January 20th, 2013

Dear Members of the Review Committee,

Flight Patterns LLC respectfully thanks you for reviewing our formal response to the Strathmore Mill Complex Request for Proposals.

We envision converting the Strathmore Mill into the Flight Patterns Eco-Center – a model green facility devoted to arts, education, commerce, and sustainability. With a concerted and phased approach, beginning with the renovation of Building 11 (Segment I of the Montague Planning and Conservation Department’s Development Segment Plan), we hope to build a new home for small businesses and artists, professionals and tourists, and teachers and students alike. We have been exhaustively working towards renovation plans that take full advantage of the Mill’s optimal environmental precursors and that utilize the latest in sustainable technologies. Through this, Flight Patterns foresees spearheading a new paradigm in post-industrial space rehabilitation, one in which historic preservation can be achieved alongside – and not in opposition to – ecologically-minded and sustainable architectural design.

For over a year, we have studied the complexities of the Strathmore property and analyzed whether our proposed redevelopment goals would prove fruitful – despite a myriad of site-specific challenges. After poring over the findings and recommendations contained in previous development plans, we have confirmed that our vision for the property is very much consistent with the needs of the community. Like the Town of Montague, Flight Patterns is committed to the preservation of the Strathmore’s historic integrity, the continued downtown revitalization of Turners Falls, and the fostering of a new creative economy.

However, after several site visits, consultations with specialists from a variety of fields, and multiple conversations with cautious investors, we regretfully conclude that the available feasibility studies are either woefully outdated or logistically ill-suited to the complexities of our redevelopment goals. Before any financial commitments can be made, and before any transfer of ownership can be discussed, a series of new, robust feasibility studies must be conducted.

Although our response to the Request For Proposals does not and can not meet the current criteria set forth by the Town of Montague’s Planning and Conservation Department, we herein deliver a detailed summary of our vision, our research thus far, and, most importantly, an outline for what we believe to be the crucial next steps towards redeveloping the Strathmore Mill.

Sincerely,

Marie E. Rossettie
Authorized Member

Benjamin J. Warshaw
Authorized Member

Joel T. Roston
Authorized Member

ENCLOURE
THE FLIGHT PATTERNS ECO-CENTER
A Sustainable Solution for Creative Modern Living

A formal response to:
TOWN OF MONTAGUE
COMMERCIAL HOMESTEADING PROGRAM
REQUEST FOR PROPOSALS
STRATHMORE MILL COMPLEX REDEVELOPMENT OPPORTUNITY
20 CANAL RD TURNERS FALLS, MA

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THE FLIGHT PATTERNS ECO-CENTER
A Sustainable Solution for Creative Modern Living

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**PRELIMINARY PROPOSAL**

The Strathmore Mill sits vacant on a narrow island between the Connecticut River and a hydroelectric canal in the village of Turners Falls, Massachusetts. This former paper mill has survived industrial revolutions, economic booms, and economic busts. Now, after decades of neglectful stewardship, this historic landmark stands on the brink of ruin, desperately in need of rescue. Having exhausted local resources, and the patience of many community members, the Strathmore Mill is at a critical point to either be salvaged or demolished. Flight Patterns foresees a solution that not only saves the Strathmore Mill, but also ushers in a new era of economic and creative prosperity for Turners Falls. Our vision involves converting the Mill into an environmentally and financially sustainable, multi-purpose, and community-driven Eco-Center.

Located just over a pedestrian footbridge from downtown Turners Falls and surrounded by stunning natural vistas, the Strathmore Mill is uniquely suited for our proposed facility. The Mill is perfectly positioned to implement passive heating and cooling techniques, which will drastically reduce the costs of energy expenditures and air conditioning needs. The installation of a “living roof” and a rainwater collection system will further reduce energy demands, increase the roof’s life expectancy, reduce sewage system loads, and create a supplemental habitat for surrounding wildlife. The Massachusetts Clean Energy Center’s Solarize Mass program could provide upfront tax incentives and rebates for solar panel installation. A 950 kW hydroelectric turbine, owned and operated by Swift River Hydro and housed within the Strathmore Mill itself, could provide clean and affordable energy directly to the Eco-Center via the adjacent power canal. By utilizing these environmentally conscious technologies and designs, we can forge a new future for this post-industrial space.

