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A Proposal for the Historic Rehabilitation and Adaptive Re-use of the Lederer-Packard Building

AS220

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A Proposal for the Historic Rehabilitation and Adaptive Re-use of the Lederer-Packard Building

SUBMITTED BY:

AS220
115 Empire Street
Providence, RI 02903
www.as220.org
(401) 831-9327

SUBMITTED TO:

Providence Redevelopment Agency
John F. Palmieri, Executive Director
Dept. of Planning and Development
400 Westminster Street
Providence, RI 02903

OCTOBER 31, 1997
Executive Summary

Development Proponent

AS220

Proposed New Use

Historic rehabilitation and adaptive re-use consistent with guidelines of “Downcity Providence: Master Plan for a Special Time and Implementation Plan”

Mixed Use Development:

Floor One: Citizens Bank downtown retail branch;

Floor Two: AS220 Gallery, artists’ studios and specialized space.

Projected Development Cost

$615,810

Construction is intended to include new building systems, code and life-safety compliance, and the “re-discovery” and restoration of the architecturally and historically significant facade. Tenant fit out and improvements to be completed by tenants.

Key Community Benefits

- Restoration of an historically significant downtown structure that has suffered from years of neglect and abuse.

- Stabilization and security of a building that is a key gateway to downtown and the Arts and Entertainment District.

- Enhancement of the City’s tax base and revenue by an improved property which shall remain on the tax rolls.

- A mix of uses that will, in combination, provide 24-hour vitality and presence within the historic downtown retail core; and attract a clientele that will contribute to the goal of a safe and user-friendly downtown.
ANTICIPATED TIMETABLE

Assuming developer selection has been completed by December 1997, the following timetable is projected:

Pre-Construction Tasks

Design and engineering,
  design review and permitting,
  construction cost estimating and solicitation of bids,
  securing financing ................................................................. 1/98 – 5/98

Issuance of a Building Permit ........................................................... 5/98

Construction .................................................................................. 5/98 – 9/98

Certificate of Occupancy/Lease Up ..................................................... 9/98

DEVELOPMENT TEAM

AS220 ................................................................. Development

Hogan/Macaulay ............................................................... Architecture/Design

The Stone Company .......................................................... Construction Management

Upon designation, this team will be expanded to include engineering, legal and other professionals.
The Ranch Building
**Proposed Re-use**

In an effort to identify an appropriate re-use for the Packard Building, we explored a variety of uses ranging from restaurants, cafes, and jazz clubs to a grocery store. Our due diligence led us to conclude that while such uses had initial appeal, each encountered significant constraints because of size limitations of the space, lack of on-site parking, and excessive renovation or operating costs.

The AS220 proposal calls for a mixed use for the Packard Building that includes a retail service component and arts usage for this historic structure located at 202-206 Washington Street. The newly renovated and restored Packard Building will include a branch of Citizens Bank as the street level tenant; the second floor will house a more publicly accessible AS220 Gallery and several new artist studios.

1. **USES**

   **A. First Floor**

   Citizens Bank, a major and highly regarded regional financial institution, is the proposed tenant for the first floor space which encompasses approximately 2,500 square feet, exclusive of the basement. It is intended that Citizens will relocate to the Packard Building its existing branch, currently located at 87 Empire Street, just to the southeast of the AS220 complex. *(See Citizens Lease Proposal contained in the financial section.)*

   **B. Second Floor**

   The second floor will accommodate an expansion and enhancement of AS220 and its many arts-related uses. Our plan calls for the relocation of the AS220 Gallery to the Packard Building so that the Gallery may be accessed directly from Washington Street. This reconfiguration will promote pedestrian traffic along Washington Street.
The second floor print making studio will function as an “open studio,” similar to the Torpedo Factory in Alexandria, Virginia.

- **Patrons of our downtown.** In city after city, artists at work are an attraction for tourists and visitors to downtown, as well as those who are in the city on a daily basis. The second floor print making studio will function as an “open studio,” regularly accessible to visitors who wish to watch artists plying their craft and have the opportunity to purchase a limited edition work of art. A larger version of this concept, known as the Torpedo Factory, located on Alexandria, Virginia, attracts upwards of 800,000 tourists annually.

- **Area artists.** Both established and newly graduated artists need shared, community accessible space that is properly equipped and outfitted in order to produce their work.

- **Continuing Education Subscribers.** Classes and courses would be available at the Print Making Studio, and these will attract students of all ages and skills. Given that such courses are typically evening functions, the building will emanate activity will into the night time hours.

C. **The Packard Building: Windows of Activity**

The first and second floor windows of the Packard Building are exceptional in their size, their expansiveness and their number. This factor, plus the building’s location in at an important gateway to downtown, in general, and their Arts and Entertainment District, in particular, requires that special attention be paid to window treatment and the activities that take place behind those windows. The thrust of this entire proposal is the layering of arts related uses that will bring liveliness and animation to this site in a way that engages and draws in large and varied audiences from early in the day until late in the evening. Literally and figuratively, the windows of the Packard Building will mirror the strong and vibrant arts theme to be conveyed by the new uses and reinforce the Packard Building as an arts destination.

At the street level, the windows of the Citizens Bank will contain a unique display of visual art which will represent an introduction to the upstairs uses—the gallery and print making studio. The second level AS220 gallery will handle the purchase and sale of art displayed on the street level, and will continue to present
constantly changing exhibits. As is our current practice, our gallery openings will be scheduled in the evenings, which adds to night time traffic in downtown. Visual art openings are very festive and animated events. When viewed from the street level, looking up to the second floor Packard Building windows, there will be an enormously inviting pedestrian appeal.

The artists at work in the print making studio adds still another dimension of activity and vitality. Ten artist work stations are planned, encompassing a full range of print making mediums, ranging from etchings to wood cuts. The space and the artists will be artists will be accessible to the public on a regular basis. This venue is expected to be added to the Art Trolley tour, as well as to the schedule of other providers of downtown tours, such as the Providence Preservation Society.

Remembering the unique importance of the expansive Packard windows, we expect to program activities in the windows throughout the year. “Windowerx,” an initiative by Groundwerx Dance Theatre, which typically pairs a visual and performing artist, is a superb example of a downtown window performance. We would expect to schedule such performances at particularly appropriate times, such as during Art Trolly nights, special occasions at Trinity Repertory Theatre or the Providence Public Library, First Night, etc.

When the Packard Building was constructed in the early 1900’s, its ornate design and expansive windows represented a very well crafted and intentional effort to showcase the offerings inside this handsome building. AS220’s proposal for the adaptive re-use of the historic Packard Building is grounded in the same philosophy—to showcase the design achievements of the arts community so as to attract and engage the public at large and enhance their downtown experience so that it is a most worthwhile and enriching cultural encounter.
II. DOWNTOWN PROVIDENCE: MASTERS PLAN FOR A SPECIAL TIME AND IMPLEMENTATION PLAN

The Downtown Plan envisions that key components to the revitalization of the downtown will be: providing opportunities for artists, maintaining the historic character of the district, and night-time illumination and activity. Our proposal furthers these efforts in the following ways:

- Expanded services for artists provided by AS220 will make the initiative for resident artists in Downtown more viable. The Packard Building will also allow AS220 to be a more visible presence in the city, with an inviting new entrance directly across from the Trinity marquee. In collaboration with Citizens Bank, a storefront gallery will be created as part of a special Citizens “Art Bank” concept for their branch, reaffirming that Citizens is “Not Your Typical Bank.”

- The historic character of the district will be enhanced through cleaning and restoration of the glazed terra-cotta, and building new storefronts and entrances in keeping with the original character of the building.

- With the planned change of both Washington and Empire Streets to two-way traffic, this intersection will become an important entrance to the Downtown Arts and Entertainment District. The Packard Building in its restored condition will, paired with Trinity’s Majestic Theater, form a stunning gateway of creamy polychrome terra-cotta. This will be enhanced at night by illuminating the building in tandem with a lit marquee at the generous new entrance to AS220, opposite the Trinity marquee.

- This night-time activity of the AS220 artists space and gallery will add to the enlivening of the streetscape, as will the lit storefront gallery, which will encourage theater goers and passers-by to linger and visit the upstairs gallery. Thanks to the large expanse of glass at the second floor, the AS220 evening activities will also help enliven the street below. A roof garden planned for the building will be visible from the street and will be subtly lit to further lend a sense of vitality.

