



QUALIFICATIONS & FEE PROPOSAL

Town of Hingham Integrated Capital Needs Assessment

PREPARED FOR

Town of Hingham
210 Central Street
Hingham, MA 02043

PREPARED BY

Rimkus Consulting Group, Inc.
313 Congress Street, 2nd Floor
Boston, MA 02210

July 20, 2026

TAB

- 1 Cover Letter
- 2 Background and Experience
- 3 Key Personnel
- 4 References
- 5 Sample of Work Product
- 6 Project Understanding and Approach
- 7 Fee Proposal
- 8 Appendices
 - Appendix A – Resumes



313 Congress St., 2nd Floor
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Monday, July 20, 2026

Jennifer Oram
Senior Planner / Zoning Administrator
Town of Hingham
210 Central Street
Hingham, MA 02043
Phone: (781) 804-2315
Email: oramj@hingham-ma.gov

Re: Response to Integrated Capital Needs Assessment (CNA) Request for Quotes
RFQ: ICNARFQ-2
Project: Integrated Capital Needs Assessment
Property: Lincoln School Apartments, 86 Central Street, Hingham, MA 02043
Proposal No.: 100348519

Dear Jennifer Oram:

Thank you for the opportunity to submit Rimkus Consulting Group, Inc.'s ("Rimkus") response to the Town of Hingham's Integrated Capital Needs Assessment (CNA) Request for Quotes, RFQ ICNARFQ-2. This proposal is organized to demonstrate Rimkus' qualifications, proposed team capacity, technical approach, schedule, deliverables, sample work products, references, and lump-sum fee in direct response to the RFQ. Rimkus understands that responses must be submitted electronically through the Town's OpenGov procurement portal and that quotes will not be accepted by email or mail.

Based on our review of the RFQ and the referenced background documents, we understand that the Town is requesting an integrated 20-year capital needs assessment and master planning document for Lincoln School Apartments, a historic adaptive reuse property originally constructed as a school in 1912 and converted to residential use in 1979/1981. The property includes two interconnected structures and 60 project-based Section 8 senior housing units. The requested scope includes reconciliation of prior technical reports, accessibility compliance review, comprehensive condition assessment with a minimum 20 percent unit sampling approach, envelope and roofing evaluation, MEP and HVAC modernization review, elevator analysis, cost modeling, and development of decision-grade capital planning deliverables. The final work product is expected to include a 20-year capital plan,

immediate repair plan, integrated master narrative, electrification roadmap, staff capacity assessment, risk register, and total cost of ownership summary.

Beyond the base scope, Rimkus understands that the Town of Hingham anticipates MEP capital improvements. Rimkus can provide supplemental services that may support the planned renovation project, including MEP/FP and structural engineering services, building envelope inspections and field performance testing, mechanical and building envelope commissioning, owner's project management/construction advisory services, climate risk assessments, environmental site assessments, energy and resiliency consulting, accessibility surveys, construction administration, construction monitoring, and project closeout/warranty inspections.

Rimkus has reviewed the January 26, 2024 HVAC and Domestic Water Heating Schematic Design Narrative prepared for Lincoln School Apartments. That document identifies existing hot water baseboard heating served by a central boiler plant, through-wall air conditioning in resident units, limited common-area split-system cooling, existing toilet exhaust routed to roof-level exhaust systems, corridor ventilation units with hot water coils, and potential ventilation code considerations related to existing exhaust risers. The narrative also evaluates modernization pathways including individual split-system heat pumps, central variable refrigerant volume heat pump systems, energy recovery ventilators with electric heat, miscellaneous electric heating for support spaces, and domestic water heating options. This information provides an important technical baseline for the CNA, the electrification roadmap, and long-term total cost of ownership planning.

Rimkus has also reviewed the August 2022 ADA Transition Plan prepared for Lincoln School Apartments. The plan identifies accessibility issues related to exterior routes, curb ramps, parking, entrances, egress signage, interior routes, doors, stairs and handrails, signage, dining and work surfaces, accessible apartment unit distribution, communication-accessible apartment features, toilet rooms, kitchens, patio access, operable parts, and related best-practice improvements. Rimkus will treat the ADA Transition Plan as a required capital planning framework, validate the status of listed deficiencies during the CNA to the extent observable, update planning assumptions where conditions or costs have changed, and integrate accessibility recommendations into the immediate repair plan, 20-year capital plan, total cost of ownership summary, and phasing narrative.

