouse buildings, as mixed-income housing. Together, the refurbishment and new construction will provide 62 family rental units, including 52 affordable units and 10 workforce apartments.



Swifts Landing, Wareham, MA

± \$34M | 93 Units

Pennrose was selected via a competitive RFP process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site. Pennrose is developing a 49-unit, mixed-income non-age-restricted development with market, workforce, and affordable rents, plus an additional 44 age-restricted units in a senior housing building.



Forge, Lenox, MA

±78 Units

The landscape design includes many amenities including bike racks, walking paths, a playground, social and leisure areas, and lookout points with views of October Mountain and the surrounding woodlands. The preserved wooded area contained within the core vehicular loop is a focal point for the neighborhood that residents are able to access along meandering trails.

NAOMI COTTRELL

Principal/Owner, Crowley Cottrell, LLC



Education: Master in Landscape Architecture, Harvard Graduate School of Design
Bachelor of Landscape Architecture, Clemson University
Bachelor of Arts, Architecture, Clemson University

Experience: 12 years with the firm | 30 years in the industry

With training in both Architecture and Landscape Architecture, Naomi blends her decades of experience in modernism and minimalism with her New England yankee roots to ground even her most playful projects in elegance and efficiency. She believes in the power of quality designed landscapes in all communities, and understands that the most important design principles apply as much for her high-end residential work as for her community driven projects. With years of experience leading public process, her charismatic personality helps her to connect with clients and communities to understand and realize their dreams for the site. Naomi has lead a number of projects recognized in publications and with awards, including two ASLA Honor Awards for residential work, a BSLA Merit Award for Excellence in Design of Parks and Recreation Facilities, and a BSLA Honor Award for Success with Limited Resources.

RELEVANT EXPERIENCE



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BOHLER Engineering

Civil Engineer

16 Old Forge Road, Suite A, Rocky Hill, CT 06067

Contact: Geoff Fitzgerald, Branch Manager

Telephone: 860.463.2254



Bohler engineering provides consulting services for land development services for over 35 years. As a strategic partner, Bohler integrates multiple disciplines of civil engineering to simplify the development process and provide our clients the information they need to make smart decisions. Bohler goes above and beyond what is typically expected from a consultant. They take the time to understand their clients' business and are known for their ability to consistently deliver the highest quality product and service in the industry.

With outstanding, driven professional and more than 20 locations from North Texas to New England, Bohler Engineering provides consulting and technical services to developers and their partners across all commercial and residential real estate sectors.

Affordable Housing Experience

As a trusted partner, Bohler helps developers identify and act on opportunities for affordable housing. While economic incentives often include property tax abatements, the right to build at higher densities, transfer of development rights, and reduced open space and parking requirements, the tighter profit margins and lack of available land often prove challenging for developers. Offering in-house survey, site civil engineering, and landscape architecture, Bohler's multidisciplinary team provides cost effective design strategies and techniques required to bring affordable housing developments to market. Working together as one, our team brings a comprehensive perspective to design solutions and promotes streamlined communication throughout the land development process. Ultimately, this collaboration helps mitigate perceived risks at the start of a project and helps clients avoid costly budget items throughout the project.

Experience with Pennrose

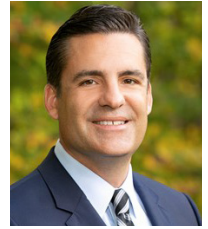
Bohler has provided land development consulting services to Pennrose for nearly a decade. On a variety of mixed-use and residential developments, Bohler has helped Pennrose reach its development goals throughout the Northeast. Our services have included conceptual design, site civil engineering, surveying, permitting, and landscape architecture. We have built strong working relationships with Pennrose associates, resulting in smooth and efficient project management.

GEOFFREY P. FITZGERALD, AICP

Principal, Bohler Engineering

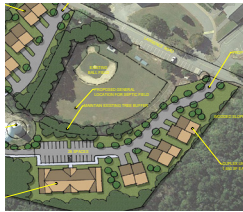
Education: Bachelor of Science, Civil Engineering, University of Connecticut

Experience: 4 years with the firm | 30 years in the industry



Geoffrey currently serves as an Principal for Bohler's Connecticut office. With experience in consulting engineering, his knowledge and expertise includes site development consulting and project design for large industrial, commercial, retail, healthcare, mixed-use and transit-oriented projects. Geoffrey has extensive master planning project experience in both urban and suburban settings. His expertise includes but is not limited to the planning, rezoning, layout, design and permitting for all aspects of development, as well as stormwater collection and management systems and preparation of contract documents.

RELEVANT EXPERIENCE



Massachusetts Housing Partnership, Various Locations

+50 Sites

Bohler has worked closely with Massachusetts Housing Partnership (MHP) for over five years to provide civil engineering and master planning services for over 50 sites across Massachusetts. Our teams assists MHP in providing due diligence and conceptual planning efforts to review the viability of various parcels for contemplated affordable housing developments.



Medfield Meadows, Medfield, MA

+36 Units

Multifamily residential development with mix of townhomes and apartment building. 36 units includes 24 rental units and 12 sale units with a 40B component.



The Enclave, Norfolk, MA

+28 Units

28 unit single-family, 40B cluster development. Open space in a Traditional Neighborhood Development (TND) format including common driveways and alleyways, strong street presence, interconnecting path systems.



Torrington Riverfront Redevelopment, Torrington, CT

+60 Units

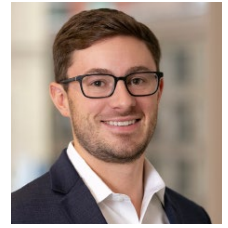
The Torrington Riverfront Redevelopment is a vibrant, pedestrian-friendly, mixed-use development located in the downtown district of Torrington, CT. Previously home to the Torrington Manufacturing Company, the two-acre brownfield site along the Naugatuck River has been used as a city-owned parked lot for almost a decade.

ZACHARY RICHARDS, PE

Associate, Bohler Engineering

Education: Bachelor of Science, Civil & Environmental Engineering, Bucknell University

Experience: 8 years with the firm | 10 years in the industry



As Senior Project Manager in Bohler's Boston office, Zack helps owners and developers identify opportunities to become accomplished. By tackling site challenges and leveraging industry change, Zack and his team keep land development projects moving forward, transforming the Boston community and beyond. Bringing experience in site civil engineering design and permitting, Zack leads a growing team of talented engineers and designers who bring clients' visions to life in the education, multifamily, industrial, mixed-use, commercial, and life sciences sectors.

RELEVANT EXPERIENCE



Massachusetts Housing Partnership, Various Locations

+50 Sites

Bohler has worked closely with Massachusetts Housing Partnership (MHP) for over five years to provide civil engineering and master planning services for over 50 sites across Massachusetts. Our teams assist MHP in providing due diligence and conceptual planning efforts to review the viability of various parcels for contemplated affordable housing developments.



Residences on Fellsway, Medford, MA

+278 Units

278-unit, 40B multifamily redevelopment. Amenities include community room, fitness center, business center, heated outdoor pool, courtyards with grills, bicycle storage and a dog wash.



Lee Fort Terrace, Salem, MA

+123 Units

100% affordable, moderate- low, and extremely low-income garden-style apartments. 53 one-bedroom for elderly and disabled residents, 47 two bedroom and 23 three-bedroom units. Building has two connected wings.



Riverside Woods, Andover, MA

+200 Units

Adaptive re-use of former monastery into 200-unit senior living community on 30 acres. 15% designated affordable. Community green and club house, network of pathways connecting to Merrimack River Waterfront.

NEI General Contracting

General Contractor

27 Pacella Park Drive, Randolph, MA 02368

Contact: Joe Rettman, President

Telephone: 781.356.7666



FIRM OVERVIEW

NEI was founded in 1998 on the principles of integrity, experience and diligence. Honest, principled dedication to our clients and our work is what both defines us and separates us from our competitors. Our clients come first; and our unmatched industry experience influences NEI's clear efficient path to success.

A successful project is not merely measured in dollars and calendar days. The most important measure of a project is how well it delivers the Client's mission at completion. We are partners with our clients in the process. Through open, collaborative communication we fully embrace and join in ownership of their mission. It becomes the guiding force that drives the constant and earnest efforts we bring to each project.

Strong partnerships build lasting projects and relationships. Their commitment to their clients and the success of their projects are demonstrated by the extent of repeat clients and direct referrals, which comprise the majority of our work.

It starts with our extensive preconstruction experience and value management that makes the most of budgets. It extends to our deep and longstanding relationships with minority-owned subcontractor and neighborhood networks. It turns on the performance of our Compliance Teams. And it ends with our project teams, that roll up their sleeves and build - solving problems, moving forward, making deadlines and hitting budgets.

NEI is a premiere affordable housing general contractor with extensive experience in ground-up, moderate rehab, senior, veteran, transitional, residential conversion, historic tax credit, and LIHTC projects. We have three regional offices, to help better serve its clients: Boston to serve the Northeast, Florida to serve the Southeast, and Texas to serve the Southwest. At NEI, we're not just about building quality, but building quality of life. That's our mission. That's our passion. A story told and retold through the lives of newly-homed and hopeful families every day.

JOE RETTMAN

President, NEI General Contracting

Education: Syracuse University

Experience: 30 years with the firm | 30 years in the industry



As President, Josef leads NEI with commanding industry knowledge and exceptional attention to detail. For over 30 years, he has been committed to consistent and unparalleled client satisfaction. A devoted supporter of his community, Josef's involvement with many local charities and organizations speaks to his goal of not only providing a useful and revitalized building but a restored community.

RELEVANT EXPERIENCE



Mill Hill Residence, W. Yarmouth, MA

+75 Units

The Mill Hill Residence in West Yarmouth, Massachusetts is a new two-story, 75-bed memory care facility was designed with a nautical, Cape Cod aesthetic. The 62,000 SF facility features an open-kitchen and display dining venues, bistros, wellness center, Acai Spa & Salon, and libraries and stone fireplaces throughout.



Village at Nauset Green, Eastham, MA

+65 Units

Village at Nauset Green is a sixty-five (65) unit multifamily development located in Eastham, Massachusetts. The 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. The development was financed using a variety of sources including LIHTC's and DHCD.



Maplewood at Brewster, Brewster, MA

+132 Units

Maplewood at Brewster is a LEED certified new construction project is a 115,000 SF, two level, residential assisted living development. A combination of assisted living, memory care, and respitecare comprise the 132 unit facility.



Swifts Landing, Wareham, MA

+ \$34M | 93 Units

Pennrose was selected via a competitive RFP process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site. Pennrose is developing a 49-unit, mixed-income non-age-restricted development with market, workforce, and affordable rents, plus an additional 44 age-restricted units in a senior housing building.

BENJAMIN COULEHAN

Director Of Preconstruction, NEI General Contracting



Education: Bachelor of Science, Architectural Engineering, Wentworth Institute of Technology

Experience: 13 years with the firm | 27 years in the industry

As Director of Preconstruction, Benjamin's primary focus is to ensure clear and comprehensive coordination between the design team and the construction team during project development and prior to the start of construction. He oversees NEI's preconstruction and estimating teams and aids with project assessment, document coordination, detailed project scoping, and contract strategies. With over 28 years of experience, Benjamin spent the first half of his career as an architect before moving to construction.

RELEVANT EXPERIENCE



Mill Hill Residence, W. Yarmouth, MA

+75 Units

The Mill Hill Residence in West Yarmouth, Massachusetts is a new two-story, 75-bed memory care facility was designed with a nautical, Cape Cod aesthetic. The 62,000 SF facility features an open-kitchen and display dining venues, bistros, wellness center, Acai Spa & Salon, and libraries and stone fireplaces throughout.



Village at Nauset Green, Eastham, MA

+65 Units

Village at Nauset Green is a sixty-five (65) unit multifamily development located in Eastham, Massachusetts. The 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. The development was financed using a variety of sources including LIHTC's and DHCD.



Maplewood at Brewster, Brewster, MA

+132 Units

Maplewood at Brewster is a LEED certified new construction project is a 115,000 SF, two level, residential assisted living development. A combination of assisted living, memory care, and respitcare comprise the 132 unit facility.



Swifts Landing, Wareham, MA

+ \$34M | 93 Units

Pennrose was selected via a competitive RFP process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site. Pennrose is developing a 49-unit, mixed-income non-age-restricted development with market, workforce, and affordable rents, plus an additional 44 age-restricted units in a senior housing building.

Innova Services Company & Innova Building Advisors

Construction Admin. & Sustainability Consultant

1548 S. 16th Street, Philadelphia, PA 19146

Contact: Benton Blackburn, Principal

Telephone: 215.336.0440



FIRM OVERVIEW

Innova's mission is to preserve and create energy-efficient and affordable housing while contributing to the sustainable redevelopment of transitional neighborhoods. Innova has overseen the design and construction of affordable housing and mixed-use developments valued at over \$2.3 billion, with new projects totaling more than \$200 million annually throughout the eastern United States. Innova represents owners in the design and construction phase of new construction, historic rehabilitation projects and large-scale capital improvements. Our construction professionals give special attention to moisture mitigation, energy efficiency, mechanical systems integration, component durability, and long-term maintainability. Drawing on its property maintenance expertise, Innova can inform the design and construction process in a way that uniquely focuses attention on building sustainability and maintainability as well as occupant safety and comfort.

Innova serves as the Owner's Representative in the design and construction of affordable housing and mixed-use developments. Its focus is to advance building practices that maximize resource efficiency, component durability, and systems maintainability. Innova's Project Management portfolio is comprised of more than 200 multifamily and mixed-use projects valued at more than \$2.2 billion - over 12,000 units in all - including large scale transit-oriented developments, new town centers and historic rehabilitations; from exurban green fields to New York City brown fields.

As Building Advisors, Innova is a certified Energy Star pattern, Passive Consultant, PHIUS+ Verifiers, and NGBS Green verifiers, focused on the multifamily industry. Innova performs whole building modeling, energy audits and capital needs assessments; enabling multifamily clients to devise smart approach to achieving very low energy buildings with improved durability and maintainability.

Innova's core expertise is in understanding the needs of existing buildings. They are PCNA specialists and multi-family energy auditors, providing comprehensive needs assessments, sleuthing elusive building failures, and devising cost-effective retrofit strategies for increasing building efficiency, enhancing resident comfort and safety, and preserving affordable housing for the long term.

Innova Services Company grew out of a division of Pennrose, and is the Construction Administrator of choice for Pennrose and has completed over 100 projects for Pennrose.

BENTON BLACKBURN

Principal, Innova Services Company

Education: Bachelor of Arts, Dartmouth College
Experience: 17 years with the firm | 28 years in the industry



Benton Blackburn is a Principal of Innova and serves as Vice President of Operations. Ben has been with Innova since 2004, and has led its efforts in owner's representative services, general contracting, capital project management, and building diagnostic services. He has personally overseen the successful completion of a wide variety of housing projects, including single family, townhomes, historic rehabilitation, urban infill, high rise and student housing developments. In Innova's capacity as General Contractor, Ben has successfully led large-scale renovation projects, specializing in affordable multifamily housing including single family, townhome, historic rehabilitation, urban infill, high rise, and student housing developments. Ben has also successfully led large-scale renovation projects, specializing in affordable multifamily housing preservation projects with tenant in place. Ben has been a construction professional since 1993. Prior to joining Innova, Ben served as Project Manager for Denver-based Shaw Construction where he was responsible for \$100 million in construction projects per year.

RELEVANT EXPERIENCE



Village at Nauset Green, Eastham, MA

+65 Units

Village at Nauset Green is a sixty-five (65) unit multifamily development located in Eastham, Massachusetts. The 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. The development was financed using a variety of sources including LIHTC's and DHCD.



Village at Park River, Hartford, CT

+420 Units

Village at Park River will feature 420 new high-quality housing units when completed, including both rental and homeownership opportunities. In partnership with the Housing Authority of the City of Hartford and The Cloud Company, the project provides replacement of the City's stock of affordable housing units, as well as acts as a catalyst for reinvestment and commercialization in the Upper Albany Neighborhood.



Cape Cod Five, Orleans, MA

+74 Units

Orleans Cape Cod Five consists of the re-use of a former bank headquarters building, combined with a new construction addition and two separate townhouse buildings, as mixed-income housing. Together, the refurbishment and new construction will provide 62 family rental units, including 52 affordable units and 10 workforce apartments.



Swifts Landing, Wareham, MA

+93 Units

Swifts Landing is a brand new 93-unit family and senior rental community currently under construction in Wareham, MA. One-, two- and three-bedroom affordable and workforce apartments will be available at various income tiers (30%, 60%, 100% AMI). 44 of the 93 apartments will have age restrictions, available to seniors 62 and older.

NICOLE BURGER

Regional Manager, New England, and Senior Energy Consultant, Innova Building Advisors

Education: Master of Design Studies, Boston Architectural College
Experience: 1 year with the firm | 8 years in the industry



Nicole serves as Innova Building Advisors' Regional Manager for New England and Senior Energy Consultant. She provides green building consulting, program certification, field verification and diagnostic testing for new and existing building multifamily projects. Nicole guides architects, developers, and builders through Passive House, ENERGY STAR, Zero Energy Ready Homes and Indoor airPLUS and has a deep experience using energy modeling software to measure building performance and assist projects' securing utility rebates and incentives. Nicole is a Certified Passive House Consultant, MF Phius + Verifier, RESNET Certified Home Energy Rater and certified verifier for ENERGY STAR, Zero Energy Ready Home and Indoor airPLUS.

RELEVANT EXPERIENCE



Village at Park River Phase I, II, and III, Hartford, CT

+\$71M | 200 Units | 215,000+ SF | Passive House (PH. I - III)

Village at Park River will feature 420 new high-quality housing units when completed, including both rental and homeownership opportunities. In partnership with the Housing Authority of the City of Hartford and The Cloud Company, the project provides replacement of the City's stock of affordable housing units, as well as acts as a catalyst for reinvestment and commercialization in the Upper Albany Neighborhood.



Torrington Riverfront, Torrington, CT

+\$20.5M | 60 Units

The Torrington Riverfront will be a vibrant, pedestrian-friendly, mixed-use development located in the downtown district of Torrington, CT. Previously home to the Torrington Manufacturing Company, the two-acre brownfield site along the Naugatuck River has been used as a city-owned parked lot for almost a decade.



Meriden Commons Phase I and II, Meriden, CT

+\$48M | 151 Units

Pennrose completed the multi-phase redevelopment plan with the City of Meriden and the Meriden Housing Authority to redevelop the 140 unit Mills Memorial public housing site. The site was the subject of a Master Developer RFP, won by Pennrose and The Cloud Company in 2012. Meriden Commons is a mixed-used, mixed-income community, revitalizing the downtown core.



Cape Cod Five, Orleans, MA

+\$74 Units

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Pennrose Management Company

Property Manager

1301 North 31st Street, Philadelphia, PA 19121

Contact: Jennifer Hayward, Vice President of Transition Management

Telephone: 267.386.8730

PENNROSE

Bricks & Mortar | Heart & Soul

FIRM OVERVIEW

Since its inception in 1981, Pennrose Management Company (AMO®), has earned a reputation as a leader in the field of affordable and mixed-income housing management. Our singular approach to management, our commitment to our residents, investors and personnel, and our multi-faceted relationships with state and other regulatory agencies sets us apart from other housing management providers. As a provider of professional property management, consulting and auxiliary services to property owners including non-profit and public agencies as well as private sector entities; Pennrose administers over \$35 million in annual budgeted operations with a staff of approximately 400 employees.

Our management portfolio continues a trend of dramatic growth and great diversity, currently consisting of 160 properties, with approximately 13,000 units, in eleven states/districts. Our growth has averaged 1,000 to 1,500 units per year since inception, with even greater growth projected in the foreseeable future.

PMC continues to be recognized and has won numerous awards and accolades for excellence in service. Although too numerous to list, at the PennDel AHMA Fall 2016 Management Conference, Pennrose Management Company received an “Excellent Rating” and at last year’s New Jersey Apartment Association Garden State Awards, PMC was selected as the Management Company of the Year (Affordable).

PMC participates in all Pennrose’s developments, from concept to planning, through design and development, and into construction of the housing units, well before they might assume any management responsibility in the operation of the units. This type of participation better assures development of units that addresses effectively the needs of that population constituting the documented demand in the professional market studies. It also better assures adequate consideration of efficient functioning of common areas in the design of buildings, efficiencies in operating costs and proper design/careful selection of materials, fixtures and equipment to assure long-term durability and cost-effective maintenance.

An ACCREDITED MANAGEMENT ORGANIZATION® FIRM, Pennrose Management Company has earned a reputation for excellence in long-term management, maintenance, and the provision of social services. PMC also utilizes regional and portfolio-wide procurement, which incorporates in its bid process, in addition to pricing, the extent to which contractors and vendors commit to train/hire residents of properties that PMC manages in the operation of their businesses.

MARSHA BLUNT

President, Pennrose Management Company

Education: Bachelor of Science, Business Administration, Strayer University

Experience: 18 years with the firm | 25+ years in the industry



As President of Pennrose Management Company, Marsha Blunt is responsible for the financial and operational performance of the organization, overseeing the property operations, risk management, compliance, and maintenance departments and increasing the management company capacity to support development activities. She was promoted to this position in January 2024 after serving as Vice President of Operations. Marsha has been a valued member of the Pennrose team since joining the organization in 2006, serving as regional property manager and later regional vice president, where she oversaw 2,400 units in New Jersey and Pennsylvania. Most recently, she served on the executive team as vice president of operations, where she provided property management oversight for communities across Pennsylvania, Maryland, Washington, D.C., and the southeast. Prior to joining Pennrose she held other positions in multifamily management, including Property Manager with Vesta Camden Urban Renewal. Marsha has extensive experience leasing-up and managing affordable housing programs, including LIHTC, HUD 202, Section 8, HOME, Hope VI, ACC, and Housing Choice Voucher. Marsha holds her Certified Occupancy Specialist (COS) and Blended Occupancy Specialist (BOS) certifications. She is a licensed Real Estate agent in New Jersey, a licensed Real Estate Broker in Pennsylvania, and is the Broker of Record for Pennrose.

RELEVANT EXPERIENCE



Village at Nauset Green, Eastham, MA

+65 Units

Village at Nauset Green is a sixty-five (65) unit multifamily development located in Eastham, Massachusetts. The 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. The development was financed using a variety of sources including LIHTC's and DHCD.



Mary D. Stone and Julia Bancroft Schools, Auburn, MA

+115 Units

The Mary D. Stone School is a 55-unit, senior, mixed-income, historic rehabilitation project in Auburn, MA. Similarly, the Julia Bancroft School is a 60-unit, senior, mixed-income, historic rehabilitation project in Auburn, MA. Both projects were won through a competitive RFP process, one for each school, driven by the town of Auburn in 2015. Both projects are now leased-up.



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Meriden Commons Phase I and II, Meriden, CT

+151 Units

Pennrose completed the multi-phase redevelopment plan with the City of Meriden and the Meriden Housing Authority to redevelop the 140 unit Mills Memorial public housing site. The site was the subject of a Master Developer RFP, won by Pennrose and The Cloud Company in 2012. Meriden Commons is a mixed-used, mixed-income community, revitalizing the downtown core.

JENNIFER HAYWARD

Vice President of Transition Management, Pennrose

Education: Bachelor of Science in Communications, Ashland University

Experience: 14 years with the firm | 30+ years in the industry



Jennifer Hayward serves as the Vice President of Transition Management, playing a pivotal role in the responsibilities related to taking developments from the conceptual stages through timely occupancy stabilization. She is the primary liaison between Pennrose, LLC and Pennrose Management Company for the successful integration of newly constructed and/or renovated properties into PMC's property management operations. Ms. Hayward joined Pennrose Management Company in February 2011 as a Regional Vice President of Operations. Her portfolio consisted of more than 2,600 conventional, tax credit senior, student, and family rental units which total more than 42 communities in Pennsylvania, New Jersey, Connecticut and Ohio. She led a team that included four Regional Property Managers, and over 100 employees. Prior to joining Pennrose Management Company, Ms. Hayward worked for over five years as the Director of Multifamily Management with a private firm who owned and managed multifamily and commercial assets throughout the Midwest. Earlier, she worked with AIMCO as a Regional Property Manager overseeing up to 26 assets in Michigan and Ohio. Ms. Hayward's responsibilities included overseeing every facet of the portfolios, creating/building company structure, and supervising the employees at all levels within the portfolios.