- In tandem with Citizens Bank, AS220 will be able to provide the stability of a strong and committed commercial anchor combined with the vitality of the arts community. This innovative combination will reinforce the special character and identity of the district as a place of growing creativity and vitality.
III. HISTORY AND ARCHITECTURE: THE SIGNIFICANCE OF THE PACKARD BUILDING

New research undertaken for this submission has uncovered additional information and identified several misinterpretations of data previously collected about the subject property.

The building on the southeast corner of Washington and Empire Streets, commonly known as the Packard Building, was constructed in 1915 for Izri W. Lederer by contractor William Williams, following designs by Providence architect John Hutchins Cady. That year both Fountain and Empire Streets were considerably widened in accordance with a traffic improvement plan proposed the previous year, and practically all the structures along both streets had been demolished or altered to accommodate the changes. Many new low-rise, small-scale structures with storefronts—known as “taxpayer” or “monitor” blocks—were being built on vacant or underutilized lots along both streets while, or shortly after, road construction drew to a close.

The Lederer family (including Izri’s relatives Benjamin B., Sigmund L., and Walter S. Lederer), in addition to their jewelry manufacturing and other businesses, invested extensively in commercial real estate in downtown Providence and along major commercial strips in outlying neighborhoods. John Hutchins Cady (1881-1967) studied architecture at MIT and the Atelier Duquesne in Paris after his graduation from Brown University, and after apprenticing with three important firms in Providence, Boston, and New York, began practicing independently in 1908. Cady subsequently focused his career primarily on civic planning, historic preservation, and local history. He is best known for overseeing restoration of many Colonial and Federal period structures, and for his landmark publication, *The Civic and Architectural Development of Providence* (1957). During his long career Cady executed relatively few commissions for original, individual buildings, and most of those were in the Colonial Revival style. The Lederer-Packard Building thus has great historical significance as a rare
example of Cady's work as an architectural designer, especially interesting because it does not follow Colonial models.

The building which Cady designed for Lederer is an architectural masterpiece without peer in the city. Though long disfigured by an extremely inappropriate storefront, it is clear that the building was originally constructed almost entirely of plate glass, supported by a frame faced with elaborately detailed, polychrome glazed terra-cotta. The structure's attenuated banded colonettes, cartouches, denticulate cornice, and simplified parapet pediments are highly stylized adaptations of Gothic and Renaissance elements, here freely combined to create a feeling of traditional opulence suffused with a modern flair.

Two other downtown structures of this decade make major use of terra-cotta. The Majestic Theatre (1916-17; William R. Walker & Son, architect) stands across from the Lederer-Packard Building, at 201 Washington Street. Here the terra-cotta, though sumptuously colored and articulated, is more traditional in nature, and is used only for the front of the building. Still the two buildings form a handsome pair facing each other across this important corner at one of the key entrances to the historic downtown core being refurbished as the Arts and Entertainment District. The structure commonly called the Summerfield Building (1913) at 274 Weybosset Street, at the corner of Abbott Park Place, is closer in character to the Lederer-Packard. This also is a window-wall structure with a glazed terra-cotta frame of neo-Renaissance design with a strong modern flavor. The Summerfield Building was designed by another young local architect just starting out, Albert Harkness (1886-1981), for the Albert Harkness Estate, which managed the extensive real estate holdings of the architect's late grandfather (among its properties, the Harkness Estate owned the commercial block at 194-200 Washington Street, next to the Lederer-Packard Building, mentioned below). Even then, the Summerfield Building is much larger than the Lederer-Packard Building. With its diminutive size, ornate embellishment, and—originally—nearly transparent exterior, the Lederer-Packard Building very much projected the quality of an exquisite jewel box.

The first floor of 202-06 Washington Street was originally leased to the Packard Motor Car Company of Boston for use as an automobile showroom: hence the building's common name. Alvan T. Fuller, who held the Packard franchise for Boston, had opened a Providence branch in 1912 in the adjoining Harkness Estate Building at 194 Washington Street. Fuller reopened his Packard showroom at the corner of Wash-
ington and Empire Streets in January 1916. The company also maintained service facilities at the Rhode Island Motor Mart at 179 Aborn Street. The second floor (202 Washington Street) was leased to The Albert Walker Company, wholesale jewelers, which remained there until 1950.

How can the lavish ornamentation of the Lederer-Packard Building, in contrast to the mundane treatment of other downtown “monitor” blocks (like the adjoining Empire-Arnold-Potter Block at 95-121 Empire Street), be explained? Although proof has yet to be discovered, it seems possible that Lederer undertook construction after first executing a long-term lease with the Packard company. This would explain why such pains were taken in its design. Automobiles, practically unknown on city streets in 1900, were around in sufficient numbers to have a significant impact on development patterns by 1910. Still, they were considered something of a novelty. Both to market their products, and to increase consumer confidence in the reliability of those products and their manufacturers, auto makers adopted the practice of creating extravagantly detailed and appointed showrooms to impress the public and enhance their corporate images. Part of the strategy involved the use of extensive areas of ground-floor glazing, so that the buildings were in essence giant showcases for the autos carefully displayed inside, by which potential buyers could stroll or ride and survey the wares. These considerations would explain the extensive use of glass in the Lederer-Packard Building.

In 1920 Fuller’s company made plans to construct a new showroom and service center on Elmwood Avenue, based on designs by Albert Kahn, Inc. of Detroit. However, these plans were abandoned. Instead the company built a sales and service building at 185 Aborn Street, and moved out of the showroom at 206 Washington Street.

The first floor of the Lederer-Packard Building was subdivided for other commercial uses. Number 204 Washington was occupied by T. J. Johnston & Company, florists, from 1921 until 1939, then became the Hollywood Curtain Shop, which remained until the 1980s. For a few years 206 Washington housed first a clothing store, then a tire store. The Providence National Bank, the oldest nationally chartered bank in Rhode Island (now part of Fleet Bank), then leased the space for its first branch office, opened in January 1927. The bank maintained this branch until 1935.
IV. A SPECIAL NOTE ABOUT AS2000

While the focus of this submission is the adaptive re-use of the Packard Building in response to the RFP that has been issued, we regard the restoration and rehabilitation of this historic structure as part of the larger and more comprehensive vision for Providence's Arts and Entertainment District and for the AS220 Complex. While still a work in progress, this vision has been crafted over the past year through a very collaborative effort that has involved the arts community, members of the public and private sector and Empire Street neighbors. In summary, here are the components of this vision.

A. Re-Use of Present Citizens Bank Branch at 87 Empire Street

A Citizens Bank branch in the Packard Building represents a relocation from the present branch site at 87 Empire Street. This is an historically significant building that has a strong architectural and visual presence in the middle of the Empire Street/Arts and Entertainment block. Discussions involving Citizens Bank, the Policy Department of the City of Providence and the Superintendent of Schools have been underway with regard to the re-use of this building as a School for the Performing Arts. The location is superb, given the proximity of the site to Trinity Repertory Theatre, the Providence Performing Arts Center, Groundwerx Dance Theatre, Perishable Theatre, AS220, and the Providence Public Library, as well as numerous galleries and other cultural resources located in downtown Providence.

B. Expansion of Perishable Theatre and Groundwerx Dance Theatre

Perishable and Groundwerx are based in the AS220 Complex in space that abuts the above Citizens Bank. During their four years at AS220, Perishable and Groundwerx have grown considerably in their performance and educational offerings with the result that they have outgrown their existing space. An increase in space at the current site can be achieved by a three-floor addition to the rear of their present building. This will accomplish several things: greater capacity and sustainability for both organizations; a doubling of needed classroom and rehearsal space; and the creation of an improved facade and lobby and much-needed additional seating for Perishable's mainstage performance space. The expansion will also accommodate an elevator, insuring that the entire AS220 Complex will be handicapped accessible. This contemplated expansion of Perishable and Groundwerx is directly related to the disposition of the Citizens Bank building because the land on which the proposed addition would occur is part of the Citizens site.
C. The AS2000 Campaign: Completion of Building Improvements: Debt Retirement and the Creation of an Endowment

AS220’s re-development of the block known as 95-121 Empire Street has brought stability and new life to what was a severely blighted and almost entirely abandoned structure. Since project completion in 1993, the Complex has been 100% occupied. The combination of uses, users and programming results in a kaleidoscope of activities that has repeatedly received regional and national attention and recognition as both an artistic model and as a demonstration in successful downtown revitalization.