Rimkus prioritizes diversity, equity, and inclusion (DEI) as a core value, creating a respectful and supportive workplace where all employees feel empowered. The company prohibits discrimination in all employment practices and ensures equal opportunities based on aptitude and ability. Embracing diversity enhances creativity, innovation, and overall business performance by leveraging varied perspectives and skills. This commitment fosters a culture of fairness, safety, and respect, driving productivity and enabling every individual to reach their full potential.

Rimkus has structured this proposal to respond directly to the Town's RFQ requirements for ICNARFQ-2. Our proposed scope addresses the required integrated CNA methodology, document review and reconciliation, ASTM E2018-15 baseline assessment process, 20 percent unit sampling, roof inspection, accessibility and Section 504 review, HVAC/electrification analysis, elevator evaluation, cost estimating methodology, total cost of ownership summary, editable cost tables, and a 90-calendar-day completion framework. We understand that the final deliverable must serve as a decision-grade Master Integration Document that reconciles prior studies, identifies conflicts and sequencing issues, and provides a single coordinated capital plan suitable for public-sector capital planning and funding decisions.

Our attached qualifications include Rimkus' background information, examples of relevant CNA experience, work samples, our project understanding and approach, and demonstrate our capability to support Lincoln School Apartments with an actionable assessment tailored to senior affordable housing in Hingham.

We welcome the opportunity to support the Town, Lincoln Apartments LLC, the Hingham Affordable Housing Trust, and the property management team in developing a clear roadmap for maintaining and improving this important community asset.

Kind Regards,
Rimkus Consulting Group, Inc.

Jared Cacciapaglia

Jared Cacciapaglia
Technical Director, Construction Advisory
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Email: jared.cacciapaglia@rimkus.com
cc: John Bruzzese

Company Profile

Rimkus helps maximize a property's value by identifying key issues and providing custom solutions. Our architectural, engineering, and technical consulting professionals provide capital needs and energy assessment solutions backed by years of design and field oversight experience. With both short- and long-term goals in mind, our multidisciplinary teams provide detailed considerations and solutions.

We provide an extensive range of solutions to optimize the design, performance, maintenance, and repair of buildings, plants, facilities, and infrastructure. We also offer a breadth of commercial real estate due diligence services, including property condition assessments, environmental site assessments, construction and development consulting, and seismic risk analysis.

The Rimkus mission is to proactively identify, mitigate, and help eliminate the complex risks inherent in the procurement, design, construction, and operation of facilities. Focusing on energy, resilience, maintainability, and sustainability, our consultants apply decades of experience to bring long-lasting success to projects at every phase of the building life cycle.

In 1983, Robert E. Rimkus started a small Houston-based company called R.E. Rimkus and Associates, which was later incorporated as Rimkus Consulting Group, Inc. In 2021, Rimkus acquired New York-based Sullivan Engineering LLC, an industry leading building envelope consulting firm, and in 2022, Rimkus acquired Boston-based Commercial Construction Consulting, LLC (C3), an industry leading technical services consulting firm. The addition of these two dynamic firms increases the depth of Rimkus' expertise in areas such as real estate investment, development advisory, mechanical, electrical, and plumbing engineering, energy and sustainability, building envelope and technical services. Currently, Rimkus has more than 110 offices worldwide, more than 1,500 full-time employees, and a team of architects, engineers, and technical consultants unmatched in the industry.

Proudly serving our
clients for 42 years

Comprehensive Services across a Range of Critical Sectors

- Architecture
- Building Envelope Services
- Civil Engineering
- Construction Advisory and Owner's Project Management (OPM)
- Construction Monitoring
- Construction Risk Assessments
- Cost Estimating
- Due Diligence Assessment Services
- Environmental Site Assessments
- Energy Audits
- Façade Inspections and Restoration
- Historic Preservation
- MEP/FP Systems Assessments and Design
- Plan and Cost Review
- Roof Consulting
- Renewable Energy Services
- Seismic Risk Assessments
- Structural Engineering
- Waterproofing Assessments and Design

Whether addressing required changes or proactively reviewing assets considering local fluctuations, our capabilities include the following:

- Full assessments of the building envelope, MEP systems, and elevators to comprehensively understand how energy is used in your buildings
- ASHRAE Level I, II, & III Audits
- Full engineering services for the design of facilities and energy projects
- Project management services and oversight of all aspects of bidding, construction, and building turn over.
- Training of maintenance staff, owners, and end users in system operations and best practices
- Flood plain management standards

We apply decades of expertise to bring long-lasting success to our clients' projects. Rimkus successfully delivers a diverse range of services and significant

expertise focused on environmental, social, and (corporate) governance (ESG); greenhouse gas and carbon footprint reduction; and climate consulting. Our experience with buildings and knowledge of their relationship with the surrounding environment help our clients achieve their ESG goals.