RELEVANT EXPERIENCE



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CARMEN HENDRICKSON

Vice President of Operations, Pennrose

Education: Master of Business Administration, Southern New Hampshire University
Bachelor of Science, Criminal Justice, City University of New York

Experience: 1 year with the firm | 20 years in the industry



As Vice President of Operations, Carmen Hendrickson provides executive property management oversight for properties in New England, New York, and northern New Jersey. She joined Pennrose in this role in April 2023. Carmen brings nearly 15 years of experience in property management including all aspects of affordable housing, market rate, and retail. She is well-versed in a variety of affordable housing programs, including LIHTC, HOME, PBV, PBRA, homeless housing, and VASH. She is focused on enhancing asset value and improving property performance for owners. Carmen most recently served as vice president of affordable housing for Phipps Housing Services in New York, where she oversaw compliance managers, leasing coordinators, and property managers to ensure the financial health of the organization, maximize occupancy and lease up rates, foster positive resident relations, and ensure compliance. She also previously held property management positions with The Moinian Group, The Michaels Organization, and Smith & Green. Throughout her career she has overseen compliance managers, leasing coordinators, and property managers and worked alongside investors and stakeholders to ensure the financial health of the organization, maximize occupancy, and enhance lease up rates.

RELEVANT EXPERIENCE



Village at Nauset Green, Eastham, MA

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SHANNON MOWERY

Vice President of Community Impact, Pennrose

Education: Bachelor of Science, Biobehavioral Health, The Pennsylvania State University

Experience: 19 years with the firm | 20 years in the industry



Shannon Mowery, one of the company's longest tenured team members, serves as Vice President of Community Impact. In this role she oversees all aspects of Pennrose's outcomes-driven approach to providing on-site support and resources to help residents achieve their goals. In 2023, her responsibilities were expanded to include oversight of activities related to the Pennrose Foundation, DEI, and corporate citizenship. Shannon is also responsible for new program design and implementation and working with Pennrose Development team members. She is responsible for developing and managing community partnerships for all future developments, including those needed for low-income housing tax credit and Federal HOME Loan Bank applications, as well as ensuring that every site within the 170+ property portfolio meets the individual program obligations that were a part of each property's original plan.

RELEVANT EXPERIENCE



William Barton Rogers School (The Pryde), Boston, MA

+74 Units

Pennrose will reactivate the former school as a vibrant, welcoming, and inclusive space that will not only house the seniors of Hyde Park but also celebrate the history of the school and neighborhood. The historically redeveloped senior development will include 74 units available at a range of incomes, from 30% of AMI to 100% AMI. The Pryde will be the first LGBTQ-friendly development in New England.



Swifts Landing, Wareham, MA

+93 Units

Swifts Landing is a brand new 93-unit family and senior rental community currently under construction in Wareham, MA. One-, two- and three-bedroom affordable and workforce apartments will be available at various income tiers (30%, 60%, 100% AMI). 44 of the 93 apartments will have age restrictions, available to seniors 62 and older.



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Village at Nauset Green, Eastham, MA

+65 Units

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Pennrose Select Development Experience

VILLAGE AT NAUSET GREEN

Eastham, MA



Total Development Cost
\$23,000,000

Project Timeline
02/2019 - 04/2020

Units
65 units

DESCRIPTION

Village at Nauset Green, a 65-unit multifamily development completed in May 2020. Located in Eastham, Massachusetts the 11.2-acre development site was acquired by the Town of Eastham and designated for use as affordable housing. In June 2016, after a competitive Request for Proposals process, Pennrose was selected as the developer for the parcel. Since that time, Pennrose and our development team in conjunction with the Town to develop a high quality affordable and workforce housing project.

Of the 65 units in the community, 11 units serve extremely low income individuals and families earning up to 30% of the Area Median Income (AMI), and 39 serve low income individuals and families earning up to 60% of AMI. The remaining 15 units are Workforce units for individuals and families up to 100% of AMI. The development contains 27 one bedroom units, 31 units, and 7 three-bedroom units.

From site plan to building typology and façade, the design for Village at Nauset Green aims to evoke the local Cape Cod style and create a small village feel for residents and the community at large. The development utilizes a cluster-type design centered around two common green spaces that will offer both active and passive recreation opportunities for people of all ages. The cluster development is sensitive to the environment and creates a framework for neighbors to interact with one another. The development consists of eighteen mid-rise, wood frame buildings with steeped roofs, reflecting the local neighborhood design. Utilizing the existing topography, we mask the scale of the buildings and make them appear as two-story structures. The whole development is designed to meet LEED Silver standards.

The property is managed by a Pennrose affiliate management company, Pennrose Management Company (PMC). PMC

provides on-site management and maintenance, and also supportive services geared towards both senior and family populations. Pennrose also partners with local supportive service organizations to provide additional services for seniors and families.

The development is financed using a variety of sources. A total of \$10 million in federal low-income housing tax credits and \$4.375 million in state tax credits was provided by the the Executive Office of Housing and Livable Communities (EOHLC) formerly known as Massachusetts Department of Housing and Community Development (DHCD). The federal credits were purchased by JP Morgan Chase with Hunt Capital as the syndicator. Dorfman Capital provided the MA LIHTC equity. DHCD also provided \$2.55 million through a combination of HOME, Affordable Housing Trust, and Housing Stabilization funds as well as 11 Project Based Vouchers, including 3 from the Section 811 program. A \$10.28 million construction loan was provided by Bank of America and a \$4.4 million permanent first mortgage will be provided by the Massachusetts Housing Partnership. Additional funding of \$1.45 million comes from the Town of Eastham Community Preservation Committee, the Town's Affordable Housing Trust and Town general funds. MassHousing provided \$1.5 million from their Workforce Housing Program. The Towns of Wellfleet and Orleans each provided \$100,000 towards the project's financing.

Project Relevance

Village at Nauset Green highlighted our ability to work with municipal leaders to shape a development reflecting their unique needs. The project included the installation of a septic wastewater treatment system, and was among the first affordable housing projects in Massachusetts to leverage CPA funds from nearby communities seeking to address an acute regional housing shortage.

CAPE COD FIVE

Orleans, MA



Total Development Cost
\$28,000,000

Project Timeline
Closed December 2024

Units
62 Units

DESCRIPTION

Orleans Cape Cod Five consists of the re-use of a former bank headquarters building, combined with a new construction addition and two separate townhouse buildings, as mixed-income housing. Together, the refurbishment and new construction will provide 62 family rental units, including 52 affordable units and 10 workforce apartments. The existing structure consists of an original 1978 building and a 1990s addition. The building served as the headquarters and operations center for the Cape Cod Five Cents Savings Bank for the entirety of its existence; all staff had vacated the building and were relocated to the bank's newly-built headquarters in Hyannis by the end of 2020.

The site, comprised of the 19 West Road and 10 Skaket Corners parcels, is accessed via a landscaped boulevard off West Road, which itself enjoys quick access to Routes 6 and 6-A, two of Cape Cod's most critical connectors. The property is abutted by a shopping center (which includes a full-service grocery store, pharmacy, and bus stop), a cluster condominium development, and Route 6 itself. The existing structure and property are ideal candidates for the development of mixed-income and affordable housing.

In line with the Town of Orleans' stated desire for the development of affordable housing on the site, the proposed development offers 62 rental housing units available to households with a range of income levels. 54 of the units will be housed in the 38,000 square foot existing structure with a 30,800 square foot attached addition. The 8 townhome units will be in two smaller, separate structures on the opposite side of the access drive. The development will include 78 parking spaces, a playground, and space for a community garden, as well as indoor amenities like a fitness center and club room. We anticipate the inclusion of 30% AMI affordable

units, 60% AMI affordable units, and Workforce housing on the site. All proposed units are rental units.

This initiative benefits from funding from the Executive Office of Housing and Livable Communities (EOHLC) and MassHousing with a funding from the Massachusetts Department of Housing and Community Development's Low-Income Housing Tax Credit allocation, as well as HOME funds, Affordable Housing Trust Funds, Housing Stabilization Funds, and MassHousing Workforce funds. The project was awarded funding from Orleans' Community Preservation Committee, as well as smaller contributions from the CPCs of neighboring communities on the Outer Cape including Eastham and Provincetown.

The proposed site plan includes significant investments in open space and landscaped amenities, including walking paths, a playground, community garden, courtyard, and an improved pedestrian connection to adjacent retail amenities. Existing woodland buffers will be preserved and enhanced in order to enhance privacy for residents and abutters.

Project Relevance

The Cape Cod Five project is Pennrose's second on Cape Cod. The development utilized municipal CPA funds from eight different Cape towns, and the final design was the result of a collaborative process with the Town of Orleans – even as the project moved through a 40B zoning process similar to what we would undertake in Harwich.

SWIFTS LANDING (F/K/A LITTLETON DRIVE)

Wareham, MA



Total Development Cost

\$46,000,000

Project Timeline

3/2023 - 10/2024

Units

93 units

DESCRIPTION

Pennrose was selected via an RFQ process in the town of Wareham, Massachusetts to introduce affordable housing on an undeveloped, forested, publicly owned site off Swifts Beach Road. Referred to as “Littleton Drive,” the 16-acre property is owned by the town’s Wareham Redevelopment Authority (WRA). The site was slated for development as a subdivision of single-family homes in the 1970s, but the plan never came to pass. Where Google Maps today identifies the subdivision’s streets as planned decades ago, the site’s only cleared paths are a series of trails through a mostly white pine forest. The WRA’s stated goals for Littleton Drive are “the development of affordable, mixed-income, or age-restricted (senior) housing”. The development program is to be executed on a 99-year ground lease.

Pennrose’s development includes a 49-unit, family mixed-income 9% LIHTC development with a mix of workforce and affordable units and a 44-unit, senior age-restricted affordable 4% LIHTC development. Both Family and Senior developments are situated on the same site and will share infrastructure, site amenities, and a community building. The Family development offers ten New England-style townhome buildings, designed to look like the area’s single family or duplex homes. Their organization within a site plan that encircles a “town green” resembles the classic New England community designs that characterize the region. The ten New England style 2- to 2.5-story family buildings offer a mix of one-, two-, and three-bedroom units. The buildings are situated close to the street to create a sense of community, vibrancy, and social interaction. All Family townhome buildings will have 4 or 5 units, and have been designed with varied rooflines and farmer’s porches to make them appear as grand single-family homes. Buildings are designed to maximize private entrances, with front doors facing the street and living spaces directed towards the central green space.

The Senior development consists of one mid-rise building facing a shared community “Clubhouse” building with shared gathering spaces and a management office for full-time property management. The Senior building incorporates principles of Universal Design in all 44 units to increase accessibility to the widest range of residents possible. Furthermore, the development will include three Community Based Housing (CBH) units, and will meet CBH guidelines, which include items such as automatic door openers at all building entrances, roll-in, rimless showers, accessible front doors to units, accessible bathroom on the first floor of the building, and many other design interventions to ensure that CBH residents can live comfortably.

Now known as Swifts Landings, when complete will include numerous additional community benefits, including maintained and improved walking trails throughout the site, a new bus stop shelter, sidewalks on Swifts Beach Road, and a commitment to leaving 50% of the site untouched and 75% as open space.

Project Relevance

Swifts Landing’s site plan design embraces the Traditional Neighborhood Design principles of a central green space, standalone community building and a variety of housing typologies. Pennrose and its development team would bring the same attention to detail and thoughtful design choices to a collaborative process in Harwich.

FORGE (F/K/A BRUSHWOOD FARM)

Lenox, MA



Total Development Cost
\$32,000,000
Completion Date
2025 (Est.)
Units
65 units

DESCRIPTION

The Town of Lenox is situated in Western Massachusetts, a tourist destination home of the Berkshire Mountains and the Tanglewood music venue. Only 7.2% of the housing stock in Lenox is deed-restricted affordable, falling short of the 10% goal established by the Commonwealth of Massachusetts. Furthermore, approximately 90% of existing affordable housing is senior only in a community and market rentals are very limited. Working closely with the Town and guided by the goals of the 2017 Housing Production Plan, the 2021 Master Plan, and the 2002 Gateway Redevelopment Plan, Pennrose proposed Brushwood Farms as a family-friendly, affordable community with incredible access to nature, increasing the number of affordable homes for households with a range of incomes and preferences.

The proposed Brushwood Farm Housing development will bring 65 new affordable family homes to a wooded site in Lenox, MA. The residential community will consist of 13 residential buildings containing a mix of 22 one-bedroom apartments, 35 two-bedroom apartments, and 8 three-bedroom apartments. All of these rental units will be affordable and deed restricted at no more than 120 % of the area median income, including 50 units below 60% AMI. There will also be a community building at the entrance to the development with spaces for resident use (e.g., event spaces, fitness center), as well as offices for Pennrose management and resident services staff. This building will house a maintenance shop and pump room on the lower level.

Each new building at Brushwood Farm will contain 5 apartments, with a mix of one-, two-, and three-bedroom units at affordable and middle-income rents. Apartment will have their own entrances at a new road loop, which is strategically planned to maximize the preservation of

the existing wooded environment and mature tree cover. Throughout the design and construction process, our team will continue to prioritize conservation of the mature trees at Brushwood Farm. We are committed to maintaining a tree canopy that provides privacy and community for new Brushwood Farm residents.

This new housing project will have a far-reaching positive impact on the Town of Lenox and the broader Berkshire community. It is closely aligned with the Town's Housing Production priorities, creating sustainable rental housing opportunities that meet local and state goals. Brushwood Farm's location on a major roadway and bus route provides access to Town resources and amenities, providing convenient, high-quality housing for Lenox families.

Project Relevance

Similar to Cape Cod, areas of the Berkshires have a high proportion of seasonal homes and a small housing stock for low- and middle-income households that often work in local service industry roles. The Forge is the result of an iterative design process that sought to minimize the development's impacts on surrounding preservation land and the cherished landscapes of the Berkshires, while providing desperately needed mixed-income housing.

Development Concept

Number and size of units (square footage and number of bedrooms) and affordability levels. Include narrative as to why/how the mix of bedrooms, sizes and affordability was determined to ensure project financial feasibility and appropriateness for the marketplace.

Pennrose is proposing a 60-unit, 90-bedroom development with a unit mix that will help Harwich households at an array of income levels find a place they can call home. One hundred percent of proposed units will be income- and rent-restricted to households earning less than 100% of Area Median Income (AMI) as required in the RFP. Seventy percent of units will be restricted to households earning 60% or less of AMI, of which 13% will be deeply income restricted to those earning less than 30% of AMI and paired with a project-based rental subsidy. The proposal also includes middle-income units at 80% and 100% of AMI. These units aim to address the “missing middle” gap in housing on the Cape by providing options for households that may not qualify for traditional affordable housing but still struggle to find attainable market rate housing. By including units ranging from 30% AMI to 100% AMI, the proposed development will be a true mixed-income community, reflecting the diversity of Cape residents from different walks of life and all life stages.

The scale of the proposed development seeks to maximize the number of households served while meeting the Town’s goals for unit mix and complying with the 90-bedroom maximum set in the RFP. Pennrose typically seeks to construct developments of around 60 units as it’s the scale necessary to financially support the hiring of a full-time, on-site property manager and other staff.

In addition to the 60 much-needed affordable housing units, the proposed site plan includes a standalone Community Clubhouse building with management offices and community rooms, as well as various outdoor amenities and improved landscaping. This new neighborhood within a neighborhood will consist of 17 residential buildings of varying scales, and one community building.

Discussion of the physical plan and architectural character of the project and the various programmatic and physical elements of the development, including energy savings and green design elements of the buildings and site design.

Traditional Neighborhood Design (TND)

Traditional Neighborhood Design is a planning approach that takes inspiration from the communal and pedestrian framework of pre-war neighborhoods found throughout the United States. Historically, these small towns were characterized by closely knit houses connected by a pedestrian friendly streetscape and anchored by strong community spaces.

While the integrity of many such historic neighborhoods has been diluted by rapid, automobile-oriented growth in recent decades, the east coast of the United States remains a region where one can still perceive and experience traditional planning at work. Cape Cod is home to many such historic villages that exemplify the qualities emulated by Traditional Neighborhood Design.

Since the mid 1940s many residential developments have ignored traditional planning principles in favor of contemporary cul-de-sacs catering more directly to the needs of the automobile than of the pedestrian. Unlike such residential developments, Traditional Neighborhood Design strives to reinforce principles of pedestrian access and community space while recognizing the need for vehicular access and the possibility for future expansion.

To this end, TNDs emphasize the creation of residential neighborhoods – designing opportunities for significant public open places that are supported by a fabric of closely knit homes oriented towards the street. These plans actively promote a mix of housing types including small multi-family buildings and townhouses that serve a range of residents, incomes and tastes.

Queen Anne Road Neighborhood Site Design

The neighborhood at 456 Queen Anne Road has been carefully planned to create a community based upon the principles of Traditional Neighborhood Design. Our guiding vision for the site is to create a community that blends with the local Cape Cod vernacular on a site that has been identified by the Town of Harwich as an important opportunity to build much needed quality and diverse affordable housing. The Community Design Technical Bulletin published by

Cape Cod Commission has been used as a reference and its recommendations applied to achieve this goal.

Creating an access point from Queen Anne Road on the south boundary is a logical choice. Proposed homes have been held back off the edge, allowing us to accommodate the change in grade and to preserve some of the existing trees along this edge, creating a nice, wooded approach into the neighborhood. Utilizing the paper road of Bassett's Lane at Route 124 as an access point would require major traffic engineering of the intersection with the on/off ramps to Route 6, but could still be utilized as a possible second means of emergency egress if ultimately required.

The proposed community has the character of a residential village, not a multifamily complex. Parking is consolidated along the shared drive, typically in a parallel configuration to make sure it feels more like a residential street than a parking lot. This drive also provides convenient access for emergency and delivery vehicles. A landscaped central Commons is strategically placed to serve as a focal point within the overall neighborhood while also breaking up these paved areas. The Commons provides passive recreational space while also accommodating the neighborhood's underground septic wastewater treatment system. Several smaller communal spaces have also been distributed around the site, including a secondary green space, a gathering space for residents by the neighborhood entry, and a play area adjacent to the community building. In addition to providing for passive and active recreation, these various green spaces will also incorporate rain gardens to help with storm drainage.

The network of pedestrian paths and sidewalks are essential to the feel and character of the neighborhood. These walkways are crucial to the connectivity of the buildings, the common spaces of the development, smaller communal nodes and the adjacent public amenities of the town. The sidewalks encourage informal interaction with neighbors sitting on porches, while walkways leading out of the development allow possible access to the open town land adjacent to the neighborhood to the north.

The community building, which includes property management offices, maintenance spaces, community rooms, and a bank of mailboxes under the front porch is one of the focal points of the neighborhood. Centrally located to be seen and accessed by everyone, it promotes socialization between neighbors when picking up daily mail, gathering for a community event, or taking a leisurely stroll.

Architectural Character

The architectural character of the Queen Anne Road Neighborhood will reference the design elements of New England's pre-war domestic architecture as well as precedents visible in the surrounding neighborhoods. Elements drawn from many of the prevalent styles found throughout pre-war neighborhoods will give the proposed construction a spirit that is immediately recognizable and sympathetic to its setting. These houses will include subtle and simple details which suggest the patterns found in such styles as Greek Revival, Colonial Revival, Queen Anne, Victorian Cottage, Craftsman Bungalow, and New England Farmhouse without necessarily evolving into "high style" architecture.

The architectural detailing and massing of the buildings are in keeping with the scale and character of Cape Cod. The buildings have been designed with proportions, details, materials, and colors in keeping with the historic character of Harwich while emphasizing energy efficiency and durability. The understated facades and simple structure of these homes reflect the rural architectural character of New England, an essential goal of the design guidelines offered by the Town and by participants in the community engagement sessions. The classic Cape style is modest - small and unadorned. It is an excellent template for missing middle housing where rightsizing by design creates affordability while meeting the needs of a broader array of residents.

The range of housing types in the neighborhood include small scale, two-story four-unit buildings and triplex townhouses which provide one, two and three-bedroom units. The average size of a one-bedroom is 600 sf, a two-bedroom is 900 sf, and a three-bedroom is approximately 1,100 sf. These structures have been conceived in such a way as to accommodate a range of family sizes and needs. More importantly, front doors are oriented to the common streets and spaces, providing a strong sense of belonging within the community and direct access outside. Each building type is distinct from the other, creating a variety of massing, roof shapes, and covered porches.

The dwelling units will be designed to minimize lifecycle replacement costs. Low-maintenance materials will be specified throughout. Exterior factory finished composite and Hardie siding at various exposures and no-maintenance fiberglass insulated windows are proposed. The overall goal of the buildings is to promote durable, high quality, affordable construction.

Energy Efficiency / Sustainable Design

The development team is committed to developing this site to support the sustainability goals of the Town, utilizing sustainable and green building practices. Pennrose and Union Studio Architects will bring their strong track records of building with an emphasis on sustainability, minimizing the development's impact on the environment.

The project will be designed to meet Passive House standards, ENERGY STAR Multifamily New Construction National Program Requirements, Version 1.1 (Rev. 03) ERI Path certification, and be designed to be aligned with LEED Silver certification level. Together, these goals demonstrate the team's commitment to designing and building to above-code performance, energy efficiency and sustainability.

Some of the primary elements that would be implemented include, but are not limited to:

1. Site Design - The proposed site layout was designed to minimize the amount of paving and impervious area to maximize the open and green space available to residents. This is illustrated in the proposed plans by:
 - a. Reducing parking to address realistic use – 1.25 spaces per dwelling unit - based upon actual parking usage at similar properties on Cape Cod.
 - b. Providing engineering for the project which will be conscientiously completed to ensure all the improvements will meet or exceed the requirements for wastewater management, stormwater runoff treatment and infiltration, and minimize the impact of infrastructure on the site through consolidation.
 - c. Incorporate Low Impact Design (LID) stormwater management techniques, where feasible.
2. Site Lighting: Residential scale solar powered bollard lamp posts will be utilized for general illumination for safety and security. Fixtures will be Dark Sky certified to minimize glare and reduce light pollution.
3. Landscaping – native to Cape Cod and non-invasive, drought resistant plants, deciduous trees will be specified.
4. All utilities will be underground.
5. Water-conserving plumbing fixtures – low flow toilets, faucets and shower heads are specified.
6. High-efficiency heating and cooling HVAC systems will be utilized.
7. The buildings will be designed and constructed to meet both Passive House and National Program Requirements Energy Star Multifamily New Construction, Version 1.1 (Rev. 03). The following will be specified to achieve these certifications:
 - o Energy Star certified bathroom fans (Panasonic Whisper Green FV-08VKM3) or equal) with continuous operation in all bathrooms
 - o High performance and Energy Star certified windows and doors: U-factor of 0.27, SHGC of 0.30, Low E coated, argon gas filled glass significantly reduce heat gain and loss, improving energy efficiency.
 - o Energy Star certified residential kitchen appliances and mechanical equipment.
 - o Dwelling unit plumbing fixtures, except for kitchen sink faucets, will be WaterSense labeled that meet EPA's specifications for water efficiency and performance (single handle faucets and mixing valves), consuming less water than conventional fixtures. Shower heads: 1.5 gpm; kitchen faucets: 1.5 gpm aerators; lavatory faucets: 1.0 gpm aerators; toilets: 1.28 gpf.
 - o Air sealing details and a tight thermal envelope that exceeds minimum building code requirements are specified.
 - o Lighting – Energy Star rated light fixtures will be used throughout. LED lighting will be utilized at exterior.
8. Low to zero VOC paints, primers, adhesives sealants and interior finishes to ensure clean and healthy indoor air quality.
9. Framing:
 - o Details: Framing to maximize insulation throughout the entire structure. Reduction of framing members to reduce thermal transfer as allowable by engineering calculations. Items like "California" framed corners, wall studs spaced at 24" o.c. and insulated window & door headers will be detailed.
 - o Engineered Lumber: pre-engineered lumber including LVLs, roof trusses, etc. will be utilized to reduce lumber and construction waste.
10. Insulation
 - o Exterior Wall Insulation: damp-spray cellulose pneumatically sprayed in conjunction with continuous thermal insulated sheathing to achieve an efficient thermal envelope and minimize thermal bridging.
 - o Roof / Ceiling Insulation: open-cell spray foam insulation on underside of roof decking with built up rigid insulation above decking
 - o Foundation Insulation: R-10 extruded polystyrene foam-plastic board insulation; install on vertical face of foundation wall, extending from top of slab to top of footing; extend 2" horizontally under slab; 12" of foam glass gravel (a lightweight bulk aggregate made from recycled glass and manufactured in Vermont) under the entire slab.
11. Use of recycled-content building materials throughout.
12. All electric utilities to reduce the dependence on fossil

fuels. The project will utilize the maximum potential of on-site renewable energy. Each building will be designed and built to be 'solar-ready', facilitating and optimizing the opportunity for easy installation of rooftop solar photovoltaic systems in the future.