For the AS220 Complex to continue to serve the arts community and contribute to the effort to reinvigorate our downtown, resources must be devoted to the present physical plant and to retirement of existing debt. The price tag for the Groundwerx/Perishable expansion, the addition of an elevator to the Complex, improvements to the existing facade and some building systems along with retirement of existing debt and the creation of an endowment, is $1,500,000. To achieve this, it is AS220’s goal to launch a capital campaign, the first phase of which would begin in 1998.

While the Packard Building is a separate and distinct undertaking that is self-supporting, it does represent the first step in the chain of events outlined above. As such, the initiation of the Capital Campaign, to be known as AS2000, will be linked to the effort to restore the Packard Building and establish this architectural gem as a visual cornerstone in Providence’s Arts and Entertainment District.
Financial

1. Development Costs (USES)

A. Acquisition ........................................... $250,000

B. Construction

Preliminary construction cost estimates have been provided by the Stone Company with input from Architects Hogan and Macaulay as well as the proposed users. Construction assumes the replacement of building systems, such as HVAC, electrical and plumbing, roof and windows and compliance with code and life safety requirements. Our estimate also factors in the restoration of the exterior of this historic building so as to comply with the requirements of the Rhode Island Historical Preservation Commission and the standards of the U. S. Secretary of the Interior. This effort will require special attention with regard to windows as well as the overall treatment of the facade itself. Appropriate restoration of the Packard Building serves two goals: the community regains a visual treasure that is rich in handsome architectural detail that has for too long been concealed and mistreated; and the development can benefit from the equity raised through historic tax credits.

Our construction estimates are predicated on the delivery of "shell" space with improvements and fit out to be completed by the tenants.

Construction per square foot estimate: $45 per sf x 5,800 sf = $261,000
Construction contingency: $5 per sf x 5,800 sf = $29,000

Total Construction: ............................................. $290,000

C. Soft Costs

Our soft cost budget includes professional fees; permitting; costs associated with financing and closing: survey and appraisal; insurance and tax credit certification costs.

Soft Costs: $72,200
Soft Cost Contingency @ 5%: $3,610

Total Soft Cost .................................................. $75,810

Total Projected Development Cost ....................................... $615,810
II. SOURCES OF FINANCING

Proposed sources of financing for the projected development costs of $615,810 are as follows:

A. Debt Financing .................................................. $400,000

Based on preliminary discussions with prospective lenders and the projected revenue stream, the completed development can support debt financing in an amount of $400,000. Calculations are based on a blended interest rate of 7%. This incorporates funding opportunities with the Rhode Island Historical Preservation Commission, financing from which carries an interest rate that is 2 percent below prime; and conventional financing rates.

B. Equity ................................................................. $215,810

There are several sources of equity, one of the most significant being the historic preservation tax credits. These are federal income tax credits which can be applied directly to the reduction of tax liability. There is a very strong market for historic tax credits because they represent one of the very few remaining tax reduction opportunities. The credits are based on 20% of the development costs (certified by the U.S. Secretary of the Interior), exclusive of land costs. Assuming an allowable Packard Building cost of $365,000 (development costs minus acquisition) and based on the current market, the credits can be expected to yield between $58,000 - $73,000.

Projected value of tax credits: $65,000
The sources of remaining equity include grants, fundraising events, sales of the AS220 Building Box: $150,000

Total Sources ......................................................... $615,810
III. OPERATING PRO FORMA

A. Revenue

Floor One: The proposed tenant for the first floor of the restored Packard Building is Citizens Bank, which would operate a branch at this site. Included in this submission is a Proposal to Lease by Citizens Bank which calls for a ten-year term with three five-year renewal options. Base rent in years one through five is $16 per square foot. This is a triple net lease with the tenant paying its own utilities as well as its pro rata share of property taxes.

Floor Two: Floor two will accommodate AS220/arts related tenants and will contain individual and group work studios. Projected rents are $5 per square foot in years one through five; and $7 per square foot in years six through ten. These rents are consistent with current AS220 studio rents as well as other upper-floor spaces in the downtown retail core.

B. Operating Expenses

The ten-year operating budget included in this submission is based on AS220’s four-year operating history in its own 22,000 square foot complex, which abuts the Packard Building. Given the triple net nature of the first floor lease, the operating budget for the Packard Building is relatively uncomplicated.

The following pages contain summaries of the Development Budget (Sources and Uses), and a Five-year Operating Pro Forma.
# Development Budget for Packard Building: Uses

**A. Acquisition** .......................................................... $250,000

**Construction Costs**
- **5,800 Square Feet**
- Construction: $45 PSF cost ........................................... $261,000
- Contingency: $5 PSF cost ............................................... $29,000

**B. Total Construction** .................................................. $290,000

**Soft Costs**
- Professional Fees ....................................................... $27,500
  - Architecture and Engineering
  - Legal, Tax Credit Certification
- Appraisal, Survey, Insurance ....................................... $6,700
- Costs Associated with Financing .................................. $15,000
  - Closing Costs, Interest during Construction,
    Lender’s Counsel and Inspection Fees
- Permits and Fees ....................................................... $3,000
- Development Overhead ............................................... $5,000
- Developer’s Fee ......................................................... $15,000

**Subtotal Soft Costs** .................................................... $72,200
- Soft Cost Contingency (5%) ......................................... $3,610

**C. Total Soft Costs** ..................................................... $75,810

**Total Uses** ............................................................. $615,810
Development
Budget
for Packard
Building: Sources

Debt Financing ...................................................... $400,000

Equity ................................................................. 215,810

- Historic Tax Credits
- Grants
- AS220 Building Box
- Fundraising

Total Sources ........................................................ 615,810
### Five-Year Operating Pro Forma

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#### REVENUES

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#### EXPENSES

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#### NOTES TO THE OPERATING PROFORMA

1. **Property Taxes**: The Packard Building will continue to pay full taxes to the City of Providence. Current taxes are $55,700/yr. This operating proforma includes a portion of the taxes. The remainder is included in the first floor triple net lease.

2. **Debt Service Coverage**: 1.2

3. **Debt Service** is based on a loan of $400,000 with a blended interest rate of 7.0% and a 30 year amortization schedule.
October 20, 1997

Ms. Lucie G. Searle
Chairperson, AS220

Dear Ms. Searle:

Attached is a Proposal for Lease of the Packard Building in Downtown Providence. Please discuss these terms with your people and get back to me with any questions you may have relative to this Proposal. I can be reached at 401-456-7458.

Sincerely,

Charles H. Martin
Vice President

Attach.
PROPOSAL FOR LEASE
for 202-206 Washington Street
Providence, RI

TENANT
Citizens Bank of Rhode Island
ATTN: Charlie Martin

PROPOSED AREA
Entire first floor, 2,500 s.f. ±
Entire basement included

CONDITION OF PREMISES
Renovated shell complete for
leasehold improvements

PROPOSED TERM
10 years

OPTION(s) TO RENEW
Three, five-year terms

PROPOSED RENT SCHEDULE

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LEASE BASIS
Triple Net

OPTION RENT
Negotiable to market
Development Timetable

Our timetable for the re-development of the Packard Building assumes that developer selection has been completed by this December. Key pre-production tasks, such as engineering and design, design review, cost estimating, financing submissions and zoning and permitting, are projected to require five months, that is, from January to May.

Demolition is to begin by May with the issuance of a building permit to follow shortly. Our schedule calls for a construction period of approximately four months. The timeline which follows details the pre-construction tasks as well as the construction period.

Tenant fit out will follow construction completion by The Stone Company. Full completion of the development and occupancy is projected to occur from September to November, 1998.

Attached is a detailed timeline provided by Stone.
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<tr>
<th>Task Name</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
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Development Team

The AS220/Packard Building Development Team is composed of AS220 as development sponsor; Architects Hogan Macaulay; and Construction Manager, The Stone Building Company.

AS220 SUMMARY QUALIFICATIONS

Established in 1986, AS220 is a non-profit center for the arts located in the heart of downtown Providence. The mission of the organization is to provide space for unjuried and uncensored exhibits of Rhode Island artists' works. To this end, AS220 operates several exhibition spaces, performing space and maintains affordable work and residential studios for artists.