Turners Falls and the surrounding communities will immediately benefit economically from the Eco-Center, through increased educational and employment opportunities, cultural events, and affordable live/work spaces. By partnering with local organizations, businesses, and educational institutions, we can reduce the costs of redevelopment efforts while providing new jobs to stimulate the Town’s economy during the renovation process. New businesses within the completed Eco-Center will include galleries and venues dedicated to arts and entertainment, restaurants specializing in locally sourced foods, a homesteading school, and independent retailers – all of which will boost downtown foot traffic. In the mid-to-long term, the Mill’s revitalization will help spur a cultural rebirth in the northern Pioneer Valley as the Eco-Center gains a foothold in the burgeoning ecotourism market, with our sustained environmental initiatives leading the charge.

While we intend to rehabilitate the entire Mill complex over time, we feel that a phased approach is absolutely essential. Though we agree with the general plans outlined in both the 2005 *Strathmore Mill Feasibility Study* (conducted by Finegold Alexander, Tighe & Bond, et al) as well as the updated 2008 *Strathmore Mill Site Development Assessment* by Fuss & O’Neill, we disagree with the scope of the specific phases proposed by these studies. Here is our modified outline for a staged redevelopment:

- Phase 1: Building 11 only (Development Segment I)
- Phase 2: Buildings 1 and 4 (approximately one half of Development Segment II)
- Phase 3: Buildings 2, 5, and 6 (the remaining half of Development Segment II)
- Phase 4: Buildings 3, 7, and 8 (Development Segment III)

The Phase 1 rehabilitation of Building 11 represents a “pilot program” for restoring the rest of the Mill. Due to the collapse of Building 10, Building 11 is currently a stand-alone structure and therefore includes significantly fewer logistical hurdles when compared with the remaining interconnected structures. Various professionals we have consulted have unanimously deemed the general conditions of Building 11 to be the most amenable of all the buildings for immediate rehabilitation. While vehicular access remains problematic, the issues are mitigated somewhat by a tunnel running underneath the Southworth facility to the parking area behind Building 11.
Importantly, successful renovation of Building 11 will increase the likelihood of obtaining state and federal grants for civil engineering projects surrounding the Mill. Most notably, MassWorks grants may be acquired for the renovation of the pedestrian bridge, which in turn will directly increase the feasibility of the remaining Phases 2 through 4.

We agree in principle with several proposals outlined in Fuss & O’Neill’s *Strathmore Mill Site Development Assessment*, and will include them in our further site assessment analyses:

- installing a new membrane roof;
- demolishing both the loading dock on the east side of the building as well as the three story steel beam addition on the south side;
- investigating the potential combination of the shorter floors (levels 2 and 3) to create a single high-ceiling second story; and
- installing a vehicle ramp from Canal Road down to the lower parking area behind the building.

Precise subdivision of Building 11 is inherently subject to further structural and market analysis, potentially conducted as outlined in the subsequent STUDY & ANALYSIS OF EXISTING CONDITIONS section of this document, as well as Appendix C. At present time, we are considering the following potential usages:

- Levels 6 and 7: approximately 10-15 live/work spaces and artist studio lofts (~7000-8000 sf)
- Level 5: community and educational space, aforementioned homesteading school (~3500 sf)
- Level 4: a street level public event space at Canal Road, galleries, small commercial spaces, and artisanal shops (~3500 sf)
- Levels 2 and 3: if combined, approximately 5-8 additional live/work spaces (~3500 sf)
- Level 1: 8-10 fully sound-proofed, climate-controlled musicians’ rehearsal spaces (~3500 sf)

Should combining levels 2 and 3 be deemed unfeasible, usage of those floors may be severely hampered by the low, ~7’ ceilings. In this case, we believe a suitably reduced rental price could still make these floors desirable as low-cost artist studios and/or storage spaces. Further, much of levels 1, 2, and 3, are windowless along the canal side of the building. Though potentially unappealing to certain tenants, these enclosed areas may in actuality be ideal for creating self-contained, sound-proofed musicians’ studios or climate-controlled storage units (provided issues of humidity and potential water leakages along the canal retaining walls are curtailed).

Though we believe the proposed usages of Building 11 to be ideal, a revised proforma must be drafted to analyze the expected supportable debt. Without restated opinions of cost, delivering accurate estimates to our potential investors has thus far been difficult, if not practically impossible; for more on this crucial point, please see the subsequent STUDY & ANALYSIS OF EXISTING CONDITIONS section of this document.