Green Infrastructure

The stormwater management site and landscape design approach embrace stormwater as a resource; preserves and/or mimics the natural environment; minimizes impervious cover, where practicable; and implements a nature-based stormwater management system to minimize the effects of impervious cover.

Stormwater will be considered early in the design process to provide multiple design benefits to meet the following objectives:

- Incorporate LID stormwater management techniques and best management practices (BMPs) to the extent feasible;
- Capture, treat and infiltrate, at a minimum, the "first flush" (first half-inch of stormwater runoff) from the impervious surfaces to meet Massachusetts Stormwater Standards;
- Achieve required stormwater treatment including total suspended solids (TSS) removal and Total Phosphorous (TP) removal rates consistent with the EPA's MS4 Permit for Massachusetts;
- Provide groundwater recharge to the greatest extent practicable in conformance with the Massachusetts Department of Environmental Protection groundwater recharge criteria; and
- Manage peak rates of runoff by maintaining or reducing flows in the post-development condition as compared to pre-development condition.

LID practices and techniques will be prioritized and implemented to the extent feasible to manage stormwater runoff from the proposed development. It is anticipated that Green Stormwater Infrastructure (GSI) practices such as bioretention areas and tree trenches (street trees with subsurface infiltration) may be utilized to intercept stormwater runoff to provide pre-treatment and treatment of runoff. These systems will be designed to take advantage of the site's well drained soils, infiltrating most storms, and only overflow to existing design points during larger storm events.

Electrical vehicle charging stations will be provided for 20% of all parking spaces, installed within 3 feet of the space they serve. An additional 5% of the parking spaces will be EV-Ready charging spaces with electric service in underground

conduit and weatherproof outlets mounted to a charging station pole, allowing for installation of charging stations in the future.

The wastewater flow for the site is based on Title 5, the State Environmental Code, 310 CMR 15.000 is estimated at 9,900 gallons per day (gpd). It is anticipated that the wastewater flow will be managed by a proposed septic system to be located on site and designed to meet local Board of Health and State requirements and regulations.

Universal Design

As described below, careful consideration has been given to the overall and detailed design of all the dwelling units with regards to the following 7 Principles of Universal Design:

1. Equitable Use - The design is useful and marketable to people with diverse abilities.
2. Flexibility in Use - The design accommodates a wide range of individual preferences and abilities.
3. Simple and Intuitive Use - Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
4. Perceptible Information - The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
5. Tolerance for Error - The design minimizes hazards and the adverse consequences of accidental or unintended actions.
6. Low Physical Effort - The design can be used efficiently and comfortably and with a minimum of fatigue.
7. Size and Space for Approach and Use - Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

The individual units have efficient and simple plans, resulting in 1-bedroom, 2-bedroom and 3-bedroom units of 600 to 1,100 square feet (net). A minimum of five (5%) of the units are designed to be handicap accessible. In addition, 2% of the units (1), will be built for audio and visually impaired residents per UFAS requirements. The handicapped and adaptable units are designed and will be built to meet all applicable provisions of the Code of Massachusetts Regulations Title 521 for Accessible and Usable Buildings and Facilities, Uniform Federal Accessibility Standards (UFAS) and the Fair Housing Act. These include, but are not limited to the following design elements:

1. Accessible signage – provision of accessible signage for all common rooms and dwelling unit entries with visual characteristics. Braille characteristics will be used throughout on building signage. Unit entry signage

should be mounted no more than 60" above the floor to the top of the sign and located on the wall adjacent to the latch side of the door or the door itself.

2. Kitchen and accessible level floor bathrooms have been designed to meet circular, T-shape turning space or parallel approach requirements.
3. Accessible sinks/vanities meeting accessibility requirements are specified.
4. Accessible toilets meeting accessibility requirements are specified.
5. Standard roll-in type shower compartment in accessible level floor bathrooms meeting accessibility requirements is specified.
6. Adequate clearance on closets doors is designed for.
7. Adequate passage through all interior doors is ensured with 36" wide doors which allow for the 34" min. clear opening.
8. All electrical receptacles, switches, range hood controls and electrical receptacles are specified to be installed per code and ANSI 117.1 standards.
9. Accessible routes from the parking area to all units are proposed. Visibility to all units is a primary goal of Pennrose.
10. Low profile thresholds are specified throughout at interior doors and front entry doors.
11. In the wall blocking reinforcement for the installation of grab bars at toilets, bathtubs and shower compartments are specified.

Good Homes

The project incorporates the following Crime Prevention Through Environmental Design (CPTED) principles:

- **Natural Surveillance** - The fundamental premise is that criminals do not wish to be observed. Surveillance or the placing of legitimate 'eyes on the street' increases the perceived risk to offenders. This may also increase the actual risk to offenders if those observing are willing to act when potentially threatening situations develop. The primary aim of surveillance is not to keep intruders out (although it may have that effect) but rather, to keep intruders under observation.
- **Natural Access Control** - Natural access control relies on doors, fences, shrubs, and other physical elements to keep unauthorized persons out of a particular place if they do not have a legitimate reason for being there. Access control is achieved in individual dwellings, as well as the main building, using adequate locks on doors and windows. Properly located entrances, exits, landscaping and building lighting will be designed and incorporated to help direct both foot and vehicular traffic in ways that decrease criminal opportunities.

- **Territorial Reinforcement** - People naturally protect a territory that they feel is their own and have a certain respect for the territory of others. Clear boundaries between public and private areas have been incorporated inside as well as outside of the building. An intimate courtyard is well defined and protected by landscaping and a 4 to 6-foot fence with a lattice design at the upper third to provide light and transparency.
- **Maintenance and Management** - This is related to the neighborhood's sense of 'pride of place' and territorial reinforcement. The more dilapidated an area, the more likely it is to attract unwanted activities. The maintenance and the 'image' of an area can have a major impact on whether it will become targeted. Another extension of the concept is that territorial concern, social cohesion, and a general sense of security can be reinforced through the development of the identity and image of this new neighborhood.

Construction staging plan and discussion of construction impacts as to how the project will be managed to limit impact on neighbors and especially the school, with respect to noise and traffic during the construction period.

NEI is a highly experienced general contractor with deep expertise in managing construction impacts and being a good neighbor to those who live near their jobs.

Before the start of any work on-site, a formal Construction Management Plan (CMP) will be drafted, reviewed, and approved with local authorities. The CMP will outline project site protections, traffic routes, location of key site elements, provisions for safety vehicles, and phasing of work across the project duration. Construction procedures will be designed to meet all Occupation Safety and Health Administration (OSHA) safety standards for specific site construction activities.

Safety on Site. Before the start of work by any subcontractor on-site the established CMP will be reviewed and affirmed in an on-site orientation. Subcontractor will also provide, before beginning any work, a site-specific safety plan that incorporates as appropriate the requirements of the CMP, local authorities, and governing agencies. Access to the site for emergency vehicles will be maintained at all times with a dedicated and marked point of access. The proposed site logistics and traffic plans will be designed to isolate the construction while providing safe access for pedestrians and automobiles during normal day-to-day activities and emergencies. During site development activities, it is anticipated that on-site refueling of machinery will be required. The site

contractor will obtain the necessary onsite refueling permit before commencing any work.

Signage. Construction and regulatory signage shall be provided as shown on the CMP. Proper project signage for access, wayfinding, emergencies, and notifications will be maintained at all times throughout the site. Signage will be relocated and adjusted as required with all changes in protections. A project sign will be clearly visible to enable the public to call with any questions or concerns. The project sign will also include emergency contact numbers.

Temporary Protections. Temporary protections around the site are designed to isolate the construction while providing safe access for pedestrians and automobiles during normal day to day activities and emergencies. The job site will be enclosed by temporary and fixed fencing. Extra care will be given to property lines and abutters to ensure sufficient protections of adjacent properties are in place. Protections will be commensurate with the potential risks and may include fencing open fencing, fencing with screening, opaque panels, concrete vehicular barriers, and other types of materials. Temporary conditions may be periodically changed in scope and location during the construction period to address the changes in site protection requirements.

Site Access. Access to the site will be via a clearly identified singular primary entrance gate. All vehicles and workers entering the site will check in at the project site office before proceeding. Secondary gates may be established for periodic discreet usage as required to access the work and make deliveries. Appropriate measures will be established to minimize debris and dust from the site at access points.

Traffic & Vehicular Access. Traffic routes to and from the site will be reviewed and approved by local authorities and adhered to throughout the construction period. Truck traffic related to this construction site shall vary considerably throughout the construction period. Deliveries, large equipment, and general traffic to and from the site will be coordinated with local traffic patterns to minimize negative impacts. All construction material delivery trucks will be loaded and unloaded inside the construction fence throughout the course of the project. Trucks and equipment will follow the designated truck route and be staged at the designated areas on the site use plan. Unnecessary idling will be prohibited. Access routes and areas around the site will be periodically cleaned. All worker and trade parking will either be on site or in designated approved off site locations. Parking on adjacent roads or side streets will be prohibited.

Dumpster Location and Loading. Dumpsters will be located within the construction staging area and remotely from abutters and sensitive site areas. Dumpsters will be secured with odor and dust control measures and will have all applicable Fire Department and Inspectional Service Department permits. Construction debris shall be wetted and covered when possible to minimize airborne dust particles. Dumpster pick-ups to be done during normal construction hours and will avoid peak traffic periods.

Dust Control. To reduce the risk of dust and minimize impacts on the local environment, strictly enforced mitigation measures will be employed. Wetting agents will be used regularly to control and suppress dust that may come from construction activities. Trucks used for the transportation of construction debris will be covered before exiting the project site. Streets and sidewalks will be cleaned as required using mechanical street sweepers to minimize accumulations. Trucks tires shall be hosed down prior to entering public streets during inclement weather or when the site is not stable leading to tracking of mud to the public streets.

Rodent Control. NEI will implement a rodent control program to be administered by a licensed pest control contractor. The program will be coordinated with local requirements and site specific considerations. Rodent control measures will be in place prior to, during, and following construction activities. The program will include the performance of extermination and control procedures on an as-needed basis, and the placement of tamper-resistant bait boxes around the perimeter of the site.

Project Financing. provide a sources and uses pro forma (see comparative evaluation criteria) and describe any previous experience in securing such funding. Describe in detail what, if any, local, state, or federal subsidy money will be sought to create affordability and the timeline for securing those sources.

Sources and Uses

As one of the country's leading developers of mixed-income and affordable housing, Pennrose knows how to get complex projects financed and build realistic budgets. The Boston-based New England development team, who will oversee this development, are highly experienced with the funding programs administered by the Executive Office of Housing and Livable Communities, MassHousing, the Federal Home Loan Bank of Boston, and local Community Preservation Act funds. Pennrose has received Low-Income Housing Tax Credit allocations and soft funding sources from EOHLC in each of

the last 7 years, including for two deals on Cape Cod - Village at Nauset Green in Eastham and Cape Cod Five in Orleans – and two deals just off the Cape in Wareham: Swifts Landing Family and Swifts Landing Senior.

The total development cost for the proposed project is estimated at approximately \$35,600,000 including all hard and cost softs, contingencies, financing fees, reserves, and development fees.

Sources

The development team has assembled a financing strategy that leverages tax credit equity from federal 9% Low-Income Housing Tax Credits and State Low-Income Housing Tax Credits, a private first mortgage loan, soft funds including Housing Stabilization Funds, Affordable Housing Trust Funds, and HOME funds, MassHousing Workforce Housing Funds, funds from the Town of Harwich Community Preservation Act, and deferred developer fee to create a fiscally feasible plan.

- **9% Federal Low-Income Housing Tax Credits and State Low-Income Housing Tax Credits:** Pennrose has a strong track record of success in the competitive 9% Tax Credit competition held each year by EOHLC. We structure developments in ways that meet EOHLC's priorities, making them strong candidates for funding. The development budget also includes State Low-Income Housing Tax Credits, which we have successfully utilized at all of our recent developments in Massachusetts, in an amount consistent with other recent deals and in line with EOHLC allocations for projects of this scale on Cape Cod. These funds are requested in the annual state funding round, which is typically held in January each year. Please refer to the Implementation Plan and Timeline section of this response for more information.
- **Permanent Loan:** EOHLC encourages development teams to leverage private financing as a means of reducing the required public subsidy to the extent possible while also being financially feasible. Pennrose maintains strong relationships with dozens of reputable lenders ranging from large multinationals to local banks. A letter of interest from Massachusetts Housing Partnership is included in this submission.
- **EOHLC-Administered Affordable Housing Trust Funds (AHTF), Housing Stabilization Funds (HSF), and HOME funds:** These state-controlled sources for soft funds include a number of different programs including those listed above. The amount shown in this budget submission is consistent with EOHLC guidelines, which allow for up to \$100,000 in subsidy per affordable unit. These funds are applied for simultaneously with the LIHTC application.
- **Town of Harwich HOME/AHT/CPA Funds:** We have included an ask of \$500,000 from the Town of Harwich to support the project. Massachusetts' EOHLC requires that applications for LIHTCs and soft funding sources include a local funding commitment. We are open to further discussions around the amount and method of this contribution.
- **Other Cape Cod CPA Funds:** Just as Harwich's Community Preservation Committee understood that the Cape's housing shortage is a regional issue and kindly contributed funds to Pennrose's 62-unit development in Orleans, we would look to other Cape Cod communities to contribute in Harwich. In Orleans, we were granted CPC funds from the towns of Orleans, Eastham, Chatham, Brewster, Wellfleet, Truro, Provincetown, and Harwich. Application due dates for these towns are scattered throughout the year.

Uses

The development budget included in this submission is based upon Pennrose's experience with projects of comparable size and scale in Massachusetts, including completed and under construction jobs on Cape Cod and our under-construction job in Wareham. While most line items are standard assumptions for a deal of this size and scope on Cape Cod, details regarding a few notable line items are summarized below:

- **Acquisition Cost:** As requested in the RFP, the proposed acquisition price is included in a separate, sealed submission. We would be happy to discuss our thought process and methodology separately from this RFP response.
- **Hard Construction Cost:** NEI General Contracting, with whom Pennrose has worked on multiple successful projects in Massachusetts, conducted a review of the submitted plans and provided an estimated cost per unit for use in the pro forma. Their estimate of approximately \$395,000 per unit has been increased by an inflation factor of 2.5% in our submitted budget. The budget estimate includes site work and infrastructure for septic wastewater treatment, utilizing feedback and analysis from Onsite Engineering, Inc, a Massachusetts wastewater treatment expert. This per-unit cost is in line with new construction, village-style developments in Massachusetts at this time. Construction is estimated to take 18 months.
- **Architecture & Engineering:** Architecture and engineering costs are estimated at 6% of hard construction costs, generally considered a good rule-of-thumb for development budgeting in the northeast.

Letters of interest from both construction and permanent lenders

Pennrose maintains strong and long-standing relationships with dozens of lenders across the country, from large multi-national investors to local community banks. Included in this submission are letters of support from the Massachusetts Housing Partnership (MHP) and Lument, a permanent and construction lender.

Proforma & 10 Year Operating Budget

456 Queen Anne Road
Location: Harwich MA

FIRST YEAR STABILIZED INCOME AND EXPENSES

Residential						Notes
Unit Mix	Check		Affordability	% Share	Units	check
PBVs	8	8	30% AMI	13%	8	8
MRVPS	0	0	50% AMI	0%	0	0
Studio	0	0%	60% AMI	57%	34	34
1 bedroom	36	60%	Workforce 80% AMI	15%	9	9
2 bedroom	18	30%	Workforce 100% AMI	15%	9	9
3 bedroom	6	10%	Market	0%	0	0
Total Units	60	100%	Avg AMI	65.0%		

BR Size	Total	%	SF	\$/SF	Gross Rent	UA	Net Rent
1BR - 30% AMI - PBV	5	8%	600	3.17	1,902	180	\$1,722
1BR - 60% AMI	23	38%	650	2.19	1,424	204	\$1,220
1BR - Workforce 80% AMI	4	7%	600	3.17	1,899	204	\$1,695
1BR - Workforce 100% AMI	4	7%	600	3.84	2,301	204	\$2,097
2BR - 30% AMI - PBV	3	5%	900	2.78	2,498	229	\$2,269
2BR - 60% AMI	9	15%	900	1.90	1,708	266	\$1,442
2BR - Workforce 80% AMI	3	5%	900	2.53	2,278	266	\$2,012
2BR - Workforce 100% AMI	3	5%	900	3.07	2,760	266	\$2,494
3BR - 60% AMI	2	3%	1,100	1.80	1,975	327	\$1,648
3BR - Workforce 80% AMI	2	3%	1,100	2.39	2,634	327	\$2,307
3BR - Workforce 100% AMI	2	3%	1,100	2.90	3,190	327	\$2,863
Total Units	60	85%	45,550	2.51			

Gross Residential Income \$1,185,338

Less Vacancy and Bad debt 5% vacancy allowance -\$59,267

Operating Expenses				
Controllables	\$9,000	per unit		-\$540,000
Insurance	\$2,300	per du		-\$138,000
Real Estate Taxes	\$1,000	per unit		-\$60,000
Total Expenses	-\$12,300	per du		-\$738,000

Effective Residential Income 388,071

NET OPERATING INCOME (1st Stabilized Year) 388,071

FINANCING

Perm Loan Interest Rate	7.50%		
Perm Amortization	40	Years	
Construction Loan Rate	7.5%		
Debt Supported Per DSCR	1.20		4,095,215
Debt Supported per LTV	90.0%		6,350,261
Cap Rate	5.50%		
Debt Supported per LTC	80%		28,487,763
Monthly Debt Service			26,949

DEVELOPMENT BUDGET									
SOURCES				Per Unit	Total	%			
First Mortgage				68,254	4,095,215	11.5%	MHP		
9% Federal LIHTCs	QCT/DDA?	Yes	1,000,000	153,318	9,199,080	25.8%	\$0.92		
State LIHTCs			3,400,000	232,333	13,940,000	39.1%	\$0.82		
EOHLC - HSF/AHTF				66,667	4,000,000	11.2%			
EOHLC - HOME				16,500	990,000	2.8%	HOME: "\$75,000 to \$100,000 per unit" in non-entitlement up to \$1,000,000		
MHFA Workforce Funds				30,000	1,800,000	5.1%	\$100,000 per unit		
Town of Harwich HOME/Affordable Housing Trust Funding/CPC				11,905	500,000	1.4%			
Other Town CPC Funds				11,628	500,000	1.4%			
Construction Loan					15,000,000	42.1%			
Construction Takeout					(15,000,000)				
Deferred Fee				9,757	585,409	1.6%			
GAP					0	0.0%			
Total Sources					35,609,704				
USES				\$/Unit					
Hard Cost	Total Building SF	-			24,292,500	404,875	18 month construction		
Total Hard Costs					24,292,500	404,875			
Contingency	5.0%				1,214,625	20,244			
Total Construction Costs					25,507,125	425,119			
Acquisition					800,000	13,333			
Building Permit	1.0%				242,925	4,049			
Architecture & Engineering	6.0%	of HC			1,457,550	24,293			
Environmental Reporting & Auditing					200,000	3,333			
Geo Tech & Survey					150,000	2,500			
Municipal Fees					100,000	1,667			
Testing					125,000	2,083			
Construction Management					250,000	4,167			
Legal					300,000	5,000			
Title & Recording					100,000	1,667			
Accounting					87,850	1,464			
Appraisal/ Market Study					50,000	833			
Insurance					350,000	5,833			
Marketing/Lease-Up Costs					350,000	5,833			
Financing Fees	4.00%				763,809	12,730			
Construction Loan Interest					725,000	12,083			
Soft Cost Contingency	3.0%				148,930	2,482			
Total Soft Costs					6,201,064	103,351			
First Year Insurance & Tax Escrow						0			
Lease-Up/Operating Reserve	6 months				530,696	8,845			
Total Reserves					530,696	8,845			
Developer Fee - Cash					2,785,409	46,423			
Developer Fee - Deferred Portion					585,409	9,757			
Total Fees					3,370,819	56,180			
Total Development Cost					35,609,704	593,495			

456 Queen Anne Road
Location: Harwich MA

Assumptions	
Growth Rate - Residential	2%
Growth Rate - Comm	10%
Growth Rate - Opex	3%
Cap Rate	5.50%

Financing	
Interest Rate	7.50%
Term	30
Amortization	40
DSCR	1.20

Preliminary 10 Year Operating Proforma

	Year									
	1	2	3	4	5	6	7	8	9	10
Rental Income										
Studios	-	-	-	-	-	-	-	-	-	-
1 Bedrooms	622,056	\$634,497	647,187	660,131	673,333	686,800	700,536	714,547	728,838	743,415
2 Bedrooms	399,650	\$407,643	\$415,796	\$424,112	\$432,594	\$441,246	\$450,071	\$459,073	\$468,254	\$477,619
3 Bedrooms	163,632	\$166,905	\$170,243	\$173,648	\$177,121	\$180,663	\$184,276	\$187,962	\$191,721	\$195,555
Subtotal	1,185,338	1,209,045	1,233,226	1,257,891	1,283,048	1,308,709	1,334,884	1,361,581	1,388,813	1,416,589
Other Income	-	-	-	-	-	-	-	-	-	-
Vacancy										
Residential	-5%	(59,267)	(60,452)	(61,661)	(62,895)	(64,152)	(65,435)	(66,744)	(68,079)	(69,441)
Commercial		-	-	-	-	-	-	-	-	-
Gross Effective Income	1,126,071	1,148,593	1,171,565	1,194,996	1,218,896	1,243,274	1,268,139	1,293,502	1,319,372	1,345,760
Controllables	(540,000)	(556,200)	(572,886)	(590,073)	(607,775)	(626,008)	(644,788)	(664,132)	(684,056)	(704,578)
Insurance	(138,000)	(142,140)	(146,404)	(150,796)	(155,320)	(159,980)	(164,779)	(169,723)	(174,814)	(180,059)
Real Estate Taxes	(60,000)	(61,800)	(63,654)	(65,564)	(67,531)	(69,556)	(71,643)	(73,792)	(76,006)	(78,286)
Net Operating Income	388,071	388,453	388,621	388,564	388,270	387,730	386,929	385,855	384,496	382,837
Debt Service	\$323,393	\$323,393	\$323,393	\$323,393	\$323,393	\$323,393	\$323,393	\$323,393	\$323,393	\$323,393
DSCR	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.19	1.19	1.18
Cash Flow	64,679	65,060	65,228	65,171	64,878	64,337	63,536	62,462	61,103	59,444

Construction Project Budget

Conceptual Project Budget

60 Units

Section	Description	Total
	General Requirements	\$ 632,091
	Earthwork	\$ 3,238,841
	Site Improvements	\$ 195,219
	Landscaping	\$ 424,534
	Concrete	\$ 964,718
	Masonry	\$ 57,174
	Metals	\$ 24,513
	Rough Carpentry	\$ 2,525,911
	Finish Carpentry	\$ 706,024
	Insulation	\$ 524,475
	Roofing	\$ 433,700
	Exterior Siding	\$ 726,196
	Firestopping	\$ 14,590
	Joint Sealants	\$ 107,758
	Doors, Frames, and Hardware	\$ 447,225
	Windows	\$ 431,418
	Louvers and Vents	\$ 14,885
	Gypsum Board Assemblies	\$ 1,109,834
	Flooring	\$ 437,294
	Painting	\$ 270,776
	Signage	\$ 29,222
	Accessories	\$ 74,637
	Postal Specialties	\$ 15,296
	Appliances	\$ 329,845
	Blinds and Shades	\$ 25,953
	Casework	\$ 435,793
	Fire Protection	\$ 455,362
	Plumbing	\$ 1,633,539
	HVAC	\$ 1,686,525
	Electrical	\$ 2,198,760
SUBTOTAL		\$ 20,172,115
	General Conditions	\$ 1,765,595
	Overhead	\$ 600,310
	Fee	\$ 600,310
	Bonds	\$ 240,124
	Insurance	\$ 360,186
	Permit Fee	NIC
2024 Dollars TOTAL		\$ 23,738,640

\$395,644/Unit

Letters of Interest



**Massachusetts
Housing
Partnership**

160 Federal Street
Boston, Massachusetts 02110
Tel: 617-330-9955
Fax: 617-330-1919

www.mhp.net

May 31, 2024

Charles Adams, Regional Vice President
Pennrose, LLC
50 Milk Street, 16th Floor
Boston, MA 02109

Re: 456 Queen Anne Road, Harwich

Dear Mr. Adams:

The purpose of this letter is to indicate both the support and financing interest, on the part of the Massachusetts Housing Partnership, for the purpose of submitting a response to the Town of Harwich for the development of affordable housing at 456 Queen Anne Road in Harwich.