AS220 presents a wide array of regularly scheduled arts programming—art exhibitions, film and video presentations, live performances of music and dance, poetry and dance.

AS220’s operation is supported by studio rents, admission fees, grants, fund-raisers and a great deal of volunteer help.

AS220 has a proven track record as a developer and manager of real estate. At our initial locations—220 Weybosset Street and 71 Richmond Street—we were responsible for tenant fit out, achieved primarily by sweat equity, as well as management of our premises.

The story of AS220’s development of the 95-115 Empire Street has been well chronicled. Through our capital campaign, we raised $325,000 which leveraged approximately $800,000 in private financing. With a budget slightly in excess of $1,100,000 and a great deal of sweat equity, we completed the renovation and reconfiguration of the block so as to receive a certificate of occupancy within six months. Since that completion in February, 1994, the AS220 Complex has been 100% occupied with an ongoing studio waiting list.
AS220 is responsible for property management for the 22,000 square foot complex which includes two galleries, a cafe, two bars and a barbershop; 12 live and 11 work studios; a performance center, darkroom, recording studio, computer lab and media center; dance company rehearsal and performance space, a theatre and class space. AS220's annual operating budget is approximately $380,000.

Managing the development process for the Packard Building will be the responsibility of the AS220 Executive Director Umberto Crenca and key staff Sheri Van Antwerp and Shawn Wallace. Technical assistance and support will be provided by the AS220 board, members of which have expertise in real estate development and law, architecture, historic preservation, and real estate lending.

THE AS220 BOARD OF DIRECTORS

Lucie Searle, President
Laura Travis, Vice President
Robert O. Jones, Secretary
Sean Daly, Treasurer
Alan Addison
Norma Anderson
Bob Arellano
Jay Coogan
A. J. Crenca

Steve Durkee
Gerard Heroux
John Kelly
Keith Munslow
David Newton
Erminio Pinque
Jim Pfeiffer
Eric Suggs
Manny Vales

STONE SUMMARY QUALIFICATIONS

Construction management services will be provided by The Stone Building Company. Stone, along with its parent company, Dimeo Corporation, has been providing construction management services for over 65 years. Their client base is local, regional and national in scope and ranges in specific job dollar value from $100,000 to in excess of $50,000,000. The Stone Company served as construction manager for the development of the AS220 Complex in 1993; and is exceptional in its ability to provide the care and attention required for a small job sponsored by a nonprofit.

HOGAN/MACAULAY SUMMARY QUALIFICATIONS

The firm of Hogan/Macaulay was formed in 1995 by the principals, after they had collaborated on a number of projects. They bring a wide range of experience and expertise, and have built on the expertise with a variety of public projects ranging from small additions and renovations and lighting designs to large scale urban designs.
AS220 Project Personnel

UMBERTO CRENSHA, ARTISTIC DIRECTOR

The name Umberto Crenca is not synonymous with AS220, although locally it may appear so. It is true that, armed with only a manifesto, two friends and $800, he turned a humble loft space into the thriving 22,000 sq. ft. AS220 arts complex.

Yet this gives no credit to the much wider theater of operations in which Crenca has acted for years with growing notoriety, efforts which have, in turn, reflected well on the cultural vitality of RI. His paintings have been exhibited in New York, Boston and Latina, Italy (in addition to numerous one-person and group shows locally). His performance art and music, whether solo or with collaborators, have been presented from Milwaukee, Wisconsin to Athens, Georgia and points in between.

His administrative work for regional and national arts organizations has encompassed the LEF Foundation in San Francisco, the Artists’ Advisory Panel for the Boston Central Artery Project, and the New England Artist Trust (of which Crenca is a founding member). Crenca has also served on numerous local committees responsible for the evolving cultural scene in Providence.

SHAWN WALLACE, MANAGING DIRECTOR

Mr. Wallace studied Computer Engineering at URI for four years. For several years he worked as a freelance technical illustrator, producing illustrations and layouts for McGraw-Hill and Bantam Books. His first contact with AS220 was in 1989 as an audience member, then in 1990 as a performer. He is a founder of the performance group Frodus, and plays trumpet with The Amoebic Ensemble. Shawn has been with AS220 since 1993, and has served as Managing Director since September, 1994. As such, he has been responsible for programming, bookkeeping and building maintenance issue, and is the systems administrator for AS220's computer network.

SHERI VAN ANTWERP, PUBLICITY AND DEVELOPMENT

Ms. VanAntwerp has a double BA in Biology and English from URI. Ms. Van Antwerp has served as Development and Publicity Director since September, 1994. Having started a successful business with her parents in Florida, she came to Rhode Island in 1990 to attend college. At AS220, she has overseen all publicity, grantwriting, fund-raisers and done project coordination.
AS220

History, Facilities, and Programs

In eleven years AS220 has grown from a grassroots organization with essentially no budget to an organization that has renovated a 22,000 square foot building in downtown Providence, with a combined operations budget for our program of just under $400,000. We have created ten new jobs and provided a secure home for two other small non-profit arts organizations — Perishable Theatre and Groundwerx Dance Theatre. AS220 has received national attention from arts administrators, politicians and artists due to its unique success as an invaluable resource for RI’s artists and public alike. AS220’s continued growth and diversification will allow it to serve an ever wider range of artists and of the general population, and to remain a highly conspicuous asset to the City of Providence and the State of Rhode Island.

ARTISTS STUDIOS

AS220 leases 12 low-cost residential studio spaces and 11 work studios to artists of all disciplines. The AS220 residential artists are a vibrant and diverse group of people living and working in downtown Providence, and they provide a strong foundation for the AS220 community. Resident artists are selected by a panel consisting of 1 board member, 3 resident artists and 1 member of the Providence artistic community. We are currently 100% occupied. The residential floor is communally organized and self-governed. In addition, each studio resident must put in 5 hours of volunteer time for the organization each month.

PROGRAMMING

AS220 presents original programming seven days a week; including jazz, folk, rock, avant-garde and ethnic music; theatre; comedy, dance and performance art. We also have two main galleries and three smaller exhibition exhibition areas. Featured programs include Action Speaks, a topical discussion series, involving local and national humanities scholars; and the Youth Arts Conference, a day-long arts education program. AS220 serves thousands of artists and audiences annually.
THE COMMUNITY DARKROOM

On February 20, 1995, AS220 opened a darkroom downstairs from the Cafe. The darkroom was constructed and equipped with a $10,000 grant from the Rhode Island School of Design, administered through the Coalition for Community Development. The facilities are managed by a resident artist and are available at a reasonable hourly rate. Volunteer monitors, scheduled three times a week, help acquaint people with the equipment and maintain the space. This the only publicly-accessible darkroom in the area.

THE COMMUNITY COMPUTER LAB

Like the darkroom, AS220’s public-access computer lab was created with a $10,000 grant from RISD, administered through the Coalition for Community Development. The lab also solicited donations of used computer equipment which was, when possible, rehabilitated and reconditioned by the expertise of the SMT Computing Society. The lab is open to AS220 members when monitored by volunteers.

THE COMMUNITY VIDEO EDITING SUITE

TV220 is a half-hour community-access cable program, produced by AS220. Formatted as a variety show, each program showcases a local artist with interviews and also shows performances of all types of video art. Like the darkroom and the computer lab, our public access video editing suite was created with a grant from RISD. AS220 has been training numerous volunteers in video creation and editing. This is one of the only facilities of its kind in the area.

In the summer of 1991, AS220 embarked on an effort to own its own home in downtown Providence. After consideration of several properties and their feasibility, the goal became the acquisition and rehab of 95-121 Empire Street. Located just a few doors away from Trinity Repertory and the Providence Public Library, this 22,600 square foot building now serves as the site of AS220, as well as Perishable Theatre and Groundwerx Dance Theatre.

WHAT IT TOOK TO DO THIS PROJECT

Besides an uncommon amount of energy, determination, and sweat equity, the “build AS220” project involved hundreds of volunteers; numerous professionals who discounted their services or provided them pro bono; financing from both the public and private sectors; expansive community support involving the arts and preservation community, corporations, foundations and grant-makers.