In the absence of a recent proforma, we must rely upon the available feasibility studies, which, as stated earlier, are rife with obsolete data and based upon a more ambitious Phase 1. Nevertheless, as the estimated construction costs in both the 2005 and 2008 studies vastly exceed the amount of supportable debt, we again have come to the conclusion that new studies must be conducted, ideally taking into account the modified phases outlined herein. We also believe that our dedication to various green and sustainable architectural designs will open new avenues of grant acquisition and foundational financing that have yet to be fully explored.

Currently, the return on investment of a redevelopment project limited to Building 11 is insufficient to gain the financial commitment of our investors (though this may be subject to change with revised opinions of cost). We do, however, believe that there is potential for significant profits through the successful completion of Phase 2. This second phase will roughly include the following:
• renovating the foot bridge for increased pedestrian access;
• creating ~60,000 sf of additional commercial and light industrial space in Buildings 1 and 4;
• transitioning Building 11 to primarily residential and live/work usage and increasing the building’s annual expected rental income;
• defining a commercial “avenue” along the upper, outer walkway of Building 4, directly accessible from the base of the restored pedestrian bridge;
• attracting high-yield businesses reliant upon increased pedestrian access, such as restaurants, bars, cafes, and theaters; and
• adding additional parking adjacent to or within the Segment II structures.

Phases 3 and 4, representing the second half of Development Segment II and the entirety of Segment III, are currently outside the scope of this document given the multitude of issues obstructing the first two development stages. However, we have discussed many possibilities, including but not limited to light industry (specifically green technologies), sound stages for film and television production, museums or large gallery spaces, new media centers, additional residential units, and supplemental community, event, and educational spaces.

Thus, we present the following basic plan of action for redevelopment of the Strathmore Mill:

1. Conduct a thorough environmental review of the entire Strathmore Mill facility.
2. Conduct further structural, civil engineering, and market analyses.
3. Use the updated research to draft new development plans and proformas for Phases 1 and 2 outlined above.
4. Secure financing for Phase 1 renovations and initiate construction.
5. Resolve crucial access issues (namely renovating the pedestrian bridge, securing on- and off-site parking, and developing expanded vehicular traffic routes) in preparation for Phase 2 redevelopment.
6. Secure financing for Phase 2 renovations and initiate construction.

As we will outline in the following section of this document, the first step – a concerted research period – must be concluded before we may proceed further in any sensible way.

STUDY & ANALYSIS OF EXISTING CONDITIONS

Despite our enthusiasm for the Mill’s renovation, we remain cautious. Based on our concerns and those of various consultants, we feel the eligibility requirements outlined in the Town's Request For Proposals are premature and overly optimistic. We have divided our investigations into four main categories: environmental conditions, structural engineering, civil engineering, and market analysis.

Environmental Conditions

According to conversations with several professionals with whom we've been consulting, the Tighe & Bond analysis from 2005 is in all likelihood an inadequate resource on which to base the renovation of the Strathmore Mill. Tighe & Bond's hazardous materials survey admits forthrightly that it is “limited in scope”, and it is stated within the document itself that an intrusive survey would be recommended. Additionally, it has also come to our attention that the Phase I ESA previously completed for the property is out of date and will need to be renewed prior to securing financing from any lending institution. As the Town has been the steward for this property over the last several years, it should be sympathetic to the sheer amount of risk associated with such a procurement and renovation.

These professionals have recommended that a renewed, robust survey of the entire property be completed before any other feasibility studies and/or negotiations with the town take place. This supplemental environmental assessment should include, but not be limited to:
• inspecting potential oil leakages in the boiler room as well as investigating the potential lack of process line inspection and drainage/recovery;
• performing a comprehensive inspection for asbestos and other hazardous materials that would include limited destructive methods to inspect “hidden” areas such as wall cavities, areas below hardwood flooring, roofing materials, foundations, etc.;
• performing an inspection for the possible presence of PCBs in window glazing and frame caulk, or in other materials if deemed necessary;
• determining any requirements that the Historical Society, or similar type of agency, may require regarding reuse of certain building materials where lead or other hazards may be present;
• soil boring in non-targeted locations topographically and hydrogeologically upgradient of the Mill complex; and,
• thoroughly reviewing the areas surrounding and containing debris from Building 10, as well as the soil below, for evaluation of asbestos in soil, PCBs, dioxins, etc.