The proposed development would be Pennrose's third affordable rental housing development on Cape Cod, addressing the acute housing crisis due to very little existing affordable housing stock.

To best meet the needs of the Town of Harwich and the Lower Cape area, Pennrose will newly construct 60 units of multifamily rental housing, designed as a village style community, while also providing open space, a playground, and community garden.

The 60 units of rental housing will be a mix of one-, two- and three-bedroom units serving individuals and families. Eighteen (18) units will be restricted as workforce units for households at or below 100% of the area median income ("AMI"), and 42 units will be affordable to households with incomes up to 60% of the AMI; specifically, 34 units will be designated at or below 60% of AMI, and 8 units designated for extremely low-income households at or below 30% of AMI. The development will include a community building with a fitness center, community room, and a full management suite.

After a preliminary review of your operating projections, I have determined that a permanent loan amount of approximately \$4,000,000 with a 40-year term and 40-year amortization at an interest rate of 7.5% is feasible for the development. Please keep in mind this interest rate is based on today's rate and includes both a 30-month rate lock and cushion to mitigate the risk of an increase in interest rates.

Please understand that this letter is not intended as a commitment to lend and should not be interpreted as such. We wish you well on your other financing efforts for this project. Please keep us informed of your progress.

Sincerely,

Nancy McCafferty
Director of Business Development

cc: Ryan Kiracofe, Developer, Pennrose, LLC



June 03, 2024

Ryan Kiracofe
Pennrose, LLC
50 Milk Street, 16th Floor
Boston, MA 02109

Re: 456 Queen Anne Road (Construction
Financing) Harwich, PA

Dear Mr. Kiracofe,

Based upon our review and analysis of the information you have supplied; we are pleased to present you with the following Summary of Terms for the proposed construction financing for the Subject Property:

Proposed Loan Amount: Up to \$15,000,000

Type: Construction Financing

Developer: Pennrose, LLC

Interest Rate: 7.50% (as of June 03, 2024)

Term: 24 months (2 Years).

Extension Option: One conditional six-month maturity extension.

Extension Fee: 0.25% of the remaining loan commitment (funded and unfunded) amount.

Collateral: First mortgage; other typical pledges and assignments.

Guarantee: Guarantees and environmental indemnity by a guarantor or guarantors satisfactory to Lument Capital.

Developer Fee: Assigned to Lender. Notwithstanding provisions of the Operating Agreement or Limited Partnership Agreement, any payments of developer fee prior to permanent debt conversion are subject to Lender's prior approval and control.

Tax Credit Equity: At least 15% of Low-Income Housing Tax Credit equity must pay paid in at closing. The identity of the equity investor and pay-in schedule for this transaction must be disclosed and acceptable to the Lender in its sole discretion.

Subordinate Liens: Subordinate financing will be permitted subject to approval of terms from Lument Capital.

Repayment: Construction Loan will be repaid with principal reductions from equity funded at or subsequent to construction completion and the Permanent Loan.

Loan-to-Value: Up to 80% including the value of the real estate and tax credits.

230 PARK AVE, 20TH FL
LUMENT.COM

NEW YORK, NY 10169

212.317.5700

ORIX Real Estate Capital Holdings, LLC, d/b/a Lument, is a subsidiary of ORIX Corporation USA.
Securities, Investment Banking and Advisory Services provided through OREC Securities, LLC, d/b/a Lument Securities.



Contract Bonding: 100% Payment and Performance Bonds from “A” rated surety.

Estimated
Costs & Fees: Origination Fee: 1% of Loan Amount
Appraisal: Estimated to be \$8,000
Lender Legal: Estimated to be \$50,000

Final Loan pricing and structure are expressly contingent upon approval by Lument Capital. This is a term sheet for a Construction Loan; this letter does not constitute a commitment or offer to lend on the part of Lument Capital. The final loan amount will be dependent upon satisfactory review of all due diligence and final credit approval by Lument Capital.

Very truly yours,

LUMENT CAPITAL

Joshua Reiss
Director

230 PARK AVE, 20TH FL
LUMENT.COM

| NEW YORK, NY 10169

| 212.317.5700

|

ORIX Real Estate Capital Holdings, LLC, d/b/a Lument, is a subsidiary of ORIX Corporation USA.
Securities, Investment Banking and Advisory Services provided through OREC Securities, LLC, d/b/a Lument Securities.

Conceptual Design Drawings

The following pages include conceptual design drawings.

Harwich Affordable Housing

456 Queen Anne Road, Harwich, MA



PRELIMINARY SCHEME

May 31, 2024





Harwich Affordable Housing

EXISTING CONDITIONS - AERIAL
MAY 31, 2024





Harwich Affordable Housing

EXISTING CONDITIONS - SURVEY
MAY 31, 2024





Harwich Affordable Housing

PROPOSED SITE LAYOUT - PROGRAM
MAY 31, 2024





Raised Garden Beds



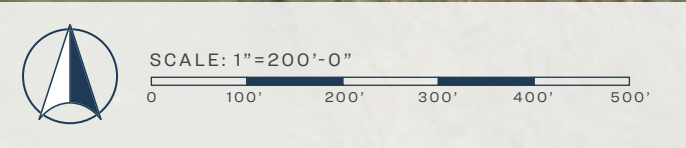
Play Area



Common Green Spaces [Septic Below]



Seating Area



Harwich Affordable Housing

PROPOSED SITE LAYOUT - OPEN SPACE/SITE FEATURES
MAY 31, 2024





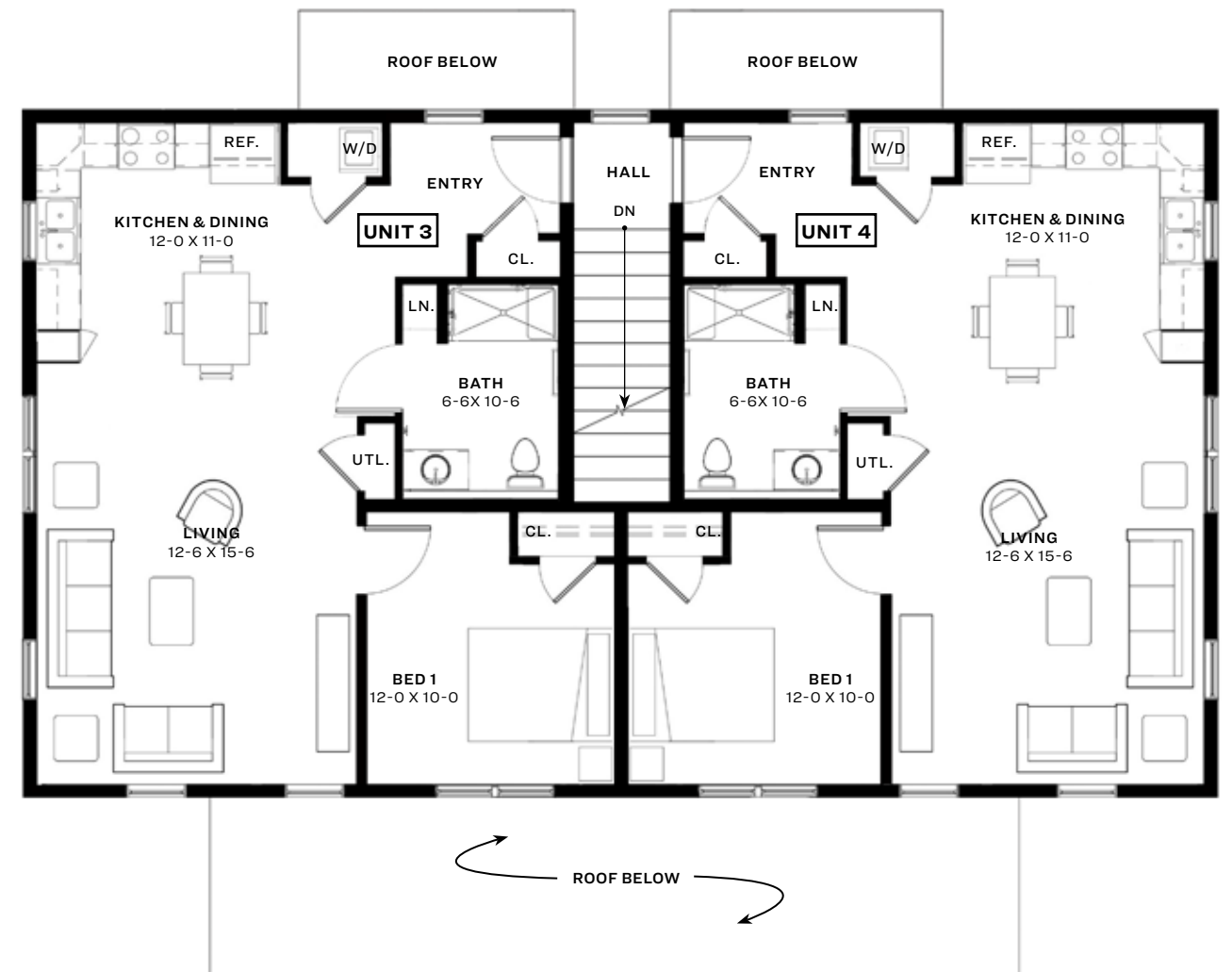
Harwich Affordable Housing

RENDERING
MAY 31, 2024





FIRST FLOOR PLAN



SECOND FLOOR PLAN



Harwich Affordable Housing

BUILDING TYPE 1 - (4) 1BR FLATS
MAY 31, 2024





FRONT ELEVATION

TYPICAL EXTERIOR

- 25 YR ASPHALT SHINGLE ROOF
- PNTD HARDI-PLANK (OR EQ.) LAP SIDING W/
- PNTD HARDI-BOARD RUNNING TRIM, CORNERBOARDS, AND WINDOW TRIM.
- DOUBLE HUNG INSULATED FIBERGLASS WINDOWS
- PNTD, INSULATED FIBERGLASS DOORS
- ALUMINUM GUTTERS AND DOWNSPOUTS
- BRICK VENEER SIDING & STONE LINTELS AT END UNITS
- BRICK WATERTABLE & FOUNDATION

TYPICAL PORCH

- PNTD WOOD FASCIA AND FRIEZE BOARD
- PNTD WOOD COLUMNS AND TRIM
- WD DECKING WITH WOOD SKIRT

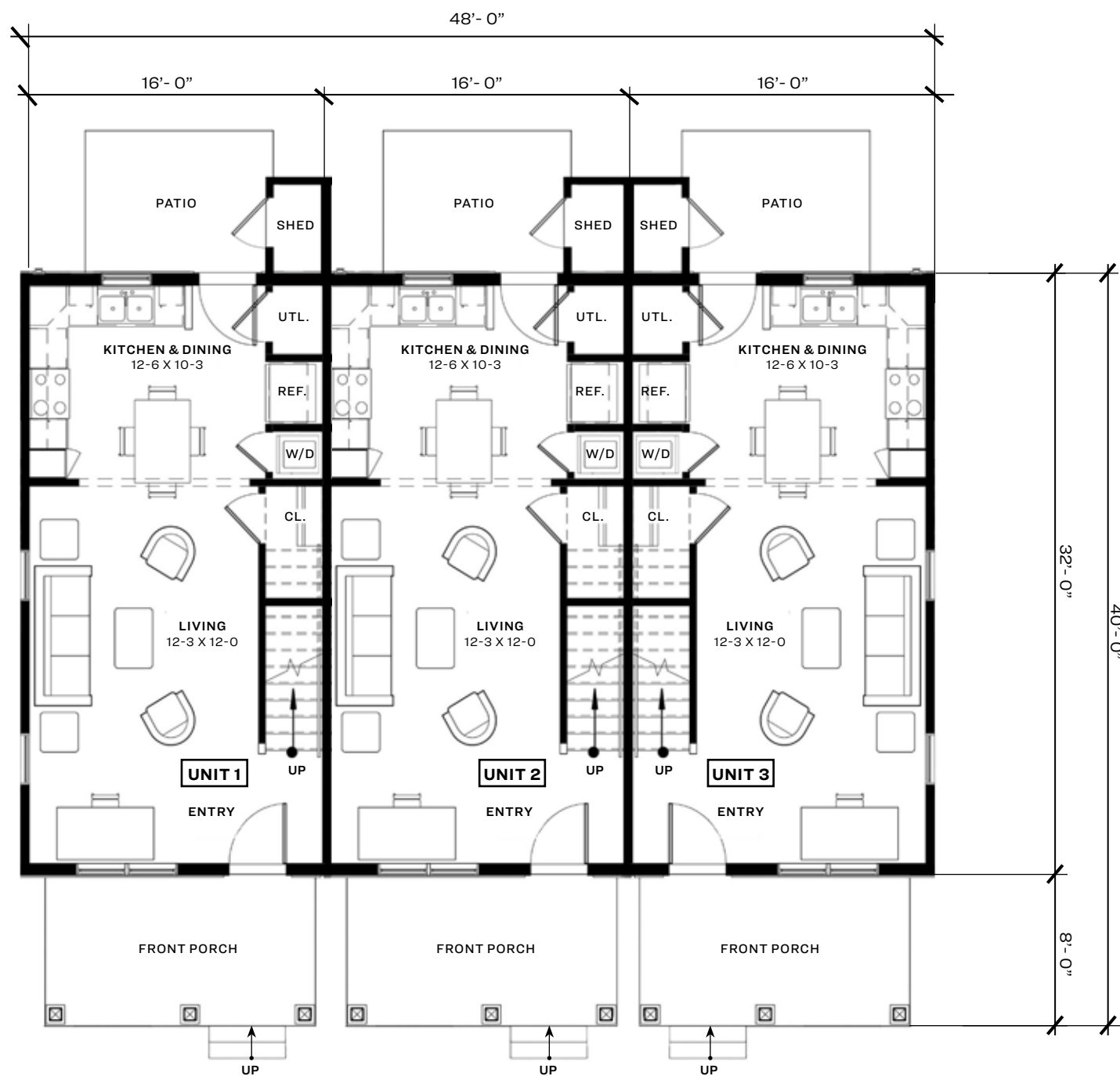
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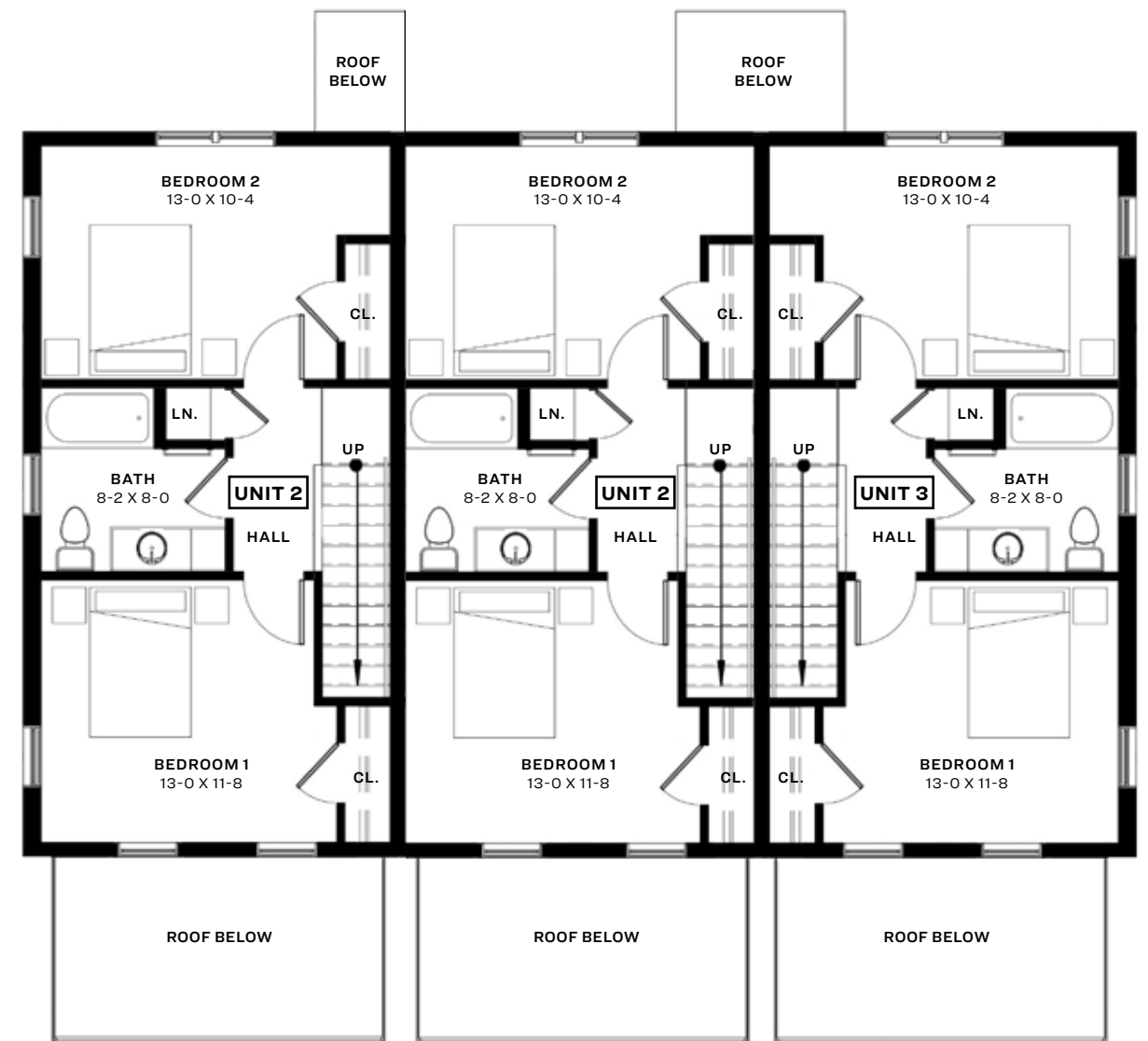
Harwich Affordable Housing

BUILDING TYPE 1 - (4) 1BR FLATS
MAY 31, 2024





FIRST FLOOR PLAN



SECOND FLOOR PLAN



Harwich Affordable Housing

BUILDING TYPE 2 - 2BR/2BR/2BR TOWNHOUSES
MAY 31, 2024





FRONT ELEVATION

- TYPICAL EXTERIOR**
- 25 YR ASPHALT SHINGLE ROOF
 - PNTD HARDI-PLANK (OR EQ.) LAP SIDING W/
 - PNTD HARDI-BOARD RUNNING TRIM, CORNERBOARDS, AND WINDOW TRIM.
 - DOUBLE HUNG INSULATED FIBERGLASS WINDOWS
 - PNTD, INSULATED FIBERGLASS DOORS
 - ALUMINUM GUTTERS AND DOWNSPOUTS
 - BRICK VENEER SIDING & STONE LINTELS AT END UNITS
 - BRICK WATERTABLE & FOUNDATION

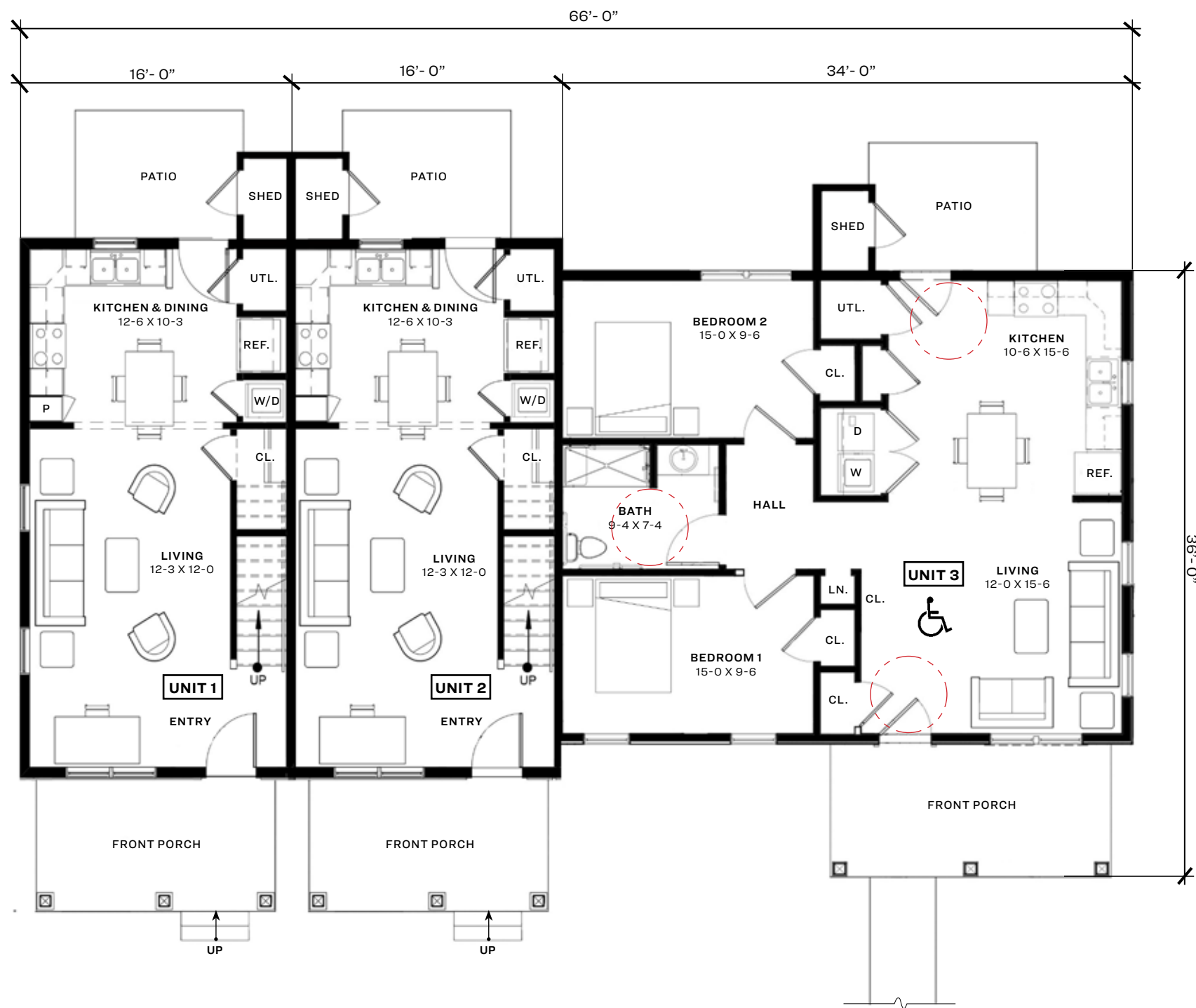
- TYPICAL PORCH**
- PNTD WOOD FASCIA AND FRIEZE BOARD
 - PNTD WOOD COLUMNS AND TRIM
 - WD DECKING WITH WOOD SKIRT

SCALE: 1/8"=1'-0"