Our project examples on the following pages are relevant to the capital needs assessment services required for Lincoln School Apartments and highlight the technical expertise needed to evaluate an occupied, senior affordable housing property with historic building components, aging systems, and near-term capital planning needs:

- Pine Street Inn CNA
- The Forbes Building CNA
- Healthpeak Properties CNA
- Montrose School CNA

- Community Charter School of Cambridge CNA

Experience

Rimkus has extensive experience conducting CNAs across multifamily housing, affordable housing, institutional, and campus-style properties throughout Massachusetts and nationwide. Our experience is directly relevant to Lincoln School Apartments, where the assessment must address an occupied senior community, a historic former school building, an early-1980s addition, building-envelope and roofing needs, HVAC performance, accessibility, interior finishes, life safety, and long-term capital planning.

Pine Street Inn, Boston, MA

- Preparing comprehensive Capital Needs Assessment (CNA) reports for approximately 40 buildings in the client's portfolio, including single family and multifamily housing.
- Conducting thorough on-site inspections to evaluate the condition and performance of building systems and site components
- Documenting observed deficiencies, deferred maintenance, and code compliance issues (including 504/ADA, UFAS and Massachusetts AAB requirements).
- Evaluating major building systems, including but not limited to:
 - Building envelope and roofing systems
 - Structural elements and foundations
 - HVAC, plumbing, and electrical systems
 - Elevators and fire protection systems
 - Interior finishes and common area components
 - Site improvements such as paving, drainage, and landscaping
- Preparing detailed technical reports that summarize findings, identify immediate repair needs, and project future capital requirements based on observed conditions and expected useful life.
- Developing long-term capital replacement plans (typically ten years), including replacement timelines, associated cost estimates, and recommended reserve funding levels
- Applying knowledge of code compliance and accessibility requirements to identify deficiencies that may affect the property's safety, functionality, or compliance with applicable regulations (including 504/ADA, UFAS and Massachusetts AAB requirements).

- Coordinating effectively with property owners and management agents to clarify findings, validate data, and incorporate feedback throughout the CNA process.
- Preparing reports and cost models consistent with applicable tools and standards.

The Forbes Building, Jamaica Plain, MA

- Preparing comprehensive Capital Needs Assessment (CNA) reports for a 147-unit building.
- Conducting thorough on-site inspections to evaluate the condition and performance of building systems and site components.
- Documenting observed deficiencies, deferred maintenance, and code compliance issues (including 504/ADA, UFAS and Massachusetts AAB requirements).
- Evaluating major building systems, including but not limited to:
 - Building envelope and roofing systems
 - Structural elements and foundations
 - HVAC, plumbing, and electrical systems
 - Elevators and fire protection systems
 - Interior finishes and common area components
 - Site improvements such as paving, drainage, and landscaping
- Preparing detailed technical reports that summarize findings, identify immediate repair needs, and project future capital requirements based on observed conditions and expected useful life.
- Developing long-term capital replacement plans (typically ten years), including replacement timelines, associated cost estimates, and recommended reserve funding levels.
- Applying knowledge of code compliance and accessibility requirements to identify deficiencies that may affect the property's safety, functionality, or compliance with applicable regulations (including 504/ADA, UFAS and Massachusetts AAB requirements).
- Coordinating effectively with property owners and management agents to clarify findings, validate data, and incorporate feedback throughout the CNA process.
- Preparing reports and cost models consistent with applicable tools and standards.

Healthpeak Properties, Greater Boston, MA

- Preparing comprehensive Capital Needs Assessment (CNA) reports for 11 general office buildings.