To contain costs, there was a “no frills” approach to the rehab which translated into stabilizing the building by repairing, updating or replacing major building systems such as heat, electrical, roof, windows, sprinklers and plumbing. The thrust of the whole effort was code compliance. All tenants, be they individual artists, or an arts group, have done their own fit out.

HOW WE RAISED THE EQUITY

AS220 raised over $300,000 in equity. With the support of a Capital Campaign Committee, this was accomplished through a variety of ways, including grants, corporate awards and some very creative fundraising activities and events.

The cornerstone of the campaign was the AS220 Building Box. This is a collection of five prints, created especially for AS220 and donated by five Rhode Island artists. A limited edition of 100 boxes was produced. Each Box sold for $1,200. Other highlights have included numerous benefit performances and events, a $60,000 grant from the City of Providence and a $65,000 award from the Federal Home Loan Bank. The latter was made under the Bank’s Affordable Housing Program and the application was submitted on our behalf by Citizens Bank.
BUILD AS220 TIMELINE

- Find a building and get it under Agreement: 8/91-5/92
- Raise Equity: Building Box, Grants, Awards, Donations, Events: 2/92– close
- Establish bank loans, line up tenants: 9/92–9/93
- Close on Property, begin demolition by volunteers: 3/3/93
- Demolition and volunteer work on rehab: 3/93–2/94
- Construction by The Stone Company: 7/93–2/94
- GRAND OPENING: 2/13/94

BUILD AS220 PROJECT USES AND SOURCES

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Firm Profile

The firm of Hogan/Macaulay Architects was formed in 1995 by the principals after having collaborated on a number of projects, where the complimentary nature of our abilities and the agreement of our design philosophies became apparent. We bring together a wide range of experience and expertise drawn from responsible roles with the internationally respected firms of Mitchell/Giurgola, Murphy/Jahn, and Philip Johnson. We have since built on this experience with a variety of public projects ranging from small additions and renovations, lighting designs, to large scale urban designs.

All of our projects share the common theme of a pursuit of excellence, and are undertaken with several underlying goals and concerns:

- To create a strong sense of place and identity.
- To link the design, whether visually or conceptually, with the long historical traditions of other buildings and places, creating an architecture of resonance.
- To respond to the established order of the city and the land.
- To develop a design aesthetic based on a building’s visual accessibility, clarity, and power to elucidate its meaning and relationships.
- To make an architecture that responds to the diversity of human aspirations, that acknowledges the variety of human pleasures, needs, desires, and aesthetic concerns.
- To bring to each project a spirit of exploration.

We pursue our projects with equal and serious attention to technology, management, and building. Our pursuit of excellence extends to maintaining the highest standards of detailing, while maintaining an economy of means. We bring to our projects proven expertise in planning and programming, carried out with the close involvement of the client. This dialogue is maintained with the client throughout the design process to assure that the client’s needs and objectives are understood and fulfilled.

Organization and Services

Based on the principals’ extensive experience, Hogan/Macaulay is able to provide direct services in architecture, interior, and lighting design, from planning and feasibility studies through construction documents, cost estimation, and construction administration and representation. The firm maintains a flexible team of support staff and consultants to meet specific project demands. It is our policy that all design, management, and technical project services are performed with the direct involvement of a firm principal.

Robert Hogan, Principal

Robert Hogan is a RISD alum and a registered architect with twenty years of professional experience. Past associations include eight years as project manager and architect with the firms of two internationally known architects, Helmut Jahn and Philip Johnson, where he was responsible for several high-profile projects, ranging from a 200,000 square foot museum and library complex to granite and glass mid-town Manhattan towers and corporate interiors.
Since returning to Providence, Mr. Hogan has been responsible for the design and construction of the Jamestown Library, designed the Cumberland Library, and has been responsible for the planning and design of projects ranging from a fine arts printing company to geriatric day care and housing. Recent projects include design and technical consultation for educational facilities at Bowdoin College, Babson College and Massachusetts Institute of Technology.

Through this wide range of experience, Mr. Hogan has developed a strong technological expertise and consistent attention to detail, ensuring that projects are well conceived and executed, from their initial stages through the construction process.

**Barbara Macaulay, Principal**

Ms. Macaulay is a RISD alumna with strong ties to Providence. Her twenty years of professional experience include nine years as a designer and project architect with the internationally acclaimed firm of Mitchell/Giurgola Architects. Since returning to Providence in 1989, she has been an adjunct faculty member at Roger Williams University, where she teaches architectural design. She was a member of the art selection panel for the new T.F. Green State Airport, and a member of the executive committee of the Providence Banner Trail and the Woonasquatucket River Greenway Project. She is currently a member of the Providence Preservation Society Planning and Architectural Review Committee.

Ms. Macaulay has recently completed a design proposal, funded by the Rhode Island State Council on the Arts, for the area of the Providence waterfront to be uncovered by the I-195 relocation. Her past work includes a number of large-scale projects, among them a major addition to Pennsylvania Hospital, museums for Princeton University and the University of North Carolina, and a flagship hotel on Pennsylvania Avenue in Washington D.C. She has collaborated with Mr. Hogan on several projects, including the Jamestown Library, and the East Bay Geriatric Center. They are currently developing a proposal for an urban master plan to create a nocturnal vision of Providence by mapping the city with light, funded by the Rhode Island State Council on the Arts, the City of Providence, and a consortium of Providence businesses.

Ms. Macaulay's design work has received awards from the American Institute of Architects, the Pennsylvania Society of Architects, the Philadelphia Foundation for Architecture, and the Rhode Island State Council on the Arts. Her work has been exhibited internationally and published in various journals. She is listed in *Who's Who of American Women, 19th Edition*.

Her proven abilities in design, planning, and project management have enabled her to carry through projects with a high degree of complexity, while maintaining a clear vision of the projects' intent and potential.
SELECTED PROJECTS
(including significant project responsibilities from past associations)

Institutional / Public

CENTRAL POLICE AND FIRE DEPARTMENT HEADQUARTERS RENOVATIONS, Providence, RI 1997
Redesign of the entry to create a civic plaza, and the renovation of lobbies and public circulation areas.

CITYARTS, Providence, RI 1997
Renovation of an industrial building for a community arts program.

BABSON COLLEGE STUDENT CENTER, Wellesley, MA 1996
Robert Hogan, Project Consultant for William Rawn Associates
Consultant for the design and detailing of a student center and theater.

BOWDOIN COLLEGE SCIENCE FACILITY, Brunswick, ME 1995
Robert Hogan, Project Consultant for Ellenzweig Associates
Consultant for design and detailing of main interior spaces and classrooms for a $28 million facility.

M.I.T. LIFE SCIENCES LABORATORY BUILDING, Cambridge, MA 1995
Robert Hogan, Project Consultant for Ellenzweig Associates
Consultant for design and detailing of laboratory equipment installations.

THE CARRIAGE HOUSE THEATER, LOBBY ADDITION, Providence, RI 1994
Barbara Macaulay, Designer
A lobby addition to a former carriage house converted into a community art center and performance space.

EDWARD J. HAYDEN LIBRARY, Cumberland, RI 1994
Robert Hogan, Project Architect for Extrados Architects
Project Architect for the planning and design of a $4.6 million renovation with additions incorporating the ruins of a former monastery complex.

EAST BAY GERIATRIC CENTER, East Providence, RI 1994
Robert Hogan, Project Architect, Barbara Macaulay, Designer, for Extrados Architects
Adaptive reuse of a 12,000 sf former convent to become an adult day care center and assisted living facility.

JAMESTOWN PHILOMENIAN LIBRARY, Jamestown, RI 1993
Robert Hogan, Project Architect, Barbara Macaulay, Design Consultant, for Extrados Architects
An addition and renovations to a town library, providing a new town meeting hall and major expansion of library services.
Total project cost, $1.2 million.

UNIVERSITY OF NORTH CAROLINA ART CENTER, Greensboro, NC 1990
Barbara Macaulay, Project Architect/Designer for Mitchell/Giurgola Architects
A $6,500,000 museum and teaching facility, serving as a gateway to the Greensboro Campus, housing galleries, an auditorium, classrooms, offices, and art storage.

PRINCETON UNIVERSITY ART MUSEUM, Princeton, NJ 1989
Barbara Macaulay, Mitchell/Giurgola Architects, Design team
Ms. Macaulay was responsible for interior and exterior design and detailing for the $7 million art museum addition situated on one of Princeton's landscaped greens, and housing gallery spaces, offices, and art storage.