In addition to the remediation of exposed asbestos, as documented in the Tighe & Bond survey among others, we believe all interior exposed brick and wood surfaces will require sandblasting to remove coatings that may contain lead paint and other contaminants. The cost of this process has yet to be properly assessed or documented.

Flight Patterns believes that addressing all of these environmental concerns are tantamount. Without a thorough Hazardous Materials Survey, updated Phase I ESA, Supplemental Phase II ESA, and potentially a Property Condition Assessment in hand, it has been impossible to estimate these potential environmental remediation costs for our investors. As such, these deficiencies and their corresponding risk are directly impacting our ability to secure financial assistance.

Through our research process, we have identified a qualified environmental consulting firm with adequate resources and relationships to help move this project forward. Should we be able to secure funding for these crucial assessments and be granted the opportunity to perform them by the Town, we plan to retain ENVIRON International Corporation as part of our development team. A statement of qualifications for the real estate services that they provide is included as Appendix D. Additionally, we have included the resumes of two of the representatives that were present with Flight Patterns at the Strathmore Mill Developer Conference and site walkthrough on December 13th, 2012 (see Appendix A).

Structural Engineering

Our proposed Phase 1 redevelopment of Building 11 faces multiple building and construction hurdles. The available feasibility assessments are extremely out of date; for example, construction material costs are drastically more expensive than they were in 2008, the year of the most recent Site Development Assessment conducted by Fuss & O’Neill. Additionally, significant reconstruction efforts will be required to bring the structure up to code. Currently, much of the building lacks a secondary egress, and the existing stairwell in the rear of the building fails to comply – in both width and grade – with current code regulations. Our construction consultants, Tocci Building Companies (see Appendix E), have proposed adding external stair and elevator wells to the structure, but these costs have yet to be properly assessed in any of the available literature. Lastly, in the near term, access to utilities will be potentially complicated and/or hampered by relying upon the existing lines slung under the condemned pedestrian bridge.

Furthermore, during the Building 11 redevelopment, we intend to comply with LEED certification guidelines as much as possible. According to Tocci, seeking full LEED certification may be cost-prohibitive (if not practically impossible) in a traditional brick and beam structure like the Strathmore. They have nonetheless suggested various techniques that may be implemented to both prevent further deterioration and decrease the energy costs of the
The pedestrian bridge ownership issues have yet to be resolved, and without proper rehabilitation prevent direct access to much of the site.

The parging along the rear elevation of Buildings 2 and 3 may be concealing considerable damage. This technique was typically used as a band-aid for an already deteriorated façade. Unfortunately, parging often exacerbates existing issues by holding moisture in against the brick, causing further unseen erosion. This issue alone could prevent successful redevelopment of the Town's proposed Development Segment II, and at minimum must be properly assessed before any transfer of ownership may be discussed.

Visible cracking exists throughout the facility's façades, requiring major repointing.

Nearly all of the roofs, including Building 11, will need to be replaced in the short to medium term, adding to upfront costs and concerns.

Further analysis beyond the scope of available structural assessments will absolutely be required before an accurate estimate of building costs can be ascertained and presented to our investors.

Civil Engineering

Our site assessment consultants, Fuss & O'Neill (see Appendix F), have been and will continue to be essential partners in determining the feasibility of our proposal. Their 2008 Strathmore Mill Site Development Assessment and 2011 Strathmore Mill Traffic Options Study have already been vital resources during our investigations. However, the passage of time has rendered many of the details in these documents obsolete. We believe both studies require thorough updating as part of our overall research period.

The 2008 Site Development Assessment provides detailed construction cost analyses for a Phase 1 redevelopment consisting of Buildings 1, 4, and 11. However, as stated earlier, the cost of building materials has increased significantly in the five years since this study was conducted. Further, the opinions of cost need to be updated with our vision of sustainable building techniques in mind. A revised site assessment must also, importantly, include a new operating budget and development program that takes into account a significantly changed initial development phase. We must reassess the expected yearly net income of an occupied Building 11 based upon current market conditions and weighed against revised construction and maintenance expenses.