- Conducting thorough on-site inspections to evaluate the condition and performance of building systems and site components.
- Documenting observed deficiencies, deferred maintenance, and code compliance issues (including 504/ADA, UFAS and Massachusetts AAB requirements).
- Evaluating major building systems, including but not limited to:
 - Building envelope and roofing systems
 - Structural elements and foundations
 - HVAC, plumbing, and electrical systems
 - Elevators and fire protection systems
 - Interior finishes and common area components
 - Site improvements such as paving, drainage, and landscaping
- Preparing detailed technical reports that summarize findings, identify immediate repair needs, and project future capital requirements based on observed conditions and expected useful life.
- Developing long-term capital replacement plans (typically ten years), including replacement timelines, associated cost estimates, and recommended reserve funding levels.
- Applying knowledge of code compliance and accessibility requirements to identify deficiencies that may affect the property's safety, functionality, or compliance with applicable regulations (including 504/ADA, UFAS and Massachusetts AAB requirements).
- Coordinating effectively with property owners and management agents to clarify findings, validate data, and incorporate feedback throughout the CNA process.
- Preparing reports and cost models consistent with applicable tools and standards.

Montrose School, Medfield, MA

Rimkus performed Capital Needs Assessments for the following buildings of an independent school for girls in grades 6-12:

Building	Year Built	Year Renovated	SF Area
Straw Hat Building	1900	2006	38,208
M&M Building	1900	2006	2,376
A&A Building	2013	N/A	14,280
A&E Building	1900	2006	4,784

Vinebrook Building	1970s	N/A	10,000
Athletic Field Shed	1970s	N/A	2,501
55 North Street	1850	2011	2,792

Community Charter School of Cambridge (CCSC)

Rimkus performed Capital Needs Assessments of three charter school buildings including:

- 245 Bent Street – 3-story plus basement – 21,000 sq. ft. – Est. Built 1960s
- 255 Bent Street – 3-story plus basement – 16,407 sq. ft. – Est. Built 1970s
- 247R Bent Street – 1-story – 10,200 sq. ft. – Est. Built 1980s

In addition to the CNA services, CCSC requested our assistance in procuring an infrared scan of electrical equipment and planning around general owner's representation for other capital projects.

Equal Employment Opportunity

Rimkus' commitment to diversity, equity, and inclusion is fundamental to our core values, ensuring our success as a high-performing business with a positive, supportive, and inclusive culture, where all employees feel empowered and respected.

We are opposed to all forms of unlawful and unfair discrimination. This includes pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training, or other developmental opportunities. This policy reinforces our commitment to providing equality and fairness to all in our employment which supports and strengthens a firmwide culture that embraces and celebrates all people, regardless of age, culture, ethnicity, gender identity, language, neurodiversity, physical ability, race, religion, sexual orientation, size, or socioeconomic status.

It is not only a core part of Rimkus' values to uphold values of inclusivity and integrity for our people, clients, and society; it is also in our best interest as a business. There are proven business benefits to promoting diversity in the workplace – in fact, difference is a vital part of creativity and innovation.

When we draw upon the perspectives of people from a diverse range of groups, we maximize the efficiency of our whole workforce, ensuring the skills, perspectives, and insights of our whole organization are fully utilized. When employees feel safe, respected, and supported at work, productivity and work quality improve.

We want to encourage and support everyone in our business to reach their potential. When Rimkus selects candidates for employment, promotion, training, or any other benefit, it will be based on their aptitude and ability.

Community Involvement

At Rimkus, we recognize the importance of giving back to the many communities in which we live and work. Whether through community service, donations of food and school supplies, or supporting disaster relief efforts, we encourage Rimkus employees to participate at the local level, and we provide resources to affect positive change in their communities.

Below are some examples of recent and past company initiatives:

1. Building a team of employees, family members, and friends to participate in fundraising races in support of medical research.
2. Partnering with an organization that supports home builds across the nation, both financially and with volunteers on build sites.
3. Serving as a long-standing partner of a charity show produced by Texas-based legal professionals near our Houston headquarters that uses proceeds to provide free legal services to community members in need.
4. Collaborating with a global organization that allows employees nationwide the opportunity to choose how to best support their communities at the local level.
5. Holding annual donation, toy, and gift drives to benefit children's centers, animal shelters, and organizations offering medical services to underserved communities.
6. Donating technology devices, such as laptops, to schools in need.
7. Collaborating with a global organization that allows employees nationwide the opportunity to choose how to best support their communities at the local level.