COLUMBIA AVENUE STATION IMPROVEMENTS, Philadelphia, PA 1989
Barbara Macaulay, Mitchell/Giurgola Architects, Design team
Ms. Macaulay was responsible for graphics and lighting for award-winning plaza, entry pavilion, and subway renovation.
DADE COUNTY CULTURAL CENTER, Miami, FL 1984
Robert Hogan, Project Manager for Johnson/Burgee Architects
A 220,000 sf arts complex in downtown Miami consisting of an art museum, history museum, and central library.
Construction cost: $22 million.

Barbara Macaulay, Project Architect/Designer for Bartley Bronstein Long Mirenda
A $25 million addition and renovation, consisting of operating suites and administrative offices on an historic hospital campus.

Urban Design

ILLUMINATE PROVIDENCE, Providence, RI 1997
In progress.
An urban design proposal to highlight and link the city's cultural, historic and civic sites with light. Supported by The Providence Foundation and funded by the Rhode Island State Council on the Arts, The City of Providence, The Providence Journal Co., Narragansett Electric Co., Texton Inc., Hospital Trust Bank, Fleet Bank, Bliss Properties, and Brown Rudnick Freed & Gesmer.

ILLUMINATE NEWPORT, Newport, NH 1997
A five week artist's residency to work with students and residents to create a downtown lighting master plan, as well as permanent and temporary lighting installations. In conjunction with the New England Artists Trust Congress and funded by the New England Foundation for the Arts, the Town of Newport, Public Service of NH, and Sugar River Savings Bank.

A DESIGN FOR THE PROVIDENCE WATERFRONT, Providence, RI 1995
Barbara Macaulay, Designer
Mixed use urban design for a key area of the Providence waterfront adjacent to the downtown. Partially funded by the Rhode Island State Council for the Arts.

BLACKSTONE RIVER VISITORS CENTER COMPETITION, Pawtucket, RI 1992
Barbara Macaulay, Designer for Extrados Architects:
A second prize competition entry for the exterior renovation and landscape design of a pivotal downtown site.

Historic Restoration / Adaptive Reuse

BILLERICA OLD TOWN HALL ROOF RESTORATION, Billerica, MA 1994
Robert Hogan, research and detailing for Extrados Architects
Reconstruction of the cupola and replacement of the slate roof and plinth on a circa 1895 town hall.

SCHOOLHOUSE PLACE AFFORDABLE HOUSING FEASIBILITY STUDY, Warwick, RI 1994
Robert Hogan, Project Architect for Extrados Architects
Survey, analysis, schematic design, and cost estimation for the conversion of an 1886 wood framed Queen Ann style schoolhouse into family housing.

PENNSYLVANIA HOSPITAL PINE GARDEN WALL, Philadelphia, PA 1988
Barbara Macaulay, Project Architect for Bartley Bronstein Long Mirenda
A $700,000 restoration in masonry, stone, and wrought iron of the garden wall enclosing the campus of the first hospital in America, in historic downtown Philadelphia.

BROWN'S WHARF RETAIL/OFFICE COMPLEX, Baltimore, MD 1989
Barbara Macaulay, Project Manager for Bartley Bronstein Long Mirenda
A $7 million adaptive reuse of historic warehouse buildings in the Fells Point district of Baltimore Inner Harbor.
AS-220

Proposal for the Proposed Renovations to the Packard Building

STONE

47 Chapman Street
Providence, Rhode Island 02905
(401) 781-9830
October 27, 1997

Ms. Lucie G. Searle
AS-220
115 Empire Street
Providence, Rhode Island 02903

RE: Packard Building

Dar Ms. Searle:

The Stone Building Company is pleased to submit our proposal for the proposed renovations to the Packard Building. We have presented a Project Team we believe is ideally suited from several perspectives including: offering extensive experience in renovation work, a proficiency in coordinating work adjacent to occupied areas, and a proven ability in working with non-profit organizations. In the past we have also successfully coordinated contributions of labor and material which may be donated from time to time to non-profit organizations such as AS-220. As you may know, Stone brings a long and well-respected track record serving many non-profit organizations throughout New England on a repeat basis.

In addition to working directly for AS-200 in the past, Stone has recently completed several projects similar in nature for such clients as The Providence Children’s Museum, Providence Country Day School, Vanderbilt Hall Hotel, The Menagerie at Roger Williams Park, and Veterans Auditorium to name a few.

We are confident that Stone’s understanding of AS-220’s requirements, along with our commitment to quality, cost and schedule, will provide AS-220 with a highly organized and efficient planning and construction process. Stone will, as in the past, provide the highest level of proven management attention in the successful execution of this exciting project.

We look forward to the opportunity to serve you as your Construction Manager, and thank you for accepting our proposal. We stand ready to commence Construction Management activities immediately.

Sincerely,

THE STONE BUILDING COMPANY

Kosta Bitsis
General Manager
Stone Special Projects Group Overview

The Stone Special Projects Group-SSPG was created out of what was recognized as a general inability within the New England construction industry to effectively service the special construction needs of corporate and institutional clients. Recognizing the long, highly regarded and well-established success of the parent company, The Dimeo Companies, in meeting the building needs of numerous clients as Construction Managers, a decision was made to form a distinct entity capable of delivering the same level of quality and service as the parent company on projects. The new group referred to as Stone Special Projects is focused on projects between $100,000 to $2.5 million that require the professional hands-on construction expertise and attention typical of larger construction entities. Formed was a core of multi-functional construction professionals capable of providing both a high level of support throughout a project's construction phase and an ability to remain responsive to various schedule, cost and quality issues throughout construction.

Since its inception over two years ago, the track record of SSPG has been very positive. Having successfully served numerous clients over that period the SSPG’s ability to provide professional inputs as part of the Owner team and more specifically the ability to address the often sensitive issues associated with items such as design scope and cost has helped assure that projects have met Owner budget, schedule and quality requirements. Besides offering strong support resources SSPG is able to leverage from its affiliate company status as part of The Dimeo Companies. This association has been particularly important in helping realize buying economies and expedited deliveries on various critical long-lead items.

Representative examples of recent projects include:

- Walden Woods - Archives Facility for Thoreau Institute, $2.3 million
- Eastern Utilities - Additions and Renovations, $1.3 million
- Delta Dental - Office Fit-Up and Renovation, $600,000
- Mack Technologies - Production Fit-Up and Renovation, $320,000
- Roger Williams University - Vertical Expansion, $525,000
- Rhode Island College - Donavan Dining Hall Expansion, $2.6 million
- Wheaton College - Dormitory Building, $1.4 million
- Metropolitan Life Insurance - Building Systems Upgrades, $2.2 million
- Miriam Hospital - Various Department Renovations, $150,000
- AMS - Multiple Office Building Renovation, $1 million
- SmartRoute Systems - Operations Center Renovations, $500,000
- The Children’s Museum - Museum Relocation, $1.2 million
- Providence Country Day - Renovations, $3 million
- NYNEX/New England Telephone - Renovations, $1 million
References

The following are references for the Stone Special Projects Group (SSPG). Please feel free to contact any of the references listed below.

CLIENTS

Bill Bianchi
Academic Management Services (AMS)
Swansea, MA
(508) 235-2905

Joe Nagel
Delta Dental
Providence, RI
(401) 452-0800

Frank McFarland
Providence Country Day School
East Providence, RI
(401) 438-5170

Kathi Anderson
Walden Woods
Lincoln, MA
(617) 367-3787

Edward Andrade
Metropolitan Life Insurance
W. Warwick, RI
(401) 827-2592

Gerald Gath
Mack Technologies, Inc.
Westford, MA
(508) 392-5583

Stan Slowick
Sargent Rehabilitation Center
Warwick, RI
(401) 886-6600

Janice O’Donnell
The Children’s Museum
Providence, RI
(401) 273-5437

ARCHITECTS

Glenn Gardiner
Newport Collaborative Architects
Newport, RI
(401) 846-9583

Henry Cugno
Smits Associates
Coventry, RI
(401) 823-9745

Steven Ansel
The Slam Collaborative
Glastonbury, CT
(860) 657-8077

Leon Bombardier/Michael Phillips
Ganteaume & McMullen
Boston, MA
(617) 345-9400

Rick Casner
Benefit Street Design
Providence, RI
(401) 751-7549
Project Team Resumes
Joseph Bolton - Project Manager

ROLE:
As Project Manager, Joe will have overall responsibility for project management during the construction phase of the project. He will work closely with the Owner's management people and site superintendent in execution of day-to-day construction operations through close-out and start-up. He will also provide input to our preconstruction phase manager on development of work scopes and special conditions, as well as the overall project budget and schedule.