Access issues remain a predominant roadblock to the Strathmore's rehabilitation. Although the Strathmore Mill Traffic Options Study makes several proposals for automotive access, all are contingent upon utilizing both the private Indeck Property's roadway as well as the nearby bridge currently owned by First Light Power. Although Fuss & O'Neill's 2008 assessment recommends two thorough plans for renovating and raising the pedestrian bridge, the additional costs as well as the continued ownership issues between the Town and First Light have made restoring the bridge a tricky proposition both logistically and financially. These impediments have continued to make our investors leery of committing funds to the Mill's rehabilitation at this time.

With a concerted site reassessment conducted by Fuss & O'Neill, we believe we will be able to solve these access issues one step at a time. Some proposals that have arisen during our discussions with Fuss & O'Neill include:
• reassessing the location of a traffic ramp leading behind Building 11;
• expanded parking in the area previously occupied by Building 10;
• investigating the possibility of additional parking within Buildings 1 and 4; and
• utilizing the Indeck Property for the construction of a parking lot and/or garage.

Funding for this project will likely remain elusive until these issues are more clearly studied from a 2013 perspective.

Market Analysis

The Town has provided the Market Assessment: Artist Live-Work Space study, conducted by Abramson & Associates in 2009, as the most recent resource for determining market feasibility of a redeveloped Strathmore Mill. As with the other available studies, we have found the information therein to be sadly outdated and slightly off-base for our proposed project vision. Our preliminary investigations, however, indicate a palpable need for affordable live-work, gallery, and residential loft spaces in Turners Falls. The current social climate is extraordinarily receptive to green community development programs, leading us to conclude that market conditions will be more than adequate to support our proposed Eco-Center. Lastly, we are optimistic that the continued upward trend in the local and national real estate markets since 2009 lends credence to a more optimistic appraisal of the Strathmore’s renovation than previously documented.

Given the immediate need for the environmental and structural reassessments outlined earlier, we feel that further market investigations are, for the moment, premature. Should more pressing assessments render the Strathmore renovation feasible, we believe that RKG Associates Inc. will be excellent candidates for the task of assessing the Eco-Center’s viability in the present market.

FINANCIAL COMMITMENT & QUALIFICATIONS

Over the past year, Flight Patterns has been courting several foundations and private investors that share our excitement and vision for the creation of the Eco Center. At present time, we are unable to publically disclose any formal financial commitments to the Strathmore site, due to the multiple issues already outlined above. However, despite the property’s inherent complications we continue to believe that the site, and surrounding village of Turners Falls, have tremendous potential. Should the RFP be extended or revised – or should the Town take interest in renewed feasibility studies – Flight Patterns will enthusiastically continue working toward the redevelopment of this majestic landmark (see Appendix A for our resumes and Appendix B for references).

CONSTRUCTION EFFORTS & PROGRESS REPORTS

Our varied years of property and project management experience will ensure a smooth coordination of design and construction schedules following renewed feasibility studies. Progress meetings with Town Officials, meetings with adjacent property owners, meetings with members of the community, and any supplemental meetings suggested by the Town are understandably of utmost importance. Our small, highly organized team enthusiastically looks forward to all future discussions and collaborations with the Town and its representatives.

PROPOSED SCOPE OF WORK & COST ESTIMATION

Deficiencies in the available site research currently prevent the formulation of any statements of proposed work. In the immediate term, we must focus on amending and supplementing the available feasibility studies; we may then draft robust investment and business proposals using up-to-date analytics.
We have detailed the costs of our proposed research, estimated to be between $40,000 and $80,000, in the attached Appendix C. The variance between minimum and maximum estimated expenditures is due almost entirely to unknown factors surrounding the environmental surveys. A reasonable worst-case scenario would involve a moderate supplemental survey predicated on a thorough review of existing reports (likely in the neighborhood of $20,000 total). However, should a full-blown assessment be necessary after a thorough desktop review and Phase I ESA, a new haz-mat survey of the entire site, potentially doubling the estimated costs, may indeed be required.

Providing an “accurate, thorough and dependable cost estimate” of the Mill’s actual redevelopment is thus out of the scope of this response, and directly subject to the completion of our proposed reassessments. Financing these studies at the present time represents an unsuitable financial risk, given not only the complexities of the site, but also the distinct possibility of competition from other development entities.

Should the Town be amenable to a renewed research period as we have outlined, we propose negotiating exclusive access to the site, for a set period of time, given solely to Flight Patterns LLC and its consultants.