Conflicts of Interest

We are not aware of any facts that would result in a conflict of interest with the Town of Hingham, Lincoln Apartments LLC, the Hingham Affordable Housing Trust, MassHousing, or the Lincoln School Apartments project team if a contract was awarded to Rimkus.

Adverse Actions

From time to time, the company is involved in litigation primarily arising from its services to the insurance industry. No judgment has ever been taken against the company in any litigation, nor has the company ever been found to be judicially liable for any wrongdoing. To the extent this needs to be discussed further, please contact

Rimkus' General Counsel, Peter S. Poland, email: legal@rimkus.com. We have not been debarred.

Core Values

Rimkus' core values are integrity, accountability, commitment, and teamwork. We measure our success by client satisfaction and our role in the successful completion of their projects.

Integrity

- Do the right thing
- Build trust and respect
- We tell the Truth

Commitment

- Excellence in everything we do
- Innovation and continuous improvement
- Our team members' prosperity and well-being

Accountability

- We do what we say we will do
- We provide exceptional customer service
- We are all individually responsible for performance

Teamwork

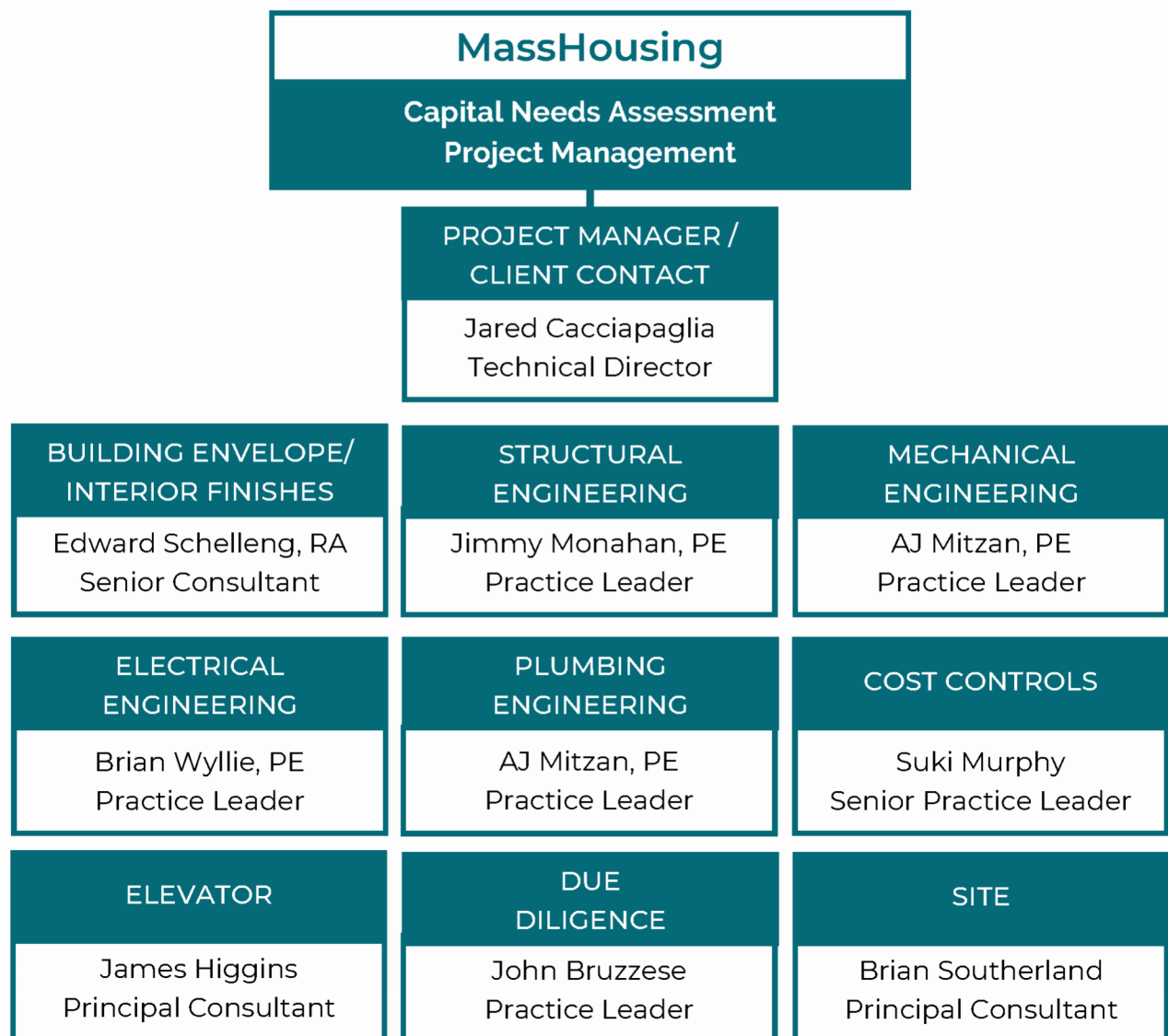
- We are one team
- We collaborate toward shared objectives
- We help and support each other