PROJECT EXPERIENCE:
- AS-220, Historic Renovations, Providence, RI, $500,000
- Roger Williams University, Vertical Expansion, Bristol, RI, $525,000
- Eastern Utilities, Addition & Renovations, West Bridgewater, MA, $1.3 million
- Brown University, Blue Room Renovations, Providence, RI, $500,000
- Old Stone Plaza, Headquarters & Parking Garage, Providence, RI, $17 million
- Metropolitan Life Insurance, Call Center Renovations, West Warwick, RI, $2 million
- Textron, Tenant Fit-Up Corporate Offices, Providence, RI, $150,000
- Hasbro Inc., Corporate Headquarters Renovation, Pawtucket, RI, $16 million
- Mack Technologies, Production Fix-up and Renovation, Marlborough, MA
- UTC/Hamilton Standard, Windsor Locks, CT, $1 million
- Digital Equipment Corporation, Littleton, MA, $16 million
- Eastland Bank, Operations Center, Lincoln, RI, $2.5 million
- Roger Williams University, Vertical Expansion of Admin., Bristol, RI, $1 million
- Roger Williams University, Student Services Building, Bristol, RI, $1.5 million
- Wheaton College, Athletic Facility, Norton, MA, $9 million
- Rhode Island College, Donovan Dining Center, Providence, RI, $2 million
- Urban Village, Residential Complex, Worcester, MA, $16 million
- Memorial Hospital, Renovation, Pawtucket, RI, $1.4 million
- Burlington Mall, Vertical Expansion & Renovation, Burlington, MA, $48 million
- Westminster Mall Re-Opening, Providence, RI, $3 million
- Marriott Hotel, Newport, RI, $18 million
- Providence Country Day School, Renov. & Building Relocation, East Providence, RI
- Waters Edge Condominiums, Narragansett, RI, $3 million

PROFESSIONAL PROFILE
Joe joined Stone in 1982, and has progressed through the positions of Project Engineer, Superintendent and Project Manager.

EDUCATION
University of Rhode Island
BS, Civil Engineering
Phillip D’Ambra - Project Superintendent

ROLE:
Phil will be responsible for the day-to-day supervision and coordination of all on-site construction activity including manpower management, trade subcontractor coordination, expediting of field operations, maintenance of project schedules, quality control, management of material usage, and enforcement of safety and security controls.

PROJECT EXPERIENCE:
- Metropolitan Life Insurance, Occupied Renovations, Warwick, RI, $2.5 million
- Providence Country Day, Renovation & Building Relocation, East Providence, RI
- Digital Equipment Corporation, Microchip Manufacturing Facility, Hudson, MA
- Polaroid, Inc., Tank Fit-up, New Bedford, MA
- Brown University, Athletic Facility, Providence, RI
- Women & Infants Hospital, In Vito Fertilization Clinic, Providence, RI
- Greater Providence Trust, Providence, RI
- Mashpee High School, Mashpee, MA
- Adult Correction Institute, New Medium Security Prison Complex, Cranston, RI
- Universal Optical, East Providence, RI
- Point Gloria, Condominiums, Fall River, MA
- Central Falls Detention Center, New US Marshals Detention Center, Central Falls, RI
- Parkway Towers, Elderly Housing, East Providence, RI
- Old Colony Bank, East Providence, RI

PROFESSIONAL PROFILE
Prior to joining Stone in 1995, Phil worked for Marshall Contractors, Inc for 18 years.
Steven G. Marsocci - Lead Estimator

ROLE:
As Lead Estimator, Steven will assist in all phases of Stone pricing and purchasing activities. Steve’s initial activities will involve studying the cost of the project and in preparation of the conceptual cost estimate followed by work associated with preparation and submission of Stone’s bid.

PROJECT EXPERIENCE:
- Miriam Hospital, Renovations and Addition, Providence, RI, $10 million
- Digital Equipment Corporation, Renovation, Nashua, NH, $3 million
- Children’s Museum, Museum Relocation, Providence, RI, $1.2 million
- NYNEX/New England Telephone Renovation, Pawtucket, RI, $1 million
- Manchester Street Repowering Project, Providence, RI, $16 million
- Warwick Mall Renovation, Warwick, RI, $12 million
- Department of Transportation, Office Complex, Newington, CT, $43 million
- Anica Insurance Company, Lincoln, RI, $14 million
- Langham Court, Boston, MA, $11 million
- Tufts University, Library Addition and Renovations, Medford, MA, $14.5 million
- Feinstein High School, Renovations, Providence, RI, $4 million
- Academic Management Systems, Office Renovation, Swansea, MA, $1.5 million
- SmartRoute Systems, Operations Center Renovation, Cambridge, MA, $300,000
- Providence Country Day School, Relocation, Renovation & Addition, Providence, RI, $3.5 million

PROFESSIONAL PROFILE
Since joining Stone 1991, Steve has been involved in many aspects of pre-construction phase and construction phase services. His responsibilities have included estimating, project management, scheduling, quality assurance/control and project closeout.

EDUCATION
- Wentworth Institute of Technology
  BS, Construction Management
- New England Institute of Technology
  AS, Architectural Engineering
Lucien Jolicoeur - Purchasing Agent

ROLE:
As Purchasing Agent, Lou is responsible for prequalification of bidders, preparation of prequalified bidder lists, establishing of bid packages, scope preparation and assignment, solicitation of bids, interviewing of bidders, making awards and administration of contracts.

PROJECT EXPERIENCE:
- Veteran's Memorial Auditorium, Renovations, Providence, RI, $4 million
- CytoTherapeutics, R&D Facility and Corporate Offices, Lincoln, RI, $5 million
- Boehringer Ingelheim Pharmaceuticals, Ridgefield, CT, $23.5 million
- Pawtucket Memorial Hospital, Addition, Pawtucket, RI, $5 million
- Rhode Island Hospital, Radiology & Pathology, Providence, RI, $9 million
- Landmark Medical Center, Addition, Woonsocket, RI, $1.6 million
- Digital Equipment Corporation, Office Building, Maynard, MA, $6.7 million
- Providence Public Library, Renovations, Providence, RI, $5 million
- Warwick Mall, Food Court Renovations, Warwick, RI, $6 million
- Providence Country Day School, Field House Addition, Providence, RI, $1 million
- Hasbro, Inc., Executive Offices, Pawtucket, RI, $5.2 million
- AMS, Office Renovation, Swansea, MA, $1.2 million
- Trinity Church, Historic Renovations, Newport, RI, $1.2 million
- Pawcatuck Middle School, Addition & Renovations, Pawtucket, CT, $5 million
- Bristol County Jail, New Facility, Bridgewater, MA, $29 million
- Washington County Courthouse, New Facility, Wakefield, RI, $4.5 million
- The Providence Children's Museum, Relocation & Renovation, Providence, RI, $3 million
- Killingly Schools, New Middle School and Renovations to others, Killingly, CT, $1.4 million

PROFESSIONAL PROFILE
Lou has been with Stone since 1985 and has 25 years of construction industry experience. Lou's past experience includes working as part of the Team that contracted for the Digital Equipment's largest clean room facility. This project had many state-of-the-art systems that had to be researched, located and expedited under a tight construction schedule.

EDUCATION
- Brown University
- Various Courses in Purchasing & Negotiation
- Hartford Institute of Accounting
- AS, Accounting

ADDITIONAL COURSES
- Dale Carnegie Course
ROLE:
Andy is responsible for the operation and maintenance of the company's entire Safety and Loss Control program which includes monitoring and enforcement on all project sites, maintaining contact with outside agencies dealing with safety matters and maintaining a safety education and training program for all company personnel.