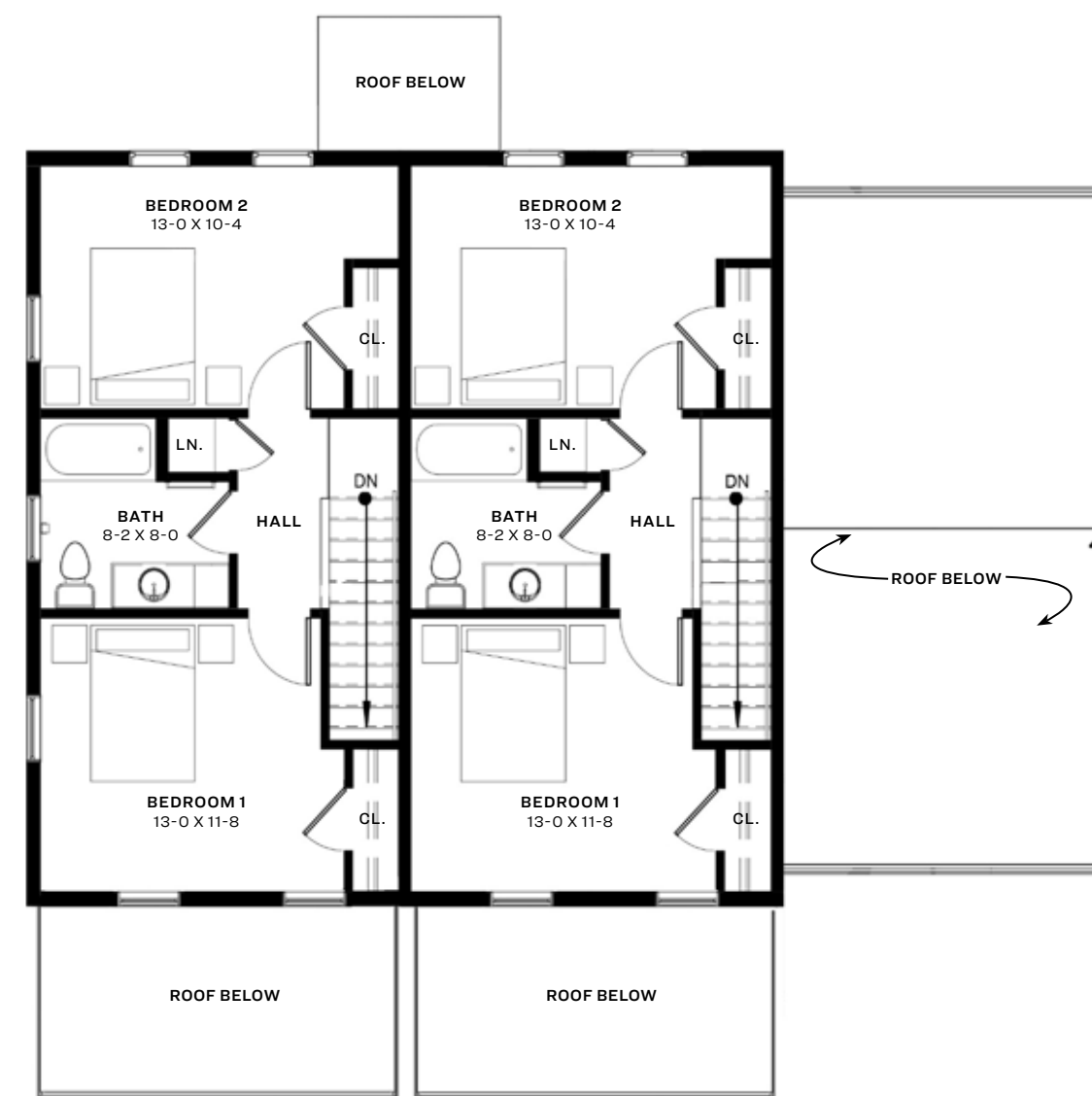
Harwich Affordable Housing

BUILDING TYPE 2 - 2BR/2BR/2BR TOWNHOUSES
MAY 31, 2024





FIRST FLOOR PLAN



SECOND FLOOR PLAN



Harwich Affordable Housing

BUILDING TYPE 3 - 2BR(A)/2BR/2BR TOWNHOUSES
MAY 31, 2024





FRONT ELEVATION

TYPICAL EXTERIOR

- 25 YR ASPHALT SHINGLE ROOF
- PNTD HARDI-PLANK (OR EQ.) LAP SIDING W/
- PNTD HARDI-BOARD RUNNING TRIM, CORNERBOARDS, AND WINDOW TRIM.
- DOUBLE HUNG INSULATED FIBERGLASS WINDOWS
- PNTD, INSULATED FIBERGLASS DOORS
- ALUMINUM GUTTERS AND DOWNSPOUTS
- BRICK VENEER SIDING & STONE LINTELS AT END UNITS
- BRICK WATERTABLE & FOUNDATION

TYPICAL PORCH

- PNTD WOOD FASCIA AND FRIEZE BOARD
- PNTD WOOD COLUMNS AND TRIM
- WD DECKING WITH WOOD SKIRT

SCALE: 1/8"=1'-0"



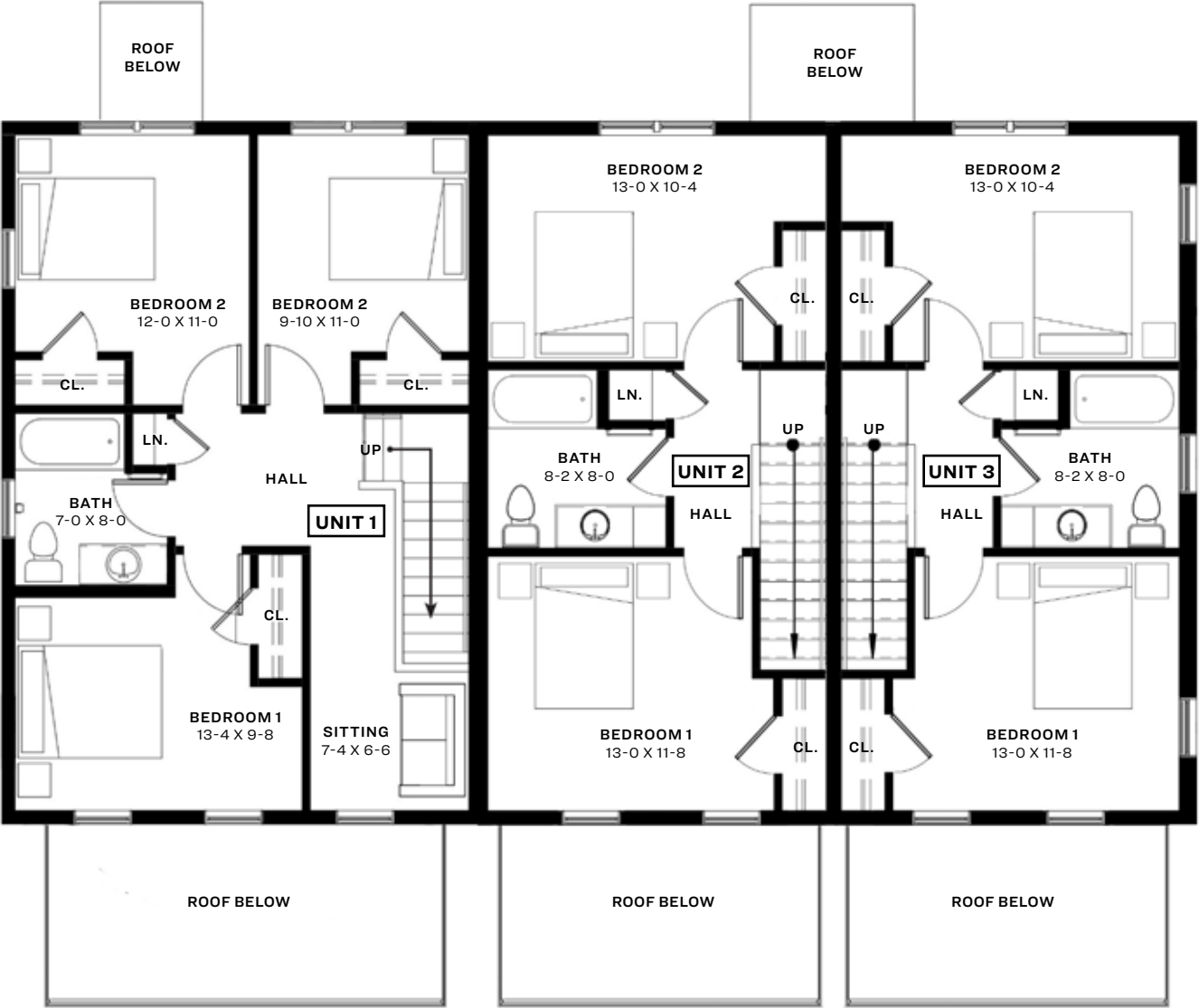
Harwich Affordable Housing

BUILDING TYPE 3 - 2BR(A)/2BR/2BR TOWNHOUSES
MAY 31, 2024





FIRST FLOOR PLAN



SECOND FLOOR PLAN



Harwich Affordable Housing

BUILDING TYPE 4 - 3BR/2BR/2BR TOWNHOUSES
MAY 31, 2024





FRONT ELEVATION

TYPICAL EXTERIOR

- 25 YR ASPHALT SHINGLE ROOF
- PNTD HARDI-PLANK (OR EQ.) LAP SIDING W/
- PNTD HARDI-BOARD RUNNING TRIM, CORNERBOARDS, AND WINDOW TRIM.
- DOUBLE HUNG INSULATED FIBERGLASS WINDOWS
- PNTD, INSULATED FIBERGLASS DOORS
- ALUMINUM GUTTERS AND DOWNSPOUTS
- BRICK VENEER SIDING & STONE LINTELS AT END UNITS
- BRICK WATERTABLE & FOUNDATION

TYPICAL PORCH

- PNTD WOOD FASCIA AND FRIEZE BOARD
- PNTD WOOD COLUMNS AND TRIM
- WD DECKING WITH WOOD SKIRT

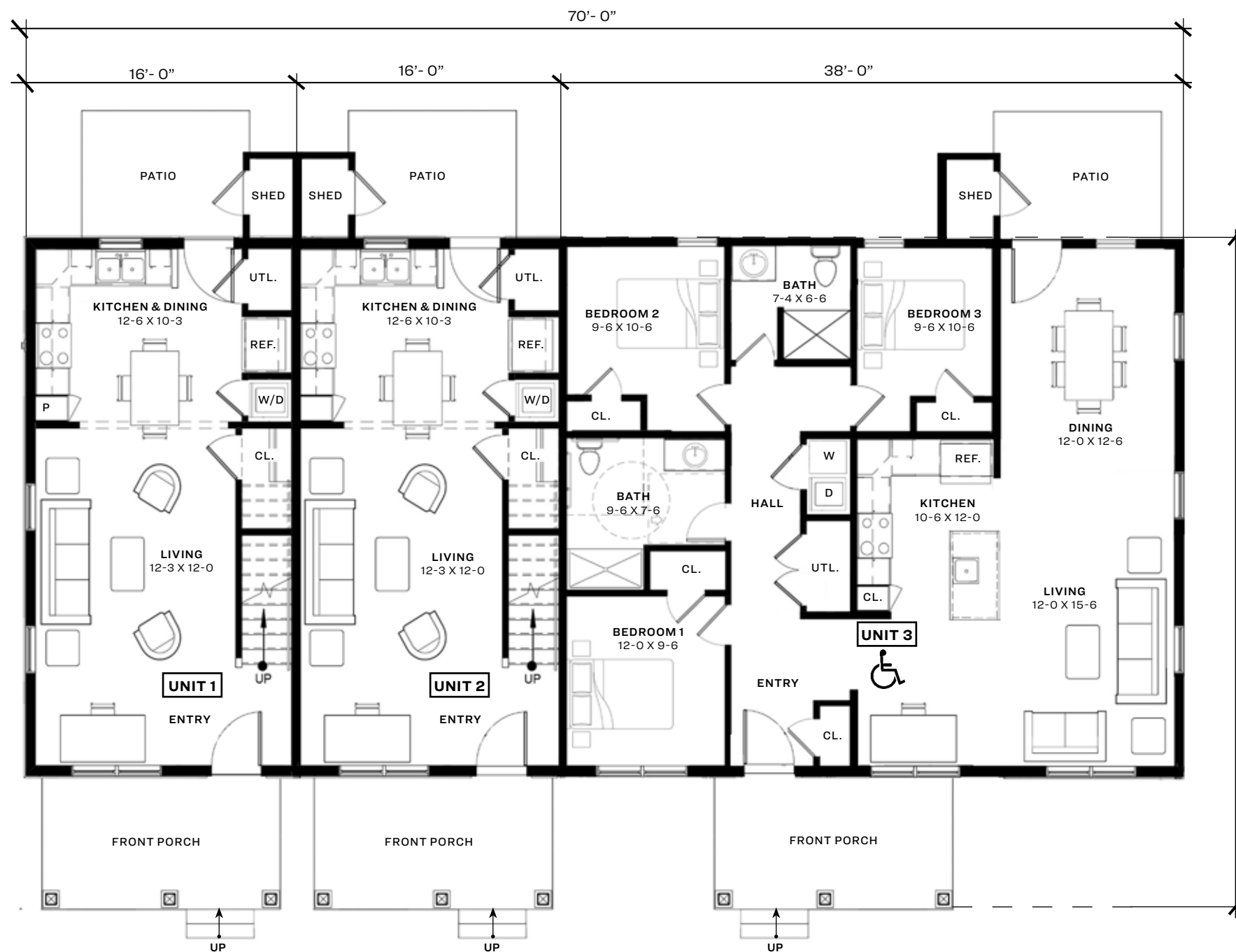
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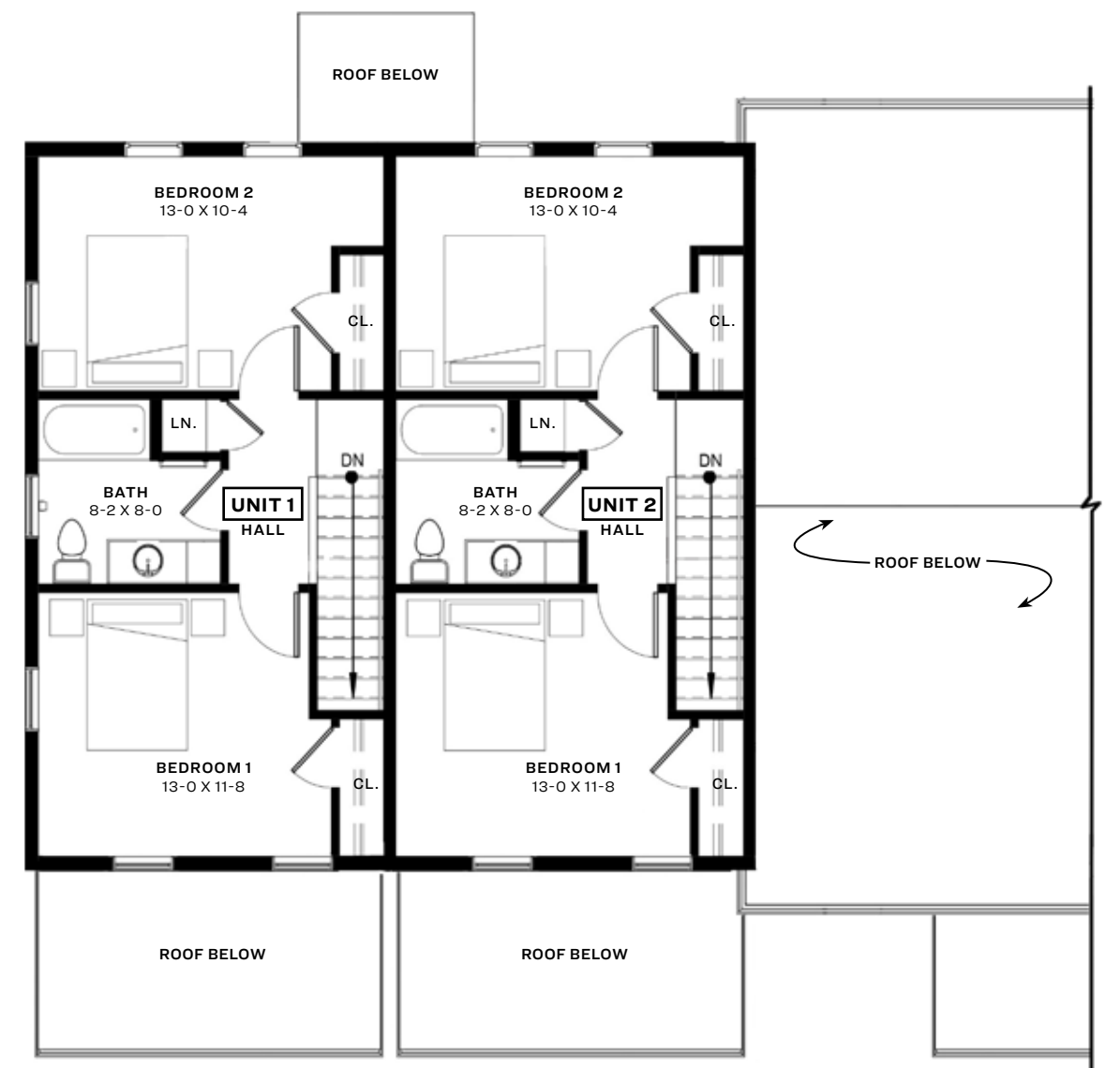
Harwich Affordable Housing

BUILDING TYPE 4 - 3BR/2BR/2BR TOWNHOUSES
MAY 31, 2024





FIRST FLOOR PLAN



SECOND FLOOR PLAN



Harwich Affordable Housing

BUILDING TYPE 5 - 3BR(A)/2BR/2BR TOWNHOUSES
MAY 31, 2024





FRONT ELEVATION

TYPICAL EXTERIOR

- 25 YR ASPHALT SHINGLE ROOF
- PNTD HARDI-PLANK (OR EQ.) LAP SIDING W/
- PNTD HARDI-BOARD RUNNING TRIM, CORNERBOARDS, AND WINDOW TRIM.
- DOUBLE HUNG INSULATED FIBERGLASS WINDOWS
- PNTD, INSULATED FIBERGLASS DOORS
- ALUMINUM GUTTERS AND DOWNSPOUTS
- BRICK VENEER SIDING & STONE LINTELS AT END UNITS
- BRICK WATERTABLE & FOUNDATION

TYPICAL PORCH

- PNTD WOOD FASCIA AND FRIEZE BOARD
- PNTD WOOD COLUMNS AND TRIM
- WD DECKING WITH WOOD SKIRT

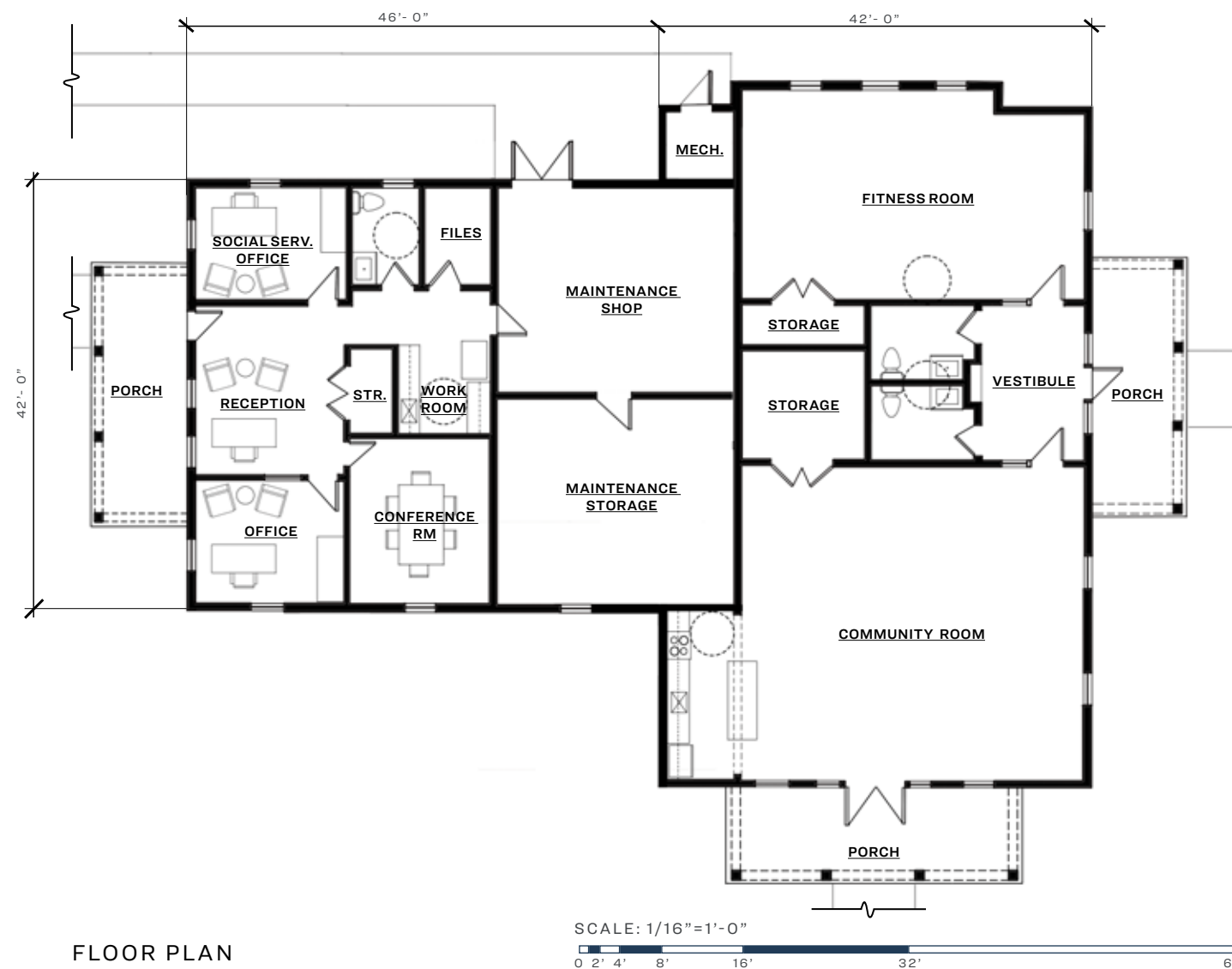
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Harwich Affordable Housing

BUILDING TYPE 5 - 3BR(A)/2BR/2BR TOWNHOUSES
MAY 31, 2024





Harwich Affordable Housing

COMMUNITY BUILDING
MAY 31, 2024



CANOPY TREES



ACER RUBRUM
RED MAPLE



ILEX OPACA
AMERICAN HOLLY



NYSSA SYLVATICA
BLACK TUPELO



QUERCUS COCCINEA
SCARLET OAK



AMELANCHIER ARBOREA
SERVICEBERRY



CARPINUS CAROLINIANA
AMERICAN HORNBEAM



CRATAEGUS CRUS-GALLI
COCKSPUR HAWTHORN

SHRUBS



CEPHALANTHUS OCCIDENTALIS
BUTTONBUSH



CLETHRA ALNIFOLIA
SWEET PEPPERBUSH



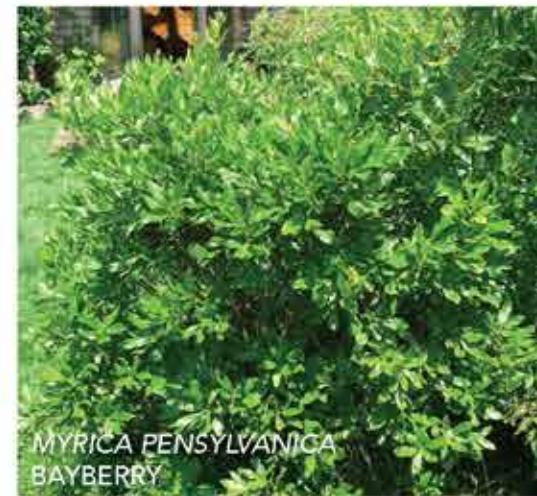
ILEX GLABRA
INKBERRY



ILEX VERTICILLATA
WINTERBERRY



KALMIA ANGUSTIFOLIA
SHEEP LAUREL



MYRICA PENSYLVANICA
BAYBERRY

UNDERSTORY TREES

GROUND COVER



ERAGROSTIS SPECTABILIS
PURPLE LOVEGRASS



SPOROBOLUS HETEROLEPIS
PRAIRIE DROPSEED



HARWICH AFFORDABLE HOUSING
QUEEN ANNE ROAD PARCEL PLANTING

MAY 30, 2024

Management Plan

Description of the target market (e.g. pricing and the strategy for marketing and lottery process).

The proposed unit mix for 456 Queen Anne Road includes a diversity of unit types and bedroom counts, along with a broad range of affordability levels. These include units restricted to households earning less than 30%, less than 60%, less than 80%, and less than 100% of the Barnstable County Area Median Income. The 80% and 100% AMI units qualify as “workforce” housing units, and aim to provide homes in the housing market’s “missing middle” for residents who may not qualify for traditional affordable housing but also struggle to find attainable market rate housing. Mixed-income housing is an important part of building diverse, dynamic communities. Neighborhoods that offer diverse housing types, sizes, and price points are better able to support individuals and families that are in different life stages, from different educational backgrounds, and from different walks of life. Providing these options will be vital to the long-term economic and social health of Cape Cod at large.