**CONCLUSION**

The ten buildings that make up the Strathmore Mill have, for some time, been falling further and further into disrepair. Their current condition speaks to the immediacy with which a redevelopment project is needed. Taking these time constraints into account, we fear that any rehabilitation plan which attempts to bypass a new, thorough, up-to-date examination of the Mill’s underlying conditions is not only destined for failure, but will quite possibly use up the remaining precious time available to save this historic landmark.

After a full year of in-depth investigation into the redevelopment of the Strathmore Mill, we remain enthusiastic and optimistic. Our unique, specialized team is armed with the resources, tools, and excitement required to follow through on a project of this scope and magnitude. Though further research into the current environmental, structural, and civil engineering components must first be conducted, we believe strongly that the Flight Patterns Eco-Center represents a viable and tangible rehabilitation solution.
APPENDIX A: RESUMES

Flight Patterns LLC

Flight Patterns LLC is a young collective of creative professionals seeking to build and enhance communities through art, commerce, environmental activism, eco-tourism, and sustainable living.

Benjamin J. Warshaw

Authorized Member, Flight Patterns LLC

Benjamin “BJ” Warshaw is a computer programmer, musician, and artist. He graduated with a Bachelor of Arts from Tufts University in Somerville, Massachusetts before relocating to New York City. At the turn of the century, he helped renovate a former industrial space, located in the Williamsburg neighborhood of Brooklyn, in which he continued to live and work through 2009. He has assisted in converting several underutilized warehouses into musicians’ rehearsal studios and event spaces throughout Brooklyn. As a founding member of the band Parts & Labor, BJ has performed in nearly every conceivable musical environment, from warehouse galleries to massive international festival stages. He has booked and promoted numerous national and international tours, countless events in New York City, and several festivals. As a professional web developer, BJ has fulfilled lead design and programming duties for clients as diverse as the Museum of Modern Art, The New School, Nintendo, and JetBlue.

Marie E. Rossettie

Authorized Member, Flight Patterns LLC

Marie has a long history with property repair and management. During and after college she was employed for several years under a contractor in the Five College Area, renovating student housing and dilapidated rental properties. For more than a decade she has been the superintendent for her family’s rental homes, ensuring that the houses are occupied and well kept. In her professional career, Marie has worked as both a Project Manager and an Art Director in Pharmaceutical Marketing, and more recently, managed the Medical Arts Department for five New York City Hospitals. Her years of experience meeting with clients, initiating business contracts, and seeing projects from inception through completion translates well to all fields. She is currently self employed as a full time medical illustrator and fine artist.

Joel T. Roston

Authorized Member, Flight Patterns LLC

Longtime member of both the Brooklyn, NY and Boston, MA creative arts scenes, Joel has spent years founding and performing musical ensembles of all kinds. He has brought his compositions and performances to venues across the world, from NYC’s Lincoln Center and London’s Barbican Center to the smoky basements of DIY cooperatives across America. Joel studied classical guitar performance at the Hartt School and has since extended those skills into writing music for television, film, and ensemble performance. Joel’s fondness for large-scale community-based creative projects brought him to Flight Patterns, where he hopes to contribute his clear communication style and problem solving acumen to building a sustainable space for art and music in New England. He currently lives in Boston, MA.

ADDITIONAL RESUMES

The following people attended the Strathmore Mill Developer Conference and site walkthrough, with members of Flight Patterns, LLC, on December 13th, 2012.

Steven F. Fecht

ENVIRON International Corporation

Steven F. Fecht has 10 years of experience conducting site assessment, environmental investigation and remediation activities at non-hazardous and hazardous waste sites in accordance with several state and federal regulatory agencies. Steven’s experience includes contaminant source delineation and characterization (soil, overburden...
groundwater, bedrock groundwater, freshwater sediments, marine sediments); overburden and bedrock groundwater investigation; evaluation of soil vapor intrusion and abatement measures; evaluation of contaminant persistence and migration; evaluation of risk of harm to human health and the environment; development of conceptual site models (CSMs); light non-aqueous phase liquid (LNAPL) and dense non-aqueous phase liquid (DNAPL) site characterization; litigation and insurance support; and design, evaluation and implementation of remediation technologies and programs. He earned a BS in biology from Eastern Oregon University and a BS in environmental science from Eastern Oregon University.