PROJECT EXPERIENCE:
Suffolk Trial Court, New Trial Court Facility, Boston, MA, $75 million
Hasbro, Inc., Corporate Headquarters, Pawtucket, RI, $16 million
Amica Insurance Company, Office Building, Lincoln, RI, $22.5 million
Amica Insurance Company, Regional Office, Raynham, MA, $4 million
Manchester Street Repowering Project, Providence, RI, $16 million
Brown University, Renovation: Andrews Hall, Providence, RI, $1.1 million
Bridgeport Entertainment Complex, Bridgeport, CT, $38 million
Prime Tanning Manufacturing, Rochester, NH, $18 million
Digital Equipment Corporation, Occupied Renovations, Nashua, NH, $4 million
Digital Equipment Corporation, Maynard, MA, $23.5 million
Tufts University, Library Addition and Renovations, Medford, MA, $14.5 million
Yale University, Unley-Chittenden Hall Renovations, New Haven, CT, $16 million
Mt. Sinai Hospital, New Construction/Renovation, Hartford, CT, $7.5 million
New London Hospital, New London, NH, $3.7 million
Filene's Department Store, New Anchor Store, Holyoke, MA, $10 million

PROFESSIONAL PROFILE
Prior to joining Stone in 1992, Andy worked for Tedesco Corporation, Aetna Bridge Company and Perini Construction Corporation and has 28 years in construction safety. He conducts seminars and workshops for safety training in Hazmat, construction safety and accident prevention.

EDUCATION
Keene State College
BS, Education

RELEVANT TRAINING
Hazardous Substances, Electrical Hazards, Asbestos and Lead Abatement,
Confined Spaces, Excavating and Shoring, Fall Protection, Cranes and Hoists,
Fire Protection, Lockout/Tagout Procedures, Rhode Island Workers' Compensation Laws, Drug and Alcohol Abuse and Right to Know.
Stakeholders Chart
Stakeholders Chart

AS-220

Lucie Searle
Umberto Crenca

Hogan/Macauley Architects
Robert Hogan
Principal-in-Charge

Consulting Engineers
Structural
Mechanical
Electrical

Stakeholders
- Artists
- AS-200
- City of Providence
- Citizen's Bank
- Public Community

Stone SPG
Kosta Bitsis
General Manager

Stone SPG
Joe Bolton
Project Manager
Phil D'Ambra
Superintendent
Steven Marsocci
Estimating

Subcontractors

STONE
Team Organization Chart
Team Organization Chart

AS-220 Building Committee

Stone Special Projects Group
- Kosta Bitsis
  General Manager / Project Executive

- Responsible for:
  - Team Performance
  - Owner Contract
  - Overall Quality
  - Owner Satisfaction

Joe Bolton
Project Manager

- Responsible for:
  - Schedule Development and Updates
  - Subcontractor Contracts
  - Team Meetings
  - Cost Reporting

Andy Thomson
Safety Director

- Responsible for:
  - Oversee Safety and Loss Program
  - Monitor the Interim Life Safety Management Systems

Phil D'Ambra
Superintendent

- Responsible for:
  - Subcontractor Coordination
  - Schedule Control
  - Quality Control
  - Safety Enforcement

Steve Marsocci
Estimating

- Responsible for:
  - Budget Estimating
  - Value Engineering
  - Scope of work
  - Bid Package Development

Subcontractors

STONE
Preconstruction
Phase
Services
Overview of Preconstruction Phase Services

1. ESTIMATING/BUDGET DEVELOPMENT/SUBMISSION OF GUARANTEED MAXIMUM PRICE (GMP)
   - Prepare quantity take-offs and pricing for all building components.
   - Develop facility cost model (control budget) against which future program changes and value engineering studies can be tracked.
   - Update cost model throughout design as appropriate.
   - Finalize and present to Owner Guaranteed Maximum Price for projects.

2. VALUE ENGINEERING/VALUE ANALYSIS
   - Assess the costs of alternative materials and equipment as deemed necessary.
   - Identify alternate building systems that will lower project cost without sacrificing required quality and aesthetics.

3. CONSTRUCTABILITY AND CONTRACT DOCUMENT REVIEWS
   - Assess the ease or difficulty associated with constructing the proposed design and make recommendations which may lessen the cost of construction or lessen construction duration.
   - Review drawings and specifications for possible inconsistencies, errors, omissions and code adherence.
   - Identify where specifications may limit competition or jeopardize material deliveries within reasonable time frames and make recommendations on securing proprietary products at a competitive price.

4. PREPARATION OF PROJECT MASTER SCHEDULE
   - Develop comprehensive project master schedule through a team planning exercise with all involved parties. Identify and agree to critical project milestones and their respective relationships.
   - Prepare/update schedule in bar chart and critical path network formats.
Overview of Preconstruction Phase Services

5. PROCUREMENT PLANNING AND COMPETITIVE BIDDING

- Develop a pre-qualified bidders list for each division of work.
- Work with Architect to scope/develop bid packages which will foster maximum competition among subcontractors and vendors.
- Make recommendations as to timing of bidding to obtain optimal competition and pricing.
- Make recommendations to Owner where direct purchases will result in savings.
- Identify and order critical path and long lead items.
- Identify and include in bid packages, pre-agreed to alternatives for substitute materials/equipment to foster competitive pricing on proprietary products.
- Coordinate, evaluate bids for completeness, make award and prepare/negotiate appropriate contract.
Construction
Phase
Services
Overview of Construction Phase Services

1. **ON SITE SUPERVISION AND ADMINISTRATIVE SUPPORT**
   - Obtain building and special permits for permanent improvements.
   - Monitor and direct work of trade contractors consistent with contract documents, specifications and the project schedule.
   - Coordinate on site work with the activities and needs of Owner.
   - Schedule and conduct regular project meetings to discuss project progress, problems and schedules.
   - Provide on site professional supervisory personnel, materials and equipment not provided by trade contractors.
   - Report weekly on progress of the project as it pertains to schedule, cost, and quality.
   - Schedule & conduct weekly Safety meetings.

2. **COST MONITORING AND CONTROL**
   - Implement and monitor an effective system for cost reporting and control.
   - Monitor and report all project cost against approved construction budgets within bid price.
   - Develop and update cash flow reports and forecasts on a regular basis.
   - Implement procedures for the review and processing of trade contractor payment applications.
   - Maintain cost records for all work performed on actual cost basis.

3. **SCHEDULE MONITORING AND CONTROL**
   - Monitor and update project master schedule as construction progresses.
   - Identify variances between schedule and status of work to date.
   - Manage subcontractors to maintain schedule and meet completion date.
   - Expedite fabrication and scheduled delivery of equipment and special materials (if required).
   - Provide specific work schedules through phasing.

4. **CHANGE ORDER MANAGEMENT**
   - Anticipate change conditions before they occur and take required actions to avoid subcontractor changes.
   - Aggressively verify and substantiate all changes as submitted by trade contractors.
   - Evaluate Owner change proposals for their impact on the project's schedule and cost.
   - Prepare independent estimates of all approved changes to verify reasonableness of change; make recommendation to Owner on amount of change.
   - Make change to project budget and schedule as directed by Owner and approved change.
Overview of Construction Phase Services

5. QUALITY MONITORING AND CONTROL

- Maintain shop drawing log and review all shop drawings for compliance with drawings and specifications.
- Submit shop drawings and samples to Architect/Engineer for approval or exception; communicate appropriate follow-up activities with trades or vendors as appropriate.
- Ensure that trade contractors have necessary materials and qualified tradesmen to maintain schedule.
- Inspect the work of trade contractors for defects and deficiencies; put responsible parties on notice where corrective action is required.

6. SUBSTANTIAL COMPLETION, COMMISSIONING, FINAL COMPLETION

- With Architect/Engineer, determine criteria for substantial completion.
- Prepare listing of incomplete items and schedule for completion.
- With Owners, maintenance personnel and trade contractors direct the start-up, check-out of utilities, equipment, and building systems.
- Determine final completion date; put Owner and Architect/Engineer on notice that project is ready for final inspection.
- Turnover to Owner all warranties, guarantees, as-built drawings, services schedules and names/contacts of all parties involved in project.
Construction Schedule
# Preliminary Schedule

## The Stone Building Company

### AS 220 - The Packard Building

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**Notes:**
- Dates represent the start of each task.
- The schedule is subject to change based on permits and approvals.
- Key dates for approval and permits are highlighted with asterisks. 
- Completion dates are approximated based on current progress.