In addition, if the Proposer includes a property manager as part of the team, all relevant information as outlined under ‘The Development Team’, above, including details of any projects where the Proposer and Manager have previously worked together

Income Limits - 2024, Barnstable County FMR				
Size	30% AMI	60% AMI	80% AMI	110% AMI
1 person	\$26,580	\$53,160	\$70,880	\$85,900
2 person	\$30,390	\$60,780	\$81,040	\$98,200
3 person	\$34,170	\$68,340	\$91,120	\$110,400
4 person	\$37,980	\$75,960	\$101,280	\$122,700
5 person	\$41,040	\$82,080	\$109,440	\$132,500

Source: Novogradac and Company, Effective 5/31/2024

A full-time manager and full-time maintenance supervisor would be assigned to the 456 Queen Anne Road site. We would also deploy PMC’s Community Impact Coordinator, already serving the Village at Nauset Green development, to provide services at 456 Queen Anne, and have included their part-time salary in the operating assumptions for this proposal.

The proposed property manager of the 456 Queen Anne development is Pennrose’s affiliated management firm, Pennrose Management Company.

Since its inception in 1981, Pennrose Management Company (AMO®), has earned a reputation as a leader in the field of affordable and mixed-income housing management. Our singular approach to management, our commitment to our residents, investors and personnel, and our multi-faceted relationships with state and other regulatory agencies sets us apart from other housing management providers. As a provider of professional property management, consulting and auxiliary services to property owners including non-profit and public agencies as well as private sector entities; Pennrose administers over \$35 million in annual budgeted operations with a staff of approximately 400 employees. Our management portfolio continues a trend of dramatic growth and great diversity, currently consisting of 150 properties, with approximately 12,000 units, in eleven states/districts. Our growth has averaged 1,000 to 1,500 units per year

since inception, with even greater growth projected in the foreseeable future.

As one of the country's largest operators of mixed-income and affordable housing, PMC is staffed by experts in fair housing laws and requirements, tenant selection and screening, and ongoing compliance and certifications required of deals that use Low-Income Housing Tax Credits and other funding sources.

We are open to discussions about the inclusion of a local preference at Queen Anne Road. While ultimately the ability for any project team to implement a local preference depends upon state approval, Pennrose and PMC have successfully leased up several properties in Massachusetts with local preference. In the last 5 years alone, PMC has overseen the lease-up and lottery for the following Massachusetts projects with local preferences:

- Village at Nauset Green, Eastham, MA (65 units) with local preference
- Mary D Stone Senior (62+) Apartments, Auburn, MA (55 units) with local preference
- Julia Bancroft Senior (62+) Apartments, Auburn, MA (60 units) with local preference
- The Pryde (62+) Apartments, Boston, MA (74 units) with local preference

As an ACCREDITED MANAGEMENT ORGANIZATION® FIRM, Pennrose Management Company has earned a reputation for excellence in long-term management, maintenance, and the provision of social services.

We believe that our continued growth and recognized status as a leading property management company are attributable to this approach. In addition to the usual responsibilities of a management agent, we believe our company is unique in the area of human and social services. We select and then train staff members who are sensitive to the emotional and physical needs of the residents. The Pennrose portfolio serves individuals and families from all walks of life, including single parent families, students, seniors, from extremely low-income households to upwardly mobile urban professionals. Our aim is to facilitate each individual resident's ability to achieve his or her goals and to sustain a self-sufficient, satisfying lifestyle. We believe it is one matter to create places for people to live and quite another to create an environment that enriches the quality of their lives.

Our Core Values are:

Integrity – We act with honor, honesty and fairness. We hold ourselves to the highest ethical standards

Collaboration – We support each other internally and externally to achieve our collective goals.

Accountability – We are responsive and take responsible action. We say what we mean, we do what we say.

Results Oriented – We take great pride in achieving exceptional outcomes.

Our major objectives as a professional property management agent are to:

1. Employ sound business management and professional property management practices which ensure the preservation of the asset, optimal use of fiscal resources and safe, efficient and ethical operation of each property managed.
2. Coordinate the needs of residents along with those of our public and private partners in order to develop resources that will improve the quality of residents'/students' lives.
3. Effect the meaningful involvement of residents in the management of the property.

The types of properties that we manage are varied and all-encompassing and include Section 8, tax credit, Public Housing as well as conventional communities. For this development, PMC would provide comprehensive management services, which include, but are not limited to:

- a) Comprehensive accounting and reporting functions including maintaining detailed individual property records for financial management and site-based budgetary practices.
- b) Recruitment, assignment, supervision and administration of personnel policies for all site-based employees.



- c) Marketing and leasing of units in accordance with pre-established resident selection criteria.
- d) Collection of rents and enforcing compliance with resident lease terms.
- e) Development, administration and monitoring of comprehensive maintenance and repair programs that address emergency, routine and preventive maintenance work (refer to section V. Maintenance Philosophy and Procedures for a more complete description of maintenance related capabilities and services).
- f) Standardized purchasing and/or subcontracting procedures for procurement of goods and services.
- g) Regulatory compliance functions.
- h) Coordination of supportive services.
- i) Insurance claim administration including worker's compensation, casualty and liability coverages.

Community Impact

Pennrose is a socially-responsible company that has long been committed to supportive services as an integral and vital component of property management. In each of our Pennrose-managed communities, our Community Impact Department builds collaborative relationships, partnering with a broad spectrum of local service provider agencies. The Community Impact Department also focuses on identifying needs, coordinating and linking our residents to appropriate services, and assisting them in securing these services. We feel that Supportive Services are an integral part of ensuring successful residency for our clients. This team-centered approach to offering comprehensive and consistent services produces an environment that truly enhances the quality of our resident's lives and creates stronger, more vibrant communities. Community Impact Coordinators link residents to community agencies or programs and provide information and referrals that will help meet the resident's needs and empower the residents to be successful.

Led by Shannon Mowery, Vice President of Community Impact, Shannon started with Pennrose as a Supportive Service Coordinator in 2002. In this role she coordinated and facilitated supportive service activities and training including health and wellness, human service needs, as well as recreational activities. Since 2020, Shannon has served as Vice President of Community Impact where she oversees all aspects of Supportive Services for Pennrose, including the development of Supportive Service plans, delivery of services at all properties, as well as coordinating any activities and

communications with company affiliates as they relate to supportive services. Pennrose provides supportive services for many reasons:

- Happier, healthier residents means less complaints or residents issues.
- Increased savings to the property's bottom line, meaning less evictions or turnovers means more money in the property budget.
- The property is more marketable because of the added services.
- Meeting and exceeding funding requirements.
- It is the right thing to do. It increases the quality of life for residents.

Marketing

Pennrose has a professionally staffed Marketing Department. Among some of its responsibilities are the review of rent comparability studies, design of media and print collateral and implementing lease-up programs at new sites. The Department also develops marketing plans for stabilized sites to achieve maximum occupancy and assist the communities in building their wait lists to ensure a continuous stream of qualified applicants.

PMC would market the project according to a HUD-approved Affirmative Fair Housing Marketing Plan. In addition:

1. A project sign will be placed on the site indicating where to apply for occupancy.
2. Newspaper advertisements and community contact letters will be utilized for ongoing outreach efforts to attract minorities and persons with disabilities.
3. Prospective applicants will be referred to the Rental Office where income and related information is placed on preliminary application forms.
4. Residents and prospective residents are advised of their right to request a reasonable accommodation if any unusual adaptations, modifications or additions are required in their living quarters while residing at the Project. This is done in order to comply with Americans with Disabilities Act and 504 regulations.
5. Any future marketing brochures or newspaper advertisements used to fill vacancies will first be cleared with HUD's Office of Fair Housing and Equal Opportunity.
6. Prospective applicants/applications will be accepted in accordance with the waitlist policy in the Resident Selection Plan.
7. We will accommodate limited English proficiency in our marketing efforts and Fair Housing Signage.

Residents will be selected based on a Resident Selection Plan that would take into account any fair housing laws/ requirements, include procedures for local preferences, and lay out the procedures for the lottery system. A sample Management Plan and Resident Selection Plan from our development on Cape Cod, **Village at Nauset Green**, is included in this response.

Pennrose Foundation

Founded in 2018, the Pennrose Foundation was established to enhance Pennrose's mission of transforming communities by supporting charitable organizations and events that benefit seniors and families, Wellness initiatives, and communities surrounding Pennrose locations across the company's footprint. The mission of the Foundation is to improve the lives of the people and communities served by Pennrose. This year the Pennrose Foundation granted scholarships to residents of Pennrose-managed affordable communities. Originally planning to grant five scholarships, the Pennrose Foundation was able to increase the scholarships to eight due to a generous donation from the SunTrust Foundation. Other works of the Foundation include purchasing supplies that resulted in more contributions to food donation organizations



Pennrose Food Drive



Pennrose leads the lottery in Eastham, MA

in the various geographies that Pennrose manages properties. In the past, the Foundation also provided gifts to residents of Pennrose senior properties during the holiday.

Lottery Experience

PMC's most recent local lotteries have taken place at the Village at Nauset Green in Eastham, MA, Mary D. Stone and Julia Bancroft development in Auburn, MA and the Pryde in Boston, MA. PMC has also led successful lotteries in Connecticut, New York, and New Jersey in recent years.

A lottery-selection process will be utilized for the initial occupancy, with a 60-day minimum application period. Marketing will be conducted in varied outreach mediums, including advertising and Internet Listing Services. At least one informational meeting will be held at an accessible location, hosted on Facebook Live, or provided via a video link that will be convenient for all prospective applicants to educate potential applicants on the lottery process and the development. The date, time and location will be published online and in local print media. Applications will be available at various public locations.

A local preference will be granted to municipal employees, local employees and local residents to the greatest extent allowed by EOHLIC and Fair Housing laws through both the initial unit lottery and through the ongoing marketing plan. Prospective residents will also be able to call a designated application line maintained and operated by Pennrose Management Company. The addresses and phone numbers for the project will be established prior to the start of the

application period. Reasonable accommodations will be made to assist all interested persons with disabilities with the application process. Verbal interpretation services will also be available for Limited English Proficiency (LEP) households. Applicants who meet the Property's specific qualification criteria will be included in the lottery; the application will address the household's:

- Income
- Assets
- Size and Composition
- Minority Status (optional disclosure by household)
- Residency Preference
- Need for Reasonable Accommodation or Accessible Unit

Once all required information has been received, and preliminary eligibility has been determined, based on the information provided on the application, Pennrose Management Company will send a written response stating the applicant's registration number. No individual having a financial interest in the project or their families can participate in the lottery. Applicants are not required to pay a deposit or any type of fee to enter the lottery or be placed on the waiting list.

The lottery will be held in Harwich at a location that will be determined prior to the lottery process or hosted on Facebook Live or posted as a video link. After the lottery has taken place, all applicants will be contacted within 30 days informing them of where their placement is on the lottery list based on bedroom size. Pennrose Management Company will retain a list of households who are not awarded a unit, in the order that they were drawn. If any of the initial renters do not rent a unit, the unit shall be offered to the highest ranked appropriately sized household on that retained list.

Experience with Low Income Housing Tax Credits if proposed as a funding source.

Pennrose is among the nation's most experienced developers of properties that utilize Low-Income Housing Tax Credits (LIHTCs). We have done more than 100 LIHTC deals in more than a dozen states; since opening our New England regional office in 2016, we have received multiple competitive 9% or 4% LIHTC awards from the Massachusetts EOHLC. The proposed unit mix for the property was built to maximize the development's competitiveness against EOHLC LIHTC selection criteria. We believe that the proposed development should be highly competitive for a tax credit award, based upon measures including the financial viability of the project, the strength of the assembled development team, an appropriate total development cost, incorporation of



Pennrose Resident and Supportive Service Coordinator

sustainable development measures including Passive House, a design with a focus on accessibility, a diverse unit mix include large family units, and an appropriate scope of construction.

Experience with project-based rental assistance, Section 8, 811, and/or MRVP if proposing such subsidies.

Our financing plan proposes the use of a number of project-based Section 8 vouchers, and may contemplate the future use of MRVP vouchers if appropriate. The inclusion of project-based vouchers helps with the financial feasibility of providing the EOHLC-required number of Extremely Low Income (ELI) 30% AML units. PMC, our proposed property manager, is highly experienced in the management of units with Section 8 and other project-based vouchers; dozens of properties in Pennrose's portfolio have included the successful implementation of project-based Section 8 vouchers.

Sample Management Plan

Management Plan

Cape Cod Five Redevelopment



Pennrose Management Company
1301 N. 31st Street
Philadelphia, PA 19121
(267) 386-8600

Management Plan
CAPE COD FIVE REDEVELOPMENT

Index

I. The Project	2
A. Unit Mix Overview.....	2
B. Definitions.	2
II. Management Philosophy and Objectives	3
A. Mission Statement	3
B. Specifics Objectives	3
III. Program Guidelines and Requirements.....	3
A. Role and Responsibility of the Owner and Agent	3
B. Management Fee.....	4
C. Personnel Policy and Staffing Arrangements	5
D. Marketing Effort.....	6
E. Procedures for Determining Resident Eligibility.....	6
F. Leasing.....	7
G. Rent Collection Policies and Procedures.....	7
H. Maintenance and Repair Program	8
I. Accounting and Financial Management.....	9
J. Resident – Agent Relations	10
K. Violence Against Women Act Requirements.....	10
L. Eviction Procedures.....	11
M. Social Service Programs.....	11
N. Energy Conservation	12
O. Security.....	13
P. Resident Handbook.....	14
Q. Pet Policy.....	14

EXHIBIT A:	Job Descriptions
EXHIBIT B:	Resident Selection Plan
EXHIBIT C:	Pet Ownership Policy
EXHIBIT D:	Tenant Lease-Tax Credit, Market Rate and Addenda
EXHIBIT E:	PMC Personnel Policy/Employee Handbook
EXHIBIT F:	Maintenance Standards and Procedures
EXHIBIT G:	AFHMP
EXHIBIT H:	Grievance Procedure
EXHIBIT I:	Supportive Services Plan
EXHIBIT J:	Limited English Proficiency Plan

MANAGEMENT PLAN

CAPE COD FIVE REDEVELOPMENT

PENNROSE MANAGEMENT COMPANY (the “**Agent**”), acting as agent for **West and Skaket LLC** proposes the following Management Plan for “Cape Cod Five Redevelopment”, a 62-unit property for low-income and work force individuals located in Orleans, Massachusetts.

I. **The Project**

A. Unit Mix & Amenities Overview

The Project will consist of 62 residential units, with 52 being LIHTC Units and 10 being MassHousing Workforce Units. Of the LIHTC Units, 8 will be PBV Units, and 1 will be an MRVP Unit. Of the units, 3 will be accessible units and 2 will be a sensory assisted unit. The community will have 70 standard parking spaces and 4 handicapped parking spaces. There will be a multipurpose community room, fitness room, playground and other community spaces for residents to enjoy.

B. Definitions.

As used in this Management Plan:

“**Agent**” means Pennrose Management Company.

“**AHT Program**” and “**AHT Requirements**” mean the Massachusetts EOHLC Affordable Housing Trust Fund Program and the requirements associated therewith.

“**EOHLC**”: Executive Office of Housing and Livable Communities

“**LIHTC Program**” and “**LIHTC Requirements**” mean the federal low-income housing tax credit program and the requirements associated therewith. The LIHTC Requirements include, without limitation, those set forth in the LIHTC Indenture and in Section 42 of the Internal Revenue Code of 1986, as amended, and related regulations.

“**LIHTC Indenture**” means the Indenture of Restrictive Covenants for Low Income Housing Tax Credits for the Project executed by the Owner and Pennsylvania Housing Finance Agency.

“**LIHTC Units**” means the 62 units that will be operated in accordance with the LIHTC Requirements. The LIHTC Units include the 8 PBV Units and 1 MRVP unit.

“**HOME Program**” and “**HOME Requirements**” mean the Massachusetts EOHLC HOME Program and the requirements associated therewith.

“**HSF Program**” and “**HSF Requirements**” mean the Massachusetts EOHLC Housing Stabilization Fund and the requirements associated therewith.

“**HUD**” means the United States Department of Housing and Urban Development.

II. **Limited English Proficiency (LEP) Services**

The Agent shall determine, as part of its obligation to take reasonable steps to ensure meaningful access to the Development and its programs by persons with Limited English Proficiency (LEP), those Oral Language Services (i.e. Interpretation) and Written Language Services (i.e. Translation) that may be required in connection with the implementation of this Plan.

“**Owner**” means West and Skaket LLC

“**PBV Program**” and “**PBV Requirements**” mean the project-based voucher program established by HUD pursuant to Section 8 of the U.S. Housing Act of 1937, and the requirements associated therewith, including, without limitation, those described in the Housing Assistance Payments contract with respect to the Project between the Authority and the Owner and in 24 CFR Parts 5 and 983.

“**PBV Units**” means the 8 units that will be operated in accordance with the PBV requirements. The PBV Units are also LIHTC Units.

“**MRVP Units**” means the 1 unit that will be operating in accordance with the MRVP requirements. The MRVP unit is also a LIHTC unit.

“**Project**” means Cape Cod Five Redevelopment, a 62-unit mixed finance housing development.

III. **Management Philosophy and Objectives**

A. Mission Statement

The Agent strives to provide the highest quality affordable housing with a superior level of customer service in order to establish a sense of community and to promote a better quality of living while achieving continued growth and preserving our tradition of excellence.

B. Specifics Objectives

The Agent's major objectives in the management of the Project are to:

1. Promote sound business management, thus ensuring the project's financial success, including prompt payment of all obligations and timely collection of all rents due.
2. Coordinate the involvement of local public and private agencies that can provide residents with the resources necessary to achieve a more satisfying lifestyle.
3. Support the meaningful involvement of families in the social management of the Project.

IV. **Program Guidelines and Requirements**

A. Role and Responsibility of the Owner and Agent

As a general rule, the Owner shall direct the Agent on matters of policy and overall procedure, while the Agent shall have direct responsibility for the day-to-day development operations as follows:

1. The Agent shall be responsible for marketing the Project in accordance with applicable policies, procedures and requirements.
2. The Agent will follow procedures as outlined in the Agent's Personnel Policy attached hereto as an Exhibit, in its day-to-day operation of the property.
3. The Agent shall attempt to achieve and maintain one hundred percent (100%) occupancy by conducting an affirmative marketing program when necessary and maintaining a waiting list of eligible applicants, as described in the Resident Selection Plan attached hereto as an Exhibit.
4. The Agent shall be responsible for the overall physical condition of the grounds and buildings and for developing and implementing a system for the timely acknowledgment of complaints, including prompt action to correct deficiencies.
5. The Agent shall develop and implement a continuing program of social activities with and for apartment residents.
6. All maintenance contracts, service contracts, insurance policies and claims settlements shall be approved by the Owner.
7. The Agent will maintain an accounting and financial reporting system acceptable to the Owner. All records, files, ledgers and banking functions regarding the rental units should be maintained at the site and accessible to the Owner and HUD during regular business hours with reasonable notice.
8. The Owner and the Agent acknowledge that the development is new construction subject to 24 CFR 8.22 (pertaining to accessible units) and will comply with such requirements.

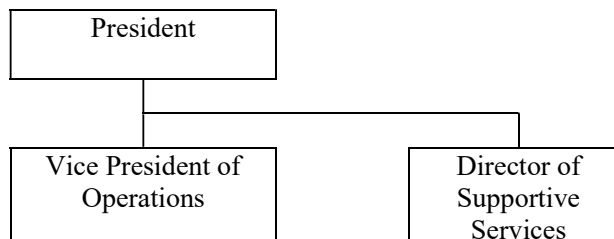
B. Management Fee

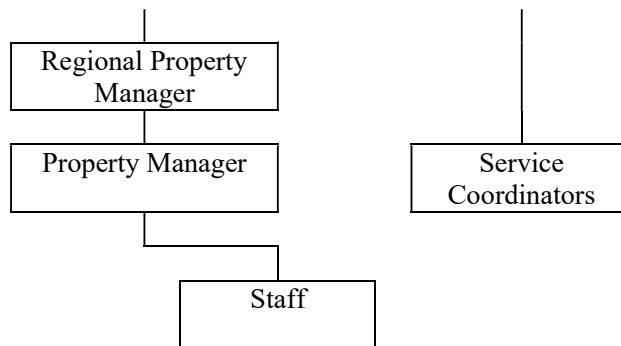
The management fee paid to the Agent will pay for overall management expertise and will include:

1. Furnishing all necessary personnel for the supervision of development staff;
2. Budget preparation and analysis;
3. Hiring and training all on-site staff;
4. Executing and monitoring all service contracts;
5. Providing liaison with attorneys, government agencies, the Owner and project accountants; and
6. Providing general overall supervision of the development

C. Personnel Policy and Staffing Arrangements

1. All personnel - professional, maintenance and clerical - shall be hired without regard to race, color, sex, age, religion, national origin, disability or familial status according to Title VII of the Civil Rights Act of 1964, Title VI of the Civil Rights Act of 1964, Section 109 of Title I-Housing & Community Development Act of 1974, Age Discrimination Act of 1975, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, Title VIII of the Civil Rights Act of 1968, Executive Order 11063 and any other applicable Equal Opportunity requirements of federal, state and local laws.
2. The Agent is committed to providing employment opportunities to residents of the Project in the fields of property management and building maintenance. As part of the Pennrose Resident Hiring Program, residents will be notified of job opportunities via postings at the Job Center, which will be located where all residents may have access to it. Residents will be informed of the details of the Resident Hiring Program at their orientation meeting upon lease-up and through reminders in the monthly newsletter.
3. Successful applicants who meet all employment eligibility requirements will be provided with on-the-job training and may also qualify for tuition assistance benefits for continuing education in job-related subjects.
4. The Agent shall employ a manager for the Project (the “**Manager**”). The Vice President of Operations and Regional Property Manager of the Agent shall supervise the activities of the Manager. The staff assigned to the Project shall be directly responsible to the Manager.
5. Staff composition including annual salaries and organizational chart shall be as required (Job descriptions attached as an Exhibit):
 - a. Property Manager \$70,720
 - b. Maintenance Supervisor \$54,080
 - c. Assistant Property Manager \$25,920
 - d. Supportive Services Coordinator \$11,440
 - e. Porter \$19,440





D. Marketing Effort

The Agent shall market the Project according to the HUD-approved Affirmative Fair Housing Marketing Plan, attached hereto as an Exhibit. In addition:

1. A project sign will be placed on the site indicating where to apply for occupancy.
2. Newspaper advertisements and community contact letters will be utilized for ongoing outreach efforts to attract minorities and persons with disabilities.
3. Prospective applicants will be referred to the Rental Office where income and related information is placed on preliminary application forms.
4. Residents and prospective residents are advised of their right to request a reasonable accommodation if any unusual adaptations, modifications or additions are required in their living quarters while residing at the Project. This is done in order to comply with the Americans with Disabilities Act and 504 regulations.
5. Any future marketing brochures or newspaper advertisements used to fill vacancies will first be cleared with HUD's Office of Fair Housing and Equal Opportunity.
6. Prospective applicants/applications will be accepted in accordance with the waitlist policy in the Resident Selection Plan.
7. Agent is responsible for certifying and recertifying income.
8. We will accommodate limited English proficiency in our marketing efforts, application processing and Fair Housing Signage.

Following the initial lottery for the project, the agent will retain a list of households who are not awarded a unit, in the order that they were drawn from the general pool. This list will become the wait list for the property. After the initial lottery, the units are offered from the waiting list. When a vacancy must be filled, the waiting list will be reviewed, and applicants will be pulled based on availability.

E. Procedures for Determining Resident Eligibility

Based on federal regulations, the Owner/Agent may admit only eligible applicants. In the selection of applicants for admission, eligibility criteria have been established in accordance with HUD and LIHTC guidelines.

When a unit becomes available, all eligibility criteria will be reviewed before a final eligibility determination is made. Additionally, all adult members of an applicant household (and, if appropriate, minors) will be subject to certain screening based on landlord/rental history, credit history and criminal history. If the screening process determines that the family meets the Agent's standards for admission, a final determination is made that the applicant is eligible.