Jennifer L. Archacki
ENVIRON International Corporation
Jennifer Archacki has more than 20 years of experience in building science technology with emphasis in asbestos, lead and other hazardous building materials consulting services. She has performed and managed building inspections in support of due diligence, renovation and demolition activities. She has developed technical specifications for abatement of asbestos-containing materials, as well as the removal of regulated building materials and lead paint considerations during construction. She has served numerous high-profile clients, including hospitals, developers, research facilities, local government agencies and universities. She has also provided asbestos litigation support services and Phase I environmental site assessments in accordance with ASTM standards. Jennifer is currently certified by the Massachusetts Division of Occupational Safety (DOS) as an asbestos inspector, management planner and project designer. She is also certified by the US Green Building Certification Institute as a LEED Green Associate, and holds a BS in environmental science from Allegheny College.

Valentino Tocci
Tocci Building Companies
Valentino Tocci (“VJ”) has a graduate degree in Architecture in Historic Preservation. He has been a specialist in restoring antique architecture since 1992 and has worked on museum level architecture such as Mount Vernon (George Washington's home), the Octagon Museum (Washington DC), the Lars Anderson House (Washington, DC), as well as prominent institutional buildings such as the Massachusetts State House, the John Adams Superior Courthouse (Boston, MA) and has utilized this combination of experience and education in adaptive re-use of mill buildings. Ancient buildings contain surprises that often don't materialize until construction is well underway. Being prepared for these invisible occurrences and having an aptitude towards seeing solutions that resolve the issue, while maximizing their architectural contributions is a knack of VJ’s.

Eric M. Bernardin, PE, LEED AP
Fuss & O’Neill
Mr. Bernardin is a Senior Associate in the West Springfield office and is responsible for the planning and design effort on the firm’s Development Services projects. Eric has been providing sustainable and enduring site solutions for over 25 years. He excels at directing complicated design and permitting projects such as: roadways, building additions and renovations, sanitary facilities design, stormwater management, planning assessments for infrastructure improvements, and site development. Additionally, his experience in construction ensures the economic practicality and constructability of his designs. His principal strength is communicating effectively with other members of the design team, permitting authorities, and foremost the client.

Daniel F. DeLany, PE
Fuss & O’Neill
Mr. DeLany is a Project Manager with Fuss & O'Neill who has experience working on all facets of site planning and engineering. His background includes design and management of large multi-disciplinary civil engineering and site planning projects. Mr. DeLany has experience with services ranging from site layout and grading to utility and stormwater analysis and design. Mr. DeLany is experienced in local, state and federal regulatory and permitting processes including the Massachusetts Wetlands Protection Act, MEPA, and US Army Corps of Engineers permitting, and has designed and managed projects through all stages of regulatory review.
APPENDIX B: REFERENCES

References were submitted to the Town for private consideration.
APPENDIX C: PROPOSED RESEARCH AND BUDGET ESTIMATIONS

I. ENVIRONMENTAL ASSESSMENT
estimated cost: $12,000 - $50,000

- Conduct a detailed desktop review of all previous environmentally related reports ($3,800 - $4,500)
- Complete an ASTM Phase I ESA, meeting requirements of the EPA's “AAI standard” ($4,500 - $5,500)
- Review of existing hazardous materials reports, site inspection and follow-up supplemental hazardous materials and regulated materials survey ($3,500 for site visit and opinion only; $5,500 for limited supplemental survey; $13,000 for moderate supplemental survey; $40,000 for a new, complete haz-mat survey of the entire site)

II. STRUCTURAL ASSESSMENT
estimated cost: $5,000

- Conduct a full document review of the entire Strathmore Mill site
- Full site visit including load assessment as well a structural assessment emphasizing problem areas
- Provide estimates for probable necessary work for building code compliance

III. SITE DEVELOPMENT ASSESSMENT
estimated cost: $8,000 - $10,000

- Update previous Fuss & O’Neill studies: Site Development Assessment (2008) and Traffic Options Study (2011)
- Includes construction materials and labor costs for proposed phases of Mill redevelopment
- Full utilities investigations, as well as cost analyses for pedestrian bridge restoration
- Review permitting strategies, adaptive re-use options, and ramifications of sustainable building techniques against historic tax credit opportunities

IV. MARKET FEASIBILITY EVALUATION
estimated cost: $15,000

- Summary of general local market conditions and prospects
- Survey of regional trends and local inventory of existing and planned space uses
- Full fledged market analysis of proposed Eco-Center, suitable for inclusion in financing proposals

TOTAL ESTIMATED COST: $40,000 - $80,000