As a professional services firm, we differentiate ourselves through our depth and breadth of knowledge, commitment to system and process, and access to the most advanced tools and technologies available. It is through our application of Rimkus' core values to our interactions with each client and how we handle each project that truly differentiates us as a leader in the industry.

In addition to the personnel represented on the organization chart below, Rimkus has more than 80 consultants who can support our project team as needed to meet the project's schedule.

Our project manager and primary contact will be Jared Cacciapaglia, Technical Director, Construction Advisory. Mr. Cacciapaglia has more than 15 years of experience in construction project management, project planning, owner's representation, development risk assessments, construction monitoring, advisory services, property condition assessments, and capital needs assessments.

Please see the appendix for full resumes of our project team.



Rimkus provided CNA services for the below references.

Montrose School

Medfield, MA
Donna Strouse
Chief Financial & Operating Officer and
Assistant Head of School
Email: dstrouse@montroseschool.org
Phone: (774) 469-3005
<https://www.montroseschool.org/>

**Community Charter School of
Cambridge (CCSC)**

Cambridge, MA
Becki Norris
Head of School
Email: bnorris@ccscambridge.org
Phone: (617) 354-0047
<https://www.ccscambridge.org/>

Worcester Academy

Worcester, MA
Kevin Breen, Head of School
Email:
kevin.breen@worcesteracademy.org
Phone: (508) 754-2302
Cell: (218) 830-2312
<https://www.massacademy.org/>

Middlesex School

Concord, MA
Kurt LaCroix, Director of Construction &
Security
Email: klacroix@msschool.edu
Cell: (978) 831-7973
<https://www.mxschool.edu/>

Lawrence Academy

Groton, MA
Bob Kramer, Assistant Head for
Finance & Operations
Email: bkramer@lacademy.edu
Cell: (978) 394-4354
<https://www.lacademy.edu/>

Middlesex School

Concord, MA
Matt Crozier
Former COO
Cell: (978) 394-2185
<https://www.mxschool.edu/>

Provided under separate cover.

The work samples provided in this section demonstrate our ability to deliver comprehensive and actionable Capital Needs Assessments. These examples include:

1. Narrative Report – A detailed document outlining property components and systems, identifying observed conditions, and providing clear recommendations for capital repairs and replacements. This report illustrates our structured approach to documenting findings and prioritizing actions.
2. Capital Expenditure (Capex) Table – An accompanying cost table that quantifies each repair or replacement recommendation detailed in the narrative report, offering estimated costs and timelines. This financial breakdown supports informed decision-making and long-term capital planning.

These samples reflect our standard deliverables and showcase the depth of analysis and clarity of reporting that the Lincoln School Apartments project team can expect from Rimkus, including concise narratives, prioritized capital recommendations, and cost tables that can be used to support renovation planning, funding discussions, and long-term asset management.

RFQ Responsiveness and Compliance

Rimkus understands that the Town is seeking more than a baseline property condition assessment. The RFQ requires an integrated Capital Needs Assessment that exceeds the minimum ASTM standard by reconciling prior studies, validating prior recommendations through current observations, identifying system interdependencies, and producing a coordinated 20-year capital plan. Our approach is organized around that requirement: each discipline will document current conditions, identify immediate repair needs, assess remaining useful life, evaluate prior report assumptions, and coordinate recommendations with the full building strategy before finalizing the capital plan.