The Agent shall determine resident eligibility pursuant to the Resident Selection Plan for the Project attached hereto as an Exhibit. For HOME, HSF and AHT tenants, Agent must use HUD's "Technical Guide to Determining Income and Allowances for the HOME Program." Income will be calculated as defined in 24 CFR Part 5.

The Agent will ensure that the HOME, HSF and AHT Conflict of Interest Policy is followed as per the HOME, HSF and AHT Program rider to the management agreement.

F. Leasing

The Agent shall prepare and execute resident leases on behalf of the Owner. For all LIHTC Units, including the PBV Units and MRVP unit, the lease shall be in the form attached as an Exhibit. For the PBV Units, the lease shall include the Tenancy Addendum for Section 8 Project-Based Voucher Program that is included as an attachment to the lease for LIHTC Units.

G. Rent Collection Policies and Procedures

The Agent shall make available to residents, in writing, a rent collection policy for the Project. This policy shall also be posted in the rental office. The rent collection policy shall consist of the following terms:

1. Rent is due the first (1st) day of each month.
2. Rent will be considered late after the fifth (5th) day. A rental reminder notice shall be placed under the applicable resident's door the afternoon of the fifth (5th) day of the month. The Agent's supportive services staff will receive a copy of this notice.
3. If the rent is not paid by the close of business on the fifth (5th) day of the month, a fee equal to 5% of the monthly rent will be charged.
4. On the ninth day of each month a warning letter will be sent to delinquent residents requesting that they make an appointment with the Manager within three (3) working days of that date. The Agent's supportive services staff will receive a copy of this note.
5. If no mutually acceptable agreement has been reached by the fifteenth (15th) day of the month, written notice of intent to begin eviction proceedings shall be sent.
6. If no resolution occurs within 24 hours, a Notice to Quit and Deliver is sent to the resident. Every effort shall be made to have the resident vacate the premises voluntarily.

7. If no results are obtained, appropriate court action will be commenced.

NOTE: A \$20.00 service fee will be charged on the second time or any additional time a check is not honored for payment.

Every effort will be made to assist those who are experiencing budget problems or temporary unemployment difficulties by referring them to the supportive service component of the Project which can work with them individually, setting up an agreed payment plan to carry them through difficult times, or assisting them in finding housing more suitable to their present circumstances.

H. Maintenance and Repair Program

1. Preventive Maintenance. The Agent will develop a Preventive Maintenance Plan for the Project upon completion of construction. A portion of a sample Preventive Maintenance Plan is attached hereto as an Exhibit. Pursuant to the Preventative Maintenance Plan, an itemized inventory will be taken of all building systems and equipment, and recommended maintenance procedures will be entered into the Yardi work order system as recurring work orders. When a preventive maintenance task comes due, a work order will automatically be generated and assigned for completion. These tasks will be identified as PM work orders in order to monitor that all required or recommended maintenance has been completed on a timely basis.
2. Scheduled maintenance and repairs for mechanical equipment and appliances in each apartment unit will be in accordance with manufacturers' recommendations and service manuals. Maintenance records will be maintained on all equipment to ensure proper service.
3. Inspection of grounds, buildings, common areas and apartment units will be carried out daily to identify any maintenance problems that can be attended to promptly, to avoid serious problems at a future time.
4. Prior to initial occupancy, the prospective resident and the Agent shall complete a Dwelling Unit Inspection Report.
5. The Agent will conduct unit inspections no less than annually, but quarterly unit inspections are standard. Unit inspections may be completed at any time with proper notification.
6. When a resident gives a notice to vacate, a date for inspection of his or her unit will be scheduled prior to move-out. At this time the Maintenance Superintendent and the resident will inspect the unit, compare any damages or wear with information noted on the move-in checklist and determine whether the resident must pay for repairs.
7. Prior to re-renting the unit, the Agent will take the same inspection check-list and make all necessary repairs, have the unit repainted, and thoroughly clean and check all equipment and appliances for proper operation.
8. Each resident shall be instructed on home care (i.e. stove, heaters, etc.) as needed.
9. A comprehensive painting schedule will be set up for the development. All vacated apartments will be painted prior to re-occupancy, according to need. Apartments

occupied continuously by the same resident will be painted every five to seven years at the Project's expense or sooner, if necessary, at the resident's expense.

10. Doors that receive heavy use shall be painted with a heavy-duty semi-gloss paint as necessary. In addition, the Agent will ensure that interior and exterior surfaces of the building are maintained in prime condition at all times.
11. Exterminating services shall be contracted monthly or at other intervals as necessary.
12. The Agent shall contract for trash removal and recycling services at required intervals.
13. All requests for repairs shall be made by calling the Rental Office. An interactive dialogue will allow residents to leave service requests any time of day, 7 days a week. Callers will be prompted how to place their request as an emergency or regular maintenance. A work order will be generated and transmitted to the site staff for action. Normal service repairs will be conducted during regular business hours from 9:00 a.m. to 5:00 p.m., Monday through Friday. In general, non-emergency repairs should be completed within thirty (30) days after receipt of the work order.
14. Maintenance staff will handle all repairs. The Manager will consult with the Regional Property Manager and/or Maintenance Superintendent for any major repair that cannot be handled by on-site staff.
15. A staff person shall be on call twenty-four (24) hours a day, seven (7) days a week in order to handle emergencies which are so serious in nature that they cannot wait to be corrected during regular hours. Emergency repairs will be completed within twenty-four (24) hours after receipt of the request, or if such repair cannot be completed within twenty-four (24) hours such repair shall begin within that time period and detailed explanation shall be provided to the resident of the steps being taken and why the repair could not be completed within twenty-four (24) hours.
16. Any prospective maintenance costs to residents will be clearly posted in the Rental Office. In general, residents will be expected to pay for all property willfully or accidentally destroyed or damaged by them or their guests.
17. With the exception of petty cash items, equipment and supplies shall be ordered on a purchase order and must receive the approval of the Manager.

I. Accounting and Financial Management

1. The Agent shall maintain files on all residents, which will include applications, lease, income, certifications and recertifications and any other data relating directly to the resident. The resident files will be kept in a locked filing cabinet in the work room or managers office. The management suite is access controlled. The first year tax credit files will be kept in a fireproof filing cabinet.
2. Regular reports of finances and occupancy will be prepared monthly and annually, and submitted to the Owner. All records, files, ledgers and banking functions regarding the units should be maintained at the site and accessible to the Owner during regular business hours with reasonable notice.

3. The Agent shall, as a project expense, contract with a certified public accounting firm at the end of each operating year for the purpose of having audited financial statements prepared. These statements shall be submitted to the Owner. All records, files, ledgers and banking functions regarding the units should be maintained at the site and accessible to the Owner during regular business hours with reasonable notice.
4. The Owner will receive the monthly accounting report by the 20th day of the following month, unless some other schedule is desired. All records, files, ledgers and banking functions regarding the units should be maintained at the site and accessible to the Owner during regular business hours with reasonable notice.

J. Resident – Agent Relations

1. General

Each new resident will be oriented to the development by the Manager in a private meeting regarding the following areas:

- Rights and responsibilities of the resident under the lease
 - Location and meeting schedule of civic and/or other resident groups
 - Tips and rules of development living
 - Services provided by the Agent
 - Hours of office operation
 - Maintenance and repair request procedures
 - Income recertification and dwelling unit inspection procedures
 - Instructions on operation of all appliances and equipment within the unit
2. Periodic meetings will be arranged as needed between a committee representing the residents and management with regard to any and all complaints, problems, or management procedures that could be corrected or improved by either party.
 3. Grievance Procedures

All resident grievances in the area of management services, maintenance services, management policy, management personnel, and grievances concerning other residents will receive prompt, efficient follow-up from the Agent.

Grievances that cannot be resolved on-site shall be made in writing to the Agent, and a meeting between the aggrieved party and the Agent shall be called to resolve the issue.

K. Violence Against Women Act Requirements

The Violence Against Women Act of 1994, as amended (“VAWA”), provides certain protections to victims or intended victims of domestic violence, and imposes certain requirements on operators of housing funded by the federal government, including under the LIHTC, Public Housing, PBV and HOME Programs.

Under VAWA, the Agent may not deny admission to any applicant on the basis that the applicant is or has been a victim of domestic violence, dating violence, sexual assault or stalking, if the

applicant otherwise qualifies. Additionally, with respect to admitted residents, an actual or threatened incident of domestic violence, dating violence, sexual assault or stalking may not be construed as a serious or repeated violation of a lease, or as good cause for terminating a lease, with respect to the victim or intended victim of such an incident. A lease may, however, be bifurcated so that a perpetrator may be evicted from the household and the victim or intended victim may stay, if that result is appropriate. The form[s] of lease for Project units will incorporate these terms.

Recent amendments to VAWA require HUD to develop a notice of rights of individuals under VAWA. When this new notice form is available, the Agent must provide the notice in multiple languages to residents or applicants in the following circumstances: when an application is denied; when an accepted applicant is admitted into a unit; and along with any notification of eviction or notification of termination of assistance.

For more information, see 42 USC §14043e-11 and, with respect to PBV Units, PIH 2006-42].

L. Eviction Procedures

With respect to the PBV Units, any termination of tenancy initiated by the Agency must comply with all PBV Requirements, including 24 CFR 983.257 and those requirements described in Chapter 8 of HUD Handbook 4350.3.

M. Social Service Programs

The Agent has long been a vocal proponent of the need for meaningful supportive services to facilitate a successful transition from poverty to self-sufficiency. The primary goal of the Agent is to provide and manage quality affordable housing for low-income families and individuals. The Agent has been successful in achieving that goal, in part because of its early recognition that supportive services must be combined with quality housing to assure continued stability both in households and communities. At our properties, we link residents to programs and services that will enable them to improve their quality of life. Desired outcomes include the enhancement of self-esteem, self-sufficiency, and self-empowerment, both as individuals and as a community, and success in school and post-secondary education and employment for children growing up in the neighborhood. Furthermore, in the affordable housing industry supportive services has become a valuable asset management tool. Effective service coordination will help alleviate the challenges that are most common to federally assisted housing communities such as: high turnovers, rental delinquencies, property damages and vandalism, vacancy losses, and evictions. By working proactively in implementing service standards, we will prevent many of the aforementioned situations. From a business perspective having a service-enriched housing community makes good sense — it creates greater resident retention; fewer lease violations and reduced maintenance costs. This helps to stabilize the community and thereby, improves the overall property management through enhanced resident relations and stronger fiscal operations.

The Agent is dedicated to the provision of supportive services that assist residents in addressing their needs. However, each community is different as are the service needs of the residents. Therefore, supportive services are to be implemented in close coordination and communication with the residents to ensure that the services, programs and activities provided meet their needs and desires. To ensure a degree of uniformity across all properties managed by the Agent, it is the Agent's goal to offer a basic set of services to all

communities. Therefore, Minimum Resident Services Standards for our properties have been developed, as follows:

Minimum Resident Services Standard for Family Communities

- *Establish effective communications through monthly newsletter and regular meetings*
- *Organize and support a Residents' Association*
- *Coordinate after school programs either on-site or identify other options in the community, such as churches, public schools, YMCA's or Boys & Girls Clubs.*
- *Provide access to summer camping & day camp programs (on and off-site)*
- *Coordinate access to affordable and reliable transportation services with public and private entities. Identify public bus lines and based upon ridership, see if transportation routes can be extended to accommodate residents.*
- *Coordinate access to youth recreational activities such as, arts and crafts, scouting programs and sporting activities (on and off-site)*
- *Working with local law enforcement and fire department help to create Community Safety Programs, to include: crime prevention programs, personal safety and fire prevention. In addition, each site is to have an evacuation plan in place in the event of an emergency or fire.*
- *Identify community-based service provider agencies to create adult activity programs appropriate to parents needs such as life skills training, educational and socialization opportunities.*
- *Provide access to financial assistance programs, i.e. energy assistance programs and budget counseling, for example.*
- *Complete a needs assessment every other year to determine desired and needed supportive services.*

The Agent's philosophy is to utilize the existing services available through public, private and community-based agencies and organizations, bringing services on-site to the maximum extent possible. This will be accomplished by the Agent as the primary service provider, through the development of a site specific Supportive Services Plan and the hiring of an on-site Resident Manager/Services Coordinator to provide services. The cost of the service program and coordinator salary will be funded through project operations. An outline of the Supportive Services Plan is attached hereto as an Exhibit.

To augment the supportive service program, management will assist in planning and directing social programming activities until a resident group can be formed and encouraged to develop social programs of their own. The Agent will make every effort to assist the Resident Association on an ongoing basis by providing advice and informal assistance, staff time and materials, and assistance in obtaining meeting space.

N. Energy Conservation

1. This development will promote energy efficiency and conservation, operational savings and sustainable building practices as agreed to in the tax credit application for the Project. This includes the installation of Energy Star® appliances and mechanical systems as well as the utilization of "green building" practices in all phases of the design and construction. The Agent will maintain such appliances and systems to meet

the design standards at all times. As appliances and systems require repair, replacement or retrofit, Management will continue to use only those materials that meet the Energy Star® or “Green Label” standard.

2. To conserve water, landscape plantings will be drought-tolerant and will not require irrigation.
3. All maintenance staff will be trained on all materials, systems and equipment used in the construction, explaining the “green building” components and amenities, how they benefit the property and how to properly maintain them. At the initial training by the contractor, a video will be made of the entire training. Together with the maintenance and operations manual provided by the contractor, a copy will be retained on site in good order in a safe location. All future maintenance staff will receive training using the video and manual.
4. At lease-signing, all residents will be provided with a Green Building Guide and orientation, explaining the Green Building components and amenities and how they benefit from them.
5. At lease-signing, all residents will receive instruction on the care and use of all appliances within the residence to prolong appliance life and maximize energy conservation. Periodic reminders will also be provided via the monthly newsletter, resident meetings or periodic home care seminars.
6. At lease-signing, all residents will receive instructions on recycling procedures.
7. Residents will be required, as a Lease obligation, to report leaking faucets immediately, to prevent water waste.
8. In keeping with current environmental guidelines with respect to lighting, bulbs of the minimum wattage necessary to provide adequate lighting will be installed in all public and outdoor areas of buildings. Compact fluorescent light bulbs and specially shielded fixtures, that direct light downward may be used to maximize the amount of illumination while conserving electricity.
9. Water heaters will not be set at a temperature higher than is necessary to accommodate resident's needs.

O. Security

The Agent will participate in programs in support of the eradication of drugs, crime and vandalism while helping to provide linkages to the community and fostering stability of the resident population. Relationships and partnerships will be established between the management company, resident population, existing community based organizations and local law enforcement agencies. Programs may include, but are not limited to:

- development of Resident Association;
- non-profit incorporation of resident council and proposal writing;
- development of site-based Town Watch and participation in community Watch;
- safety awareness training;
- employment opportunities for residents in security, maintenance and management;

- incentives for resident volunteerism;
- Periodic site reviews of lighting, green space and areas of criminal activities;
- emphasis at resident orientations and signing of lease addenda for Drug Free Housing;
- establishment of “checkpoints” for district police;
- participation in DARE program for youth; and
- grant application to Weed and Seed Programs.

P. Resident Handbook

The Agent has developed a handbook to serve as a resource for residents of the Project. The Resident Handbook is attached hereto as an Exhibit.

Q. Pet Policy

The Pet Ownership Policies and Procedures and all other pet addenda for the Project are attached to the tenant leases as applicable found in Exhibits hereto.

Sample

Sample Tenant Selection Plan

Exhibit “B”

Tenant Selection and Affirmative Fair Housing Marketing Plan

Cape Cod Five

Sample

Project Information

Project Name	Cape Cod Five
Project Contact Name	Jennifer Hayward
Address	19 West Road
City, State, Zip	Orleans, MA 02653
Phone	267-386-8600
Fax	267-386-8650
TTY/TDD/Audio Relay	711 National Voice Relay

The Purpose of the Resident Selection Plan

This Resident Selection Plan has been produced by Pennrose Management Company (the “**Agent**”), the property management agent for Cape Cod Five (the “**Project**”), owned by Cape Cod Five, LLC (the “**Owner**”). The Resident Selection Plan helps to ensure that applicants to the Project are selected for occupancy in accordance with established management policies and the requirements of the federal low-income housing tax credit program and the project-based voucher program. Please contact the management office if you need help understanding this document.

This document is an exhibit to, and should be read in conjunction with, the Management Plan produced by the Agent for the Project. Capitalized terms that are used but not defined in this Resident Selection Plan shall have the meaning given to them in the Management Plan.

Smoke Free Housing

Smoking is prohibited in any area of the property, both private and common, whether enclosed or outdoors. This policy applies to all owners, applicants, residents, guests, and servicepersons. “Smoking” shall include the inhaling, exhaling, burning, or carrying of any lighted cigarette, e-cigarette, cigar, pipe, other tobacco products, marijuana including medical marijuana, herbal smoking products “Legal Weed” or products known as “bath salts” or illegal substance.

Pets

The Owner/Agent has established a Pet Policy for this property. Pet Policies and Procedures and all pet addenda are listed as an exhibit to the lease documents. Assistance animals, companion animals, service animals and therapy animals are not considered pets. If an applicant wishes to request an assistance/companion/service/therapy animal, please review the process to request a reasonable accommodation in Appendix A. Please keep in mind that the following criteria must be met in order for the Owner/Agent to approve such an accommodation:

- The applicant or resident must meet the DOJ/HUD’s definition of person with disabilities
- The animal must be necessary to afford a person with a disability an equal opportunity to use and enjoy a dwelling
- The disability and need must be verified unless previously known or obvious
- The animal must not pose a threat to other residents, the property staff, applicants or vendors
- The resident must agree to abide by the assistance animals rules (available for review upon request)

Assistance Definition

The property is operating under the guidelines established for the HUD Section 8, the Low Income Housing Tax Credit Program (LIHTC) plus DHCD and local subsidies, including HOME, HTF and AHTF. Requirements for these programs are described in the Tax Credit Regulatory Agreement, Massdocs Affordable Housing Restriction and Regulatory Agreement. Therefore, applicants must meet the criteria for one or more programs, depending on the apartment applied for within the project, in order to qualify.

Subsidy

Nine (9) residents at this property are offered subsidized rent. The Administering Agency for the one (1) MVRP voucher and the eight (8) project-based vouchers will be Housing Assistance Corporation (HAC). This means the rent that a household pays is based upon the household income. The rent paid by residents may vary. Subsidized rents are made available through participation in the HUD Section 8 program. Exhibit G to this plan supports the Section 8 application & eligibility process.

Housing Vouchers

Owner/Agent may not admit an applicant with a HUD housing voucher to a unit with Section 8 assistance unless the applicant agrees to give up the voucher prior to occupancy.

Policies to Comply with Section 504 of the Rehabilitation Act of 1973 and the Fair Housing Act Amendments of 1988 and Title VI of the Civil Rights Act of 1964

The Agent is committed to the letter and spirit of the policy for the achievement of equal housing opportunity throughout the country. We encourage and support an affirmative advertising and marketing program in which there are no barriers to obtaining housing because of race, color, religion, sex, handicap, familial status, national origin, sexual orientation or gender identity. Specifically, the Agent complies with the federal laws described in this Section.

Fair Housing

The Fair Housing Act prohibits discrimination in housing and housing related transactions based on race, color, religion, sex, national origin, disability, and familial status.

Title VI of the Civil Rights Act of 1964

The Owner/Agent complies with Title VI of the Civil Rights Act of 1964 which prohibits discrimination based on race, color, or national origin in any program or activity receiving federal financial assistance from HUD.

Section 504 of the Rehabilitation Act of 1973

The Owner/Agent complies with Section 504 of the Rehabilitation Act of 1973 which prohibits discrimination, based on the presence of a disability in all programs or activities operated by recipients of federal financial assistance. Although Section 504 often overlaps with the disability discrimination prohibitions included in the Fair Housing Act, it differs in that it also imposes broader affirmative obligations on the Owner/Agent to make their programs, as a whole, accessible to persons with disabilities.

Coordinating Efforts to Comply with Section 504 Requirements

The Owner/Agent has designated a person to address questions or requests regarding the specific needs of residents and applicants with disabilities. This person is referred to as the Section 504 Coordinator.

Name of Section 504 Coordinator:	Kathi Garrone
Address:	1301 N. 31 st Street Philadelphia, PA 19121
Phone Number:	267-386-8600
TDD/TTY Number:	711 Voice Relay

Requests for Reasonable Accommodation or Modification

In accordance with the Fair Housing Act and Section 504 of the Rehabilitation Act, the Owner/Agent will make reasonable accommodations or modifications for individuals with disabilities (applicants or residents) unless these modifications would change the fundamental nature of the housing program or result in undue financial and administrative burden. Please see Appendix C for additional information.

Compliance with Requirements Outlined in the Violence Against Women Act

Violence Against Women Act: HUD Notice #06-42 pertains to The Violence Against Women Act of 2005 (VAWA) which prohibits owners from denying admission to a person simply because she/he has been a victim of domestic violence, or stalking. Domestic violence, dating violence, or stalking is not good cause for evicting the victim of that violence. Under VAWA an owner can only evict an individual based on the domestic violence against his/her if it can prove the person "actual and eminent threat" to other tenants or staff if s/he is not evicted.

The Violence Against Women and Justice Department Reauthorization Act of 2005 and amendments of 2013 protects tenants and family members of tenants who are victims of domestic violence, dating violence, or stalking from being evicted or terminated from housing assistance based on acts of such violence against them. These provisions apply both to public housing agencies administering public housing and Section 8 programs and to owners renting to families under Section 8 and other affordable housing programs.

In general, the law provides in part that criminal activity directly relating to domestic violence, dating violence, or stalking, engaged in by a member of a tenant's household or any guest or other person under the tenant's control, shall not be cause for termination of assistance, tenancy, or occupancy rights if the tenant or an immediate member of the tenant's family is the victim or threatened victim of that abuse. The law also provides that an incident or incidents of actual or threatened domestic violence, dating violence, or stalking will not be construed as serious or repeated violations of the lease by the victim or threatened victim of that violence and will not be "good cause" for termination of the assistance, tenancy, or occupancy rights of a victim of such violence.

Availability of Assistance for Persons with Limited English Proficiency

Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency (LEP)" requires the Owner/Agent to develop and implement a system to provide housing assistance so persons of LEP can have meaningful access. The Owner/Agent will provide for such meaningful access consistent with, and without unduly burdening the fundamental mission of the property. The Owner/Agent will work to ensure that people who apply for and/or qualify for housing assistance are provided meaningful access to HUD's housing assistance program.

Protections provided based on Sexual Orientation, Gender Identity or Marital Status

The Final Rule - *Equal Access to Housing in HUD Programs – Regardless of Sexual Orientation or Gender Identity* was published in 2012. The Owner/Agent will comply with the requirements established in the Final Rule which ensures that HUD's core housing programs are open to all eligible persons regardless of sexual orientation, gender identity or marital status.

Overview of Application Process

Procedures for Taking Applications

The Agent will accept and process applications for all units, in accordance with LIHTC, PBV, Section 811, HOME, HTF, AHTF and other funding source Requirements. The Agent will make a reasonable accommodation to assist in the application process if the applicant or any member of the applicant household is disabled.

Application Period

The application period should be at least 60 days. To ensure the fairness of the application process, applicants must not be required to deliver application materials and instead must mail the Applications.

The Market Rate, LIHTC and PBV units will be filled using a Lottery as required by DHCD.

Prior to the Lottery

The following will occur prior to the Lottery:

AFHMP Ads will be published 2 times prior to the Lottery and will include instructions on how to obtain a pre-application. The first ad will be placed in TBD (60 days prior to the lottery) and the second in TBD (30 days prior to the lottery) advising of a lottery to be held in TBD.

One or more Public Informational Meetings for potential applicants will be held to educate them about the community, the lottery process and timeline surrounding the lottery process, application completion, etc... The public informational session will be held at a time that allows for maximum opportunity to attend and will be held at a accessible location. The first public informational meeting will be held in TBD (in concurrence with the first AFHMP Ad). Subsequent meetings will be held as necessary, and it is likely that a second meeting will be held in conjunction with the second AFHMP ad, 30 days prior to the Lottery.

Pre-Applications will be accepted for a minimum of 60 days, but will be extended as needed, to ensure that there are enough applicants who meet the eligibility criteria for each of the unit size and income tier for the development.

*The full application and interview process will begin immediately following the lottery with all eligible applicants catalogued into their lottery selection slot.

Lottery Procedure

The lottery will be held in TBD (approximately 60 days from the publishing of the first AFHMP ad). We commit to including interested households on the Auburn Housing Authority waiting list for rental subsidies in the applicant pool for the Lottery.

We are requesting 65% local preference for applicants who live, work, or have children in the school system of the Town of Orleans. Then a modest 10% regional preference for applicants who live, work, or have children in the school systems of the Towns of Eastham, Chatham, Brewster, Wellfleet, Truro, Provincetown, and Harwich. This would be for the initial lease up only and to help address the acute

housing shortage on Outer and Lower Cape Cod. We have received CPC awards from multiple communities to support this project which is evidence of the regional approach to tackling this area's housing crisis.

The lottery will be administered by the Agent, Pennrose Management Company. The Agent has performed lotteries in several states including Massachusetts.

Once all required information has been received, qualified applicants will be assigned a registration number. **Only applicants who meet the applicable eligibility requirements will be entered into the lottery.**

Ballots with the registration number for applicant households will be placed in **all** lottery pools for which they qualify. The ballots will be randomly drawn and listed in the order drawn, by pool. This project has units with different numbers of bedrooms, so units will then be awarded (largest units first) by proceeding down the list to the first household on the list that is of appropriate size for the largest unit available according to the appropriate-unit-size criteria established for the lottery. Once all larger units have been assigned to appropriately sized households in this manner, the lottery administrator will return to the top of the list and select appropriately sized households for smaller units. This process will continue until all available units have been assigned to appropriately sized applicant households.

The lottery will be held at a public building, wheelchair accessible location and at a time that allows for maximum opportunity to attend. Applicants do not need to attend the lottery in order to receive a lottery number. After the lottery is completed a letter will be sent to each applicant advising them of their lottery number. The lottery will be streamed in some virtual way for those who cannot attend. This would likely be done via Facebook Live.

Deposits/Fees

Successful lottery participants will not be required to pay any fee or deposit to hold a unit pending construction completion nor will applicants be required to pay any form of fee or deposit to be placed on a wait list.

Accessible Units/Units with Adaptive Features; Reasonable Accommodations

The project includes units that are fully accessible, units that have adaptive features (also commonly referred to as "adaptable" units), for occupancy by persons with mobility impairments or hearing, vision or other sensory impairments. First preference (regardless of applicant pool) for those units shall be given to persons with disabilities who need such units, including single person households, in conformity with state and federal civil rights laws. This preference applies to fully accessible units, which include 5% of the total units which are to be wheelchair accessible and 2% which are to be communications accessible. This does not include the accessible units that are CBH units.

Fulfilling the obligation for a providing a first preference, as described above, does not limit an owner's fair housing obligations with respect to persons with disabilities. When a person with a disability is the next eligible applicant and the development contains available units with adaptive features, the applicant must be made aware of such availability and of the owner's obligation to adapt the unit as needed.

Upon request, the Agent will provide interested parties with a copy of the application package.

The person who is indicated as the head-of-household must execute and sign all documents that are included in the application package. Before completing or executing any forms, additional copies should be made for all adult household members and in some cases for minors who will live in the unit.

All adult applicants must complete the application package as instructed.

Applicants must provide a government issued photo ID - used for verifying the identity of all applicants - to accompany applications. In some cases, and when appropriate, this ID may also be used to verify age and citizen/non-citizen eligibility status. If the applicant is not able to visit the site, alternative means of verifying identity, such as Skype, may be utilized.

Applicants must provide a birth certificate or other documentation that can be used to verify age, citizen/non-citizen eligibility status and relationship to other household members.

All applications can be submitted on the Project site at the property management office after the pre-application period and lottery to be placed on the waiting list. During the pre-lottery application period, the Agent will accept applications via mail.

All documents in the application package must be **completed in full**, signed and dated in order to be accepted. Applicants will not be added to the waiting list until all application forms have been properly completed and signed as appropriate. Incomplete application packages will be returned.

State fair housing law requires that all accessible rental units be listed with MassAccess – the registry of accessible housing administered by Citizens Housing and Planning Association (CHAPA). CHAPA can be contacted at (617) 742-0820 or electronically at www.massaccesshousingregistry.org

Live-in Aide Procedure

Applicants should notify management office staff if the household plans to include a live-in aide. The live-in aide is not required to complete the same application forms but must complete the Live-in Aide Questionnaire and screening and other O/A verifications that are required.

The live-in aide has no rights to the unit and will be required to relinquish possession of the unit within a reasonable time as stipulated by the Agent. The live-in aide will be required to sign an acknowledgement the live-in aide has no right of residency or occupancy if the resident moves out for any reason including death.

Consent to Verification

All adult members of an applicant household must sign consent forms and, as necessary, verification documents, so that the Agent can verify eligibility and screening criteria, relating to income and other factors (e.g., disability status). Consent and verification forms protect the rights and privacy of residents and applicants by allowing them to have control over any information collected about them. Each household member age 18 and older and each household head and spouse regardless of age must sign the resident release and consent form regardless of whether they report income.

If the applicant or any adult member of the applicant's household does not sign and submit the consent forms, the Agent must reject the application.

Preliminary Determination of Applicant Eligibility

Following the lottery, upon receipt of a complete application package, the Agent will then review the application for program eligibility. Eligibility standards are discussed in detail in Section V below. All information needed to determine applicant eligibility shall be obtained and verified pursuant to the verification procedures described in Section VII below.

During the ongoing operation of the property, the Agent will also make a preliminary eligibility determination before adding a household to a waiting list or initiating final eligibility tasks. The Agent will review the application to ensure that there are no obvious factors that would make the applicant ineligible. If a preliminary eligibility review indicates that a household is eligible for tenancy, but units of appropriate size are not available, the Agent will place the household on a waiting list for the property as described in Section VI below.

Final Determination of Eligibility

When a unit becomes available, all eligibility criteria will be reviewed before a final eligibility determination is made. Additionally, all adult members of an applicant household (and, if appropriate, minors) will be subject to certain screening, as described in Section VIII below, based on landlord/rental history, credit history and criminal history. If the screening process determines that the family meets the Agent's standards for admission, a final determination is made that the applicant is eligible.

Eligibility Requirements

Based on federal regulations, the Owner/Agent may admit only eligible applicants. In the selection of applicants for admission, eligibility criteria have been established in accordance with HUD and LIHTC guidelines.

The following eligibility standards will be applied in accordance with HUD and LIHTC requirements.

Property Eligibility Definition

Household/Resident Type

This is a Market Rate, Section 8 and Low-Income Housing Tax Credit family property and is designed to provide housing to all households who meet the eligibility and screening requirements.

Income Limits

Income limits vary by household size. The Owner/Agent will provide applicants a copy of the income limits for the property are upon request. In addition, applicants can review the income limits by accessing the following web site: <http://www.huduser.org/datasets/il.html>

HUD requires that property managers incorporate the most recently published income limits when determining eligibility for the LIHTC and PBV units. Income limits are updated annually (usually around December).

Income Eligibility and Set-Aside Requirements

Occupancy at Cape Cod Five must be consistent with the income eligibility guidelines and set-aside requirements of the LIHTC program set forth in the owner's tax credit application to DHCD and the ELIHC (the "Tax Credit Requirements") The specific requirements are as follows:

- 1) 45 units shall be for households having annual incomes at or below 60% of the area median income (adjusted by family size).
- 2) 2 of the 45 units shall be for households having annual incomes at or below 50% of the area median income (adjusted by family size) and Section 8 assistance.
- 3) 6 of the 45 units shall be for households having annual incomes at or below 30% of the area median income (adjusted by family size) and Section 8 assistance.
- 4) 15 units shall be set aside for market rate households.

- 5) 4 units will be set aside for residents referred by Community Based Housing (CBH). The Community Based Housing program provides funding for the development of integrated housing for people with disabilities, including elders, with priority for individuals who are in institutions, nursing facilities or at risk of institutionalization. These 4 units are Project Based Section 8 units at the 30% income tier.

Each of the forgoing is referred to as an “Occupancy Category”. An Occupancy Category that is represented by fewer than the prescribed number of units in that Occupancy Category as aforesaid shall be referred to as an “underrepresented” Occupancy Category; an Occupancy Category already represented by the full number of units therein shall be referred to as an “overrepresented” Occupancy Category.

Area Median Income is determined periodically by the US department of Housing and Urban Development and is adjusted by family size.

Privacy Policy

It is the policy of the Owner/Agent to guard the privacy of individuals controlled by the Federal Privacy Act of 1974 and to ensure the protection of such individuals' records maintained by the Owner/Agent.

Neither the property owner nor its agents shall disclose any personal information contained in its records to any person or agency, other than HUD, its Contract Administrators or other federal/state entity or investor auditing entities, unless the individual about whom information is requested gives written consent to such disclosure.

This Privacy Policy in no way limits the Owner/Agent's ability to collect such information to determine eligibility, compute rent, or determine an applicant's suitability for tenancy.

Income Tiering

The LIHTC Waiting List shall organize its non-subsidized LIHTC Units according to the tiers identified in the chart below, which set forth the target distribution of the LIHTC Units. This target distribution is derived from the LIHTC Indenture and other applicable LIHTC Requirements as well as any more stringent requirements imposed by the HOME and PBV Program. Note that this chart covers all LIHTC Units, including the HOME Units and the PBV Units.

Income Tiering

Bdrms	Units	Unit Type	Target AMI
1	4	PBV	30%
1	2	PBV	50%
1	21	LIHTC	60%
1	2	Market Rate	Market Rate
2	3	PBV	30%
2	18	LIHTC	60%
2	5	Market Rate	Market Rate
3	1	PBV	30%

3	4	LIHTC	60%
3	3	Market Rate	Market Rate
TOTALS	62		

PBV Units

Applicants for the PBV Units that are subsequently determined to be ineligible shall not be placed on a waiting list.

Accessible Units – General Policy

Within the Waiting List, units that have been made accessible in accordance with the Universal Federal Accessibility Standards will be offered to applicant households with disabled members first. In some cases, the Agent may implement marketing effort to ensure that disabled households occupy accessible units. An accessible unit will be offered as follows:

- 1) Units with communication accessible features will be offered to households with a verified need for communication accessible units first
- 2) Units with mobility accessible features will be offered to households with a verified need for mobility accessible units first

When an applicant requests an accessible unit or a unit preference, the Owner/Agent will conduct inquiries to:

- 1) Verify that the applicant is qualified for the unit, which is only available to persons with a disability or to persons with a particular type of disability
- 2) Verify that the applicant needs the features of the unit as an accommodation to his or her disability
- 3) Verify that the applicant is qualified to receive a priority on the waiting list available to persons with a disability or to persons with a particular type of disability

In the case where the members of the household who required the special features of the accessible unit no longer reside in the unit, and where the lease permits, the Agent will require the remaining members of the household to move to a unit without accessibility features when such a unit of the appropriate size becomes available.

If there is no household on the waiting list that has requested an accessible unit, the unit will then be offered to the next applicant household on the waiting list. Before the applicant can accept that accessible unit, all adult members of the applicant household must sign an agreement that includes a requirement to move, at the household's expense, to the first available non-accessible unit that meets the household's occupancy requirements as described in this plan.

The resident household will not be required to move if:

- 1) No unit that meets the household's occupancy requirements is available
- 2) There is no applicant household on the waiting list requesting an accessible unit

The Agent will not skip over a household that has reached the top of the waiting list and has indicated a need for certain unit features because of a disability. The household will be given the opportunity to benefit from the program and decide for itself, in compliance with the Fair Housing Act and Section 504, whether a unit meets the needs of the disabled household member. The household may accept the unit and request some modification to the unit as a reasonable accommodation.

Detailed Priorities

When a unit is available, that unit will be offered in the following order, subject to unit-type eligibility, regulatory requirements and the income tiering preferences described above:

Accessible units will be offered in the following order:

- 1) The next household on the waiting list that currently resides on the property and needs a different accessible unit based on a change in household size or composition
- 2) The next household on the waiting list that currently resides on the property in an accessible unit that needs a different accessible unit based on a verified medical need
- 3) The next household on the waiting list that currently resides on the property and needs a different unit based on a verified need for an accessible unit
- 4) The next household on the waiting list that currently resides in the community that includes an adult household member requesting a separate unit and that includes a member that needs the features of that accessible unit.
- 5) The next applicant household on the waiting list that does not currently reside in the community that requires the features of an accessible unit
- 6) The next household on the waiting list that currently resides in the community that includes an adult household member requesting a separate unit when no residents or applicants require the features of an accessible unit
- 7) The next applicant household on the waiting list that does not currently reside in the community when no residents or applicants require the features of an accessible unit

Non-accessible units will be offered in the following order:

- 1) The next household on the waiting list that currently resides on the property and needs a different size unit based on a change in household size and/or composition
- 2) The next household on the waiting list that currently resides on the property and needs a different unit based on a verified medical need for a different unit

- 3) The next household on the waiting list that currently resides on the property that no longer requires the accessibility features of the unit in which they currently living
- 4) The next household on the waiting list that currently resides in the community that includes an adult household member requesting a separate unit
- 5) The next applicant household on the waiting list that does not currently reside in the community

Preferences

There is a 65% preference for the residents of and workers in the town of Orleans. There is a 10% preference for residents of other Outer and Lower Cape towns. Preferences are for the initial lease up only.

LIHTC Program Eligibility – applicable to all LIHTC Units

Based on federal regulations, the Agent may admit only eligible applicants. In the selection of applicants for admission, eligibility criteria have been established in accordance with LIHTC guidelines.

The following eligibility standards will be applied in accordance with LIHTC Requirements:

- 1) The household's annual income must not exceed program income limits at move-in. Specifically, pursuant to the LIHTC Code, all units must be occupied by households earning at or below 60% of AMI, and at least 40% of the units must be occupied by households earning at or below 60% of AMI.
- 2) The household size must be appropriate for the available apartments.
- 3) All information reported by the household is subject to verification.

HOME and HSF Program Requirements

For HOME and HSF tenants, Agent must use HUD's "Technical Guide to Determining Income and Allowances for the HOME Program." Incomes will be calculated as defined in 24 CFR Part 5.

PBV Program Requirements

The project will maintain a site based waiting list for Project-Based Section 8 (PBS8) pursuant to the requirements of 24 CFR 983. For units covered by a Housing Assistance Program (HAP) contract for Cape Cod Five, all referrals from the property will be sent to HAC (Housing Assistance Corporation).

The project will establish and conduct as part of its process to determine eligibility for the PBS8 Program the following:

- 1) Obtain a completed form HUD 9886 and form HUD 9886a from all adult household members that will permit the project to conduct the income and eligibility verification process for PBS8 and which will allow the project to share the information that generates the form HUD 50058 with HAC.
- 2) Determine Eligible Immigrant Status and prorate any rental assistance to the household as appropriate. Eligible Immigrant status is not a Section 42 requirement.

- 3) Verify income, assets, deductions and exclusions. This process will access the EIV system.

For purposes of the PBS8 Program, the HAC is a regulatory agency for a HUD housing program with the responsibilities that adhere thereto to affirmatively affirm fair housing and to confirm ongoing compliance with the requirements of 24 CFR 982 and 24 CFR 983. This includes unit inspections and the termination of households from the PBS8 program that no longer remain eligible based on the HAC's annual recertification process or based on information that becomes available to the HAC between the annual recertification anniversaries. Households in residence at Cape Cod Five are required to report all changes in income between each annual recertification, and the HAC will determine if there is a change in the Household's share of rent. The HAC will inform Cape Cod Five of all changes in the resident's share.

Information needed to determine applicant eligibility shall be obtained, verified, and the determination of applicant eligibility performed, in accordance with HUD and LIHTC eligibility requirements and any special eligibility requirements elsewhere specified in this Plan.

Disclosure and Verification of Social Security Number

All household members receiving HUD housing assistance or applying to receive HUD housing assistance are required to provide a Social Security Number and adequate documentation necessary to verify that number. This rule applies to all household members including live-in aides, foster children and foster adults.

Adequate documentation includes a Social Security card issued by the Social Security Administration (SSA) or other acceptable evidence of the SSN such as:

- Original Social Security card
- Driver's license with SSN
- Identification card issued by a federal, State, or local agency, a medical insurance provider, or an employer or trade union
- Earnings statements on payroll stubs
- Bank statement
- Form 1099
- Benefit award letter
- Retirement benefit letter
- Life insurance policy
- Court records

Implementation Plan and Timetable

Pennrose has a strong reputation for delivering projects on time and on budget. This is a fundamental piece of our business model, and will be a priority for the Queen Anne Road site. An important factor when creating affordable housing in Massachusetts is the LIHTC application cycle, which is established by the Executive Office of Housing and Livable Communities (EOHLC). If designated as developer by the Town, we pledge to submit an application to EOHLC on the project's behalf in the earliest LIHTC funding round possible.

Zoning approval is a threshold item for EOHLC allowing projects into the funding round, and therefore we believe the earliest and most realistic funding round for which this project would be eligible would be the January 2026 round. Currently, Pennrose does not have any projects slated for submission in Massachusetts' 2026 round, and we would be thrilled to help Harwich slot into the pipeline. Over the last decade of working in Massachusetts, Pennrose has developed a highly successful track record of working within this type of timeframe, which is summarized in the schedule below. We have navigated the 40B permitting process on several occasions and are confident we know how to achieve necessary proposals and address community needs.

Our team is committed to beginning work on this effort immediately upon selection. The schedule below shows our anticipated steps from the submission of this RFP response to stabilization of the completed and leased-up development. The highly experienced New England development team knows that a well-developed schedule, along with regular meetings with the design team and local representatives, is the most effective way to ensure an on-time and on-budget project delivery. We're confident that the schedule below is realistic. Based upon our experience and knowledge of the Massachusetts affordable housing finance ecosystem, we believe that completion and lease-up of the Queen Anne Road property can be completed in three years, if the town is able to help us get an LDA signed and through zoning in time to submit to the February 2025 EOHLC financing round. If necessary, we would work with the Town on required timing extensions as mentioned in the RFP as a possibility.

Date/Timeframe	Milestone
September 2024	Sign Land Disposition Agreement
September - December 2024	Zoning Board of Appeals 40 B Review
January 2025	40B Zoning Approval
February 2025 (fixed date)	Submit 9% LIHTC Application to EOHLC
May 2025 (fixed date)	Receive 9% LIHTC Allocation & EOHLC Soft Funding Awards
December 2025	Construction Closing
June 2027	Construction Completion (18-month schedule)
December 2027	100% Lease-Up (6-month leasing schedule)

In addition to the Comprehensive Permit that would be sought from the Zoning Board of Appeals under the 40B process, we would seek signoff from the local fire department, public works, and other Harwich groups.

Price Proposal and Required Forms

The price proposal is submitted in the sealed envelope in the back of this submission.

HARWICH AFFORDABLE HOUSING TRUST

REQUEST FOR PROPOSALS (RFP)

Lease of Property at 456 Queen Anne Road, Harwich

Attachment H


CERTIFICATE OF TAX COMPLIANCE

Pursuant to Chapter 62C, §49A(b) of the Massachusetts General Laws, I,

Timothy I. Henkel authorized signatory for
(Name)

Pennrose, LLC, do hereby certify under the pains and
(Name of Proposer)

penalties of perjury that said proposer has complied with all laws of the Commonwealth
of Massachusetts relating to taxes.

Signature: 
Printed name: Timothy I. Henkel
Title: President
Name of Business: Pennrose, LLC
Date: 5/29/2024

(Note: This form must be included in the proposal submission)

HARWICH AFFORDABLE HOUSING TRUST

REQUEST FOR PROPOSALS (RFP)

Lease of Property at 456 Queen Anne Road, Harwich

Attachment I

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under the pains and penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

Signature:



Printed name:

Timothy I. Henkel

Title:

President

Name of Business:

Pennrose, LLC

Date:

5.29.2024

(Note: This form must be included in the proposal submission)

HARWICH AFFORDABLE HOUSING TRUST

REQUEST FOR PROPOSALS (RFP)

Lease of Property at 456 Queen Anne Road, Harwich

Exhibit J

**DISCLOSURE STATEMENT FOR
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

The undersigned party to a real property transaction with a public agency hereby discloses and certifies, under pains and penalties of perjury, the following information as required by law:

(1) Real Property:

in parcel of land located at 456 Queen Anne Road, Harwich, containing 6 acres of land, more or less, and shown as " " on a plan entitled " ", dated , 2021, and described in a deed recorded with the Barnstable Registry of Deeds in Book 34262, Page 277.

(2) Type of Transaction, Agreement, or Document: Lease of Property by Harwich Affordable Housing Trust

(3) Public Agency Participating in Transaction: Harwich Affordable Housing Trust

(4) Disclosing Party's Name and Type of Entity (if not an individual): Pennrose, LLC

(5) Role of Disclosing Party (Check appropriate role):

____ Lessor/Landlord ☒ Lessee/Tenant

____ Seller/Grantor ____ Buyer/Grantee

____ Other (Please describe): _____

(6) The names and addresses of all persons and individuals who have or will have a direct or indirect beneficial interest in the real property excluding only 1) a stockholder of a corporation the stock of which is listed for lease to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation or 2) an owner of a time share that has an interest in a leasehold condominium meeting all of the conditions specified in M.G.L. c. 7C, s. 38, are hereby disclosed as follows (attach additional pages if necessary):

NAMERESIDENCERichard K. Barnhart40 Evans Lane, Haverford, PA 19041Mark H. Dambly354 Darlington Road, Media, PA 19063Timothy I. Henkel462 Barclay Road, Bryn Mawr, PA 19010Hunt PR Holdings, LLC515 Woodland Avenue, El Paso, TX 78746

(7) None of the above- named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (insert "none" if none):

none.

(8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arm's length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.

Any official elected to public office in the commonwealth, or any employee of the division of capital asset management and maintenance disclosing beneficial interest in real property pursuant to this section, shall identify his position as part of the disclosure statement. The commissioner shall notify the state ethics commission of such names and shall make copies of any and all disclosure statements received available to the state ethics commission upon request.

The commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.

(9) This Disclosure Statement is hereby signed under penalties of perjury.

Pennrose, LLC

Print Name of Disclosing Party (from Section 4, above)



5/24/2024

Authorized Signature of Disclosing Party

Date (mm / dd / yyyy)

Timothy I. Henkel, President

Print Name & Title of Authorized Signer

(Note: This form must be included in the proposal submission)

HARWICH AFFORDABLE HOUSING TRUST

REQUEST FOR PROPOSALS (RFP)

Lease of Property at 456 Queen Anne Road, Harwich

Exhibit K

CERTIFICATE OF AUTHORITY

Give full names and residences of all persons and parties interested in the foregoing proposal:

(Notice: Give first and last name in full; in case of a corporation, give names of President and Treasurer; in case of a limited liability company, give names of the individual members, and, if applicable, the names of all managers; in case of a partnership or a limited partnership, all partners, general and limited and; in case of a trust, all the trustees)

NAME	ADDRESS	ZIP CODE
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Richard K. Barnhart, Executive Chairman of the Board,	40 Evans Lane, Haverford, PA	19041
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Mark H. Dambly, President,	354 Darlington Road, Media, PA	19063
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Timothy I. Henkel, President,	462 Barclay Road, Bryn Mawr, PA	19010
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Hunt PR Holdings, LLC, Minority Owner, 515 Woodland Avenue, El Paso, TX 78746
Kindly furnish the following information regarding the Respondent:

1) IF A PROPRIETORSHIP

Name of Owner: _____

Address: _____

Name of Business: _____

Home: _____

2) IF A PARTNERSHIP

Business Name: _____

Business Address: _____

Names and Addresses of Partners

PARTNER NAME	ADDRESS	ZIP CODE
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_____	_____	_____
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3) IF A CORPORATION OR A LIMITED LIABILITY COMPANY

Full Legal Name: Pennrose, LLC

State of Incorporation: PA

Principal Place of Business PA

Qualified in Massachusetts: Yes X No _____

Place of Business in Massachusetts: 50 Milk Street, 16th Floor, Boston, MA 02109

4) IF A TRUST

Full Legal Name: _____

Recording Information: _____

Full names and address of all trustees:

NAME	ADDRESS	ZIP CODE
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Signature: 

Printed name: Timothy I. Henkel

Title: President

Name of Business: Pennrose, LLC

Date: 5/29/2024

(Note: This form must be included in the proposal submission)