RFQ Requirement	Rimkus Response
Integrated CNA / Master Integration Document	Prepare a coordinated report that integrates building envelope, roofing, MEP/HVAC, accessibility, elevator, site, structural, life-safety, and cost findings into one capital planning roadmap.
Prior report reconciliation	Review available reports, plans, maintenance information, and field observations to identify conflicts, overlaps, outdated assumptions, data gaps, and sequencing implications.
Building envelope and roofing prior-report validation	Use the 2023 BEA Building Envelope Inspection Report and related roof information as baseline references, then field-verify accessible masonry, precast, sealant, flashing, roof-interface, fenestration, balcony, and water-infiltration conditions to update scope, priority, phasing, and cost assumptions.
20 percent unit sampling and occupied-building logistics	Work with property management to access representative unit sampling, and conduct inspections in a manner that minimizes disruption to seniors and persons with disabilities.
HVAC modernization and electrification roadmap	Evaluate existing heating, cooling, ventilation, and domestic water heating conditions against prior HVAC concepts, electrification opportunities, infrastructure constraints, lifecycle costs, and phasing needs.
Accessibility, Section 504, ADA, and 521 CMR considerations	Assess site, common-area, unit, elevator, and circulation conditions and coordinate findings with the 2022 ADA Transition Plan as a required capital planning framework.
ADA Transition Plan validation	Validate the status of listed deficiencies where observable, including exterior routes, curb ramps, parking, signage,

	doors, stairs, interior routes, patio access, unit accessibility, toilet rooms, kitchens, communication-accessible features, and operable parts.
Accessible unit parity and communication-accessible units	Evaluate prior recommendations for accessible studio and two-bedroom unit distribution and communication-accessible apartment features as part of the accessibility improvement plan and capital prioritization process.
Decision-grade cost model and total cost of ownership	Provide cost opinions that distinguish hard costs, soft costs, escalation, contingencies, phasing impacts, cost drivers, and lifecycle, compliance, and modernization categories, including updated accessibility cost assumptions.

Submission Compliance Checklist

- Upload the qualification package, including firm qualifications, relevant project experience, project-specific team organization, key personnel resumes, current workload/capacity statement, and subconsultant qualifications.
- Provide required sample work products, including a sample CNA report, sample cost estimate, integrated findings or prioritization matrix, work plan or project schedule, accessibility/ADA assessment output, envelope or MEP assessment output, and sample deliverable format.
- Provide at least three references for similar work, including at least one Massachusetts municipal reference completed within the last five years, with reference name, title, business entity, address, email, phone number, project description, and completion date.
- Include the completed authorized signature form, tax compliance certification, certificate of non-collusion, Secretary of State good-standing acknowledgement, c. 30B sample agreement acknowledgement, and attachments acknowledgement.
- Submit the lump-sum quote and all required attachments through the Town's OpenGov portal before the July 20, 2026, 11:00 a.m. response deadline.

The following project approach describes how Rimkus will implement this RFQ-responsive scope from kickoff through final deliverables, with emphasis on field verification, cross-disciplinary integration, resident-sensitive logistics, transparent cost assumptions, and actionable recommendations for capital budgeting and future implementation.

Rimkus will conduct the assessment in accordance with the RFQ's required CNA framework and in general conformance with ASTM E2018-15 as the minimum baseline standard of care, while exceeding the baseline ASTM process through integrated technical review, reconciliation of prior reports, system interdependency analysis, and

a coordinated 20-year capital plan. Our work will begin with review of available documents related to the history of the building, prior investigative and repair reports, recent repair documentation, drawings, maintenance records, service logs, reserve information, accessibility documentation, and capital planning materials. We will coordinate with personnel familiar with the building's past use, performance, and maintenance history, including maintenance supervisors and property managers, to develop a practical understanding of system conditions and operational priorities before and during the property assessment.

Available Plan Review and Field Verification

Rimkus will review the September 10, 1979 Lincoln School Apartments plans as part of the pre-site assessment document review. The drawings will be used to understand the original adaptive reuse intent, building organization, unit distribution, common-area configuration, stairs, elevator service, corridors, mechanical and support spaces, and other base-building features that may affect the capital needs assessment. Because the plans are historical scanned documents, Rimkus will not rely on them as-built without verification; instead, the plans will be used as a baseline reference for developing inspection routes, confirming representative unit sampling, identifying areas requiring access, and coordinating review of structural, envelope, roofing, accessibility, MEP, ventilation, plumbing, electrical, fire/life safety, and vertical transportation components.

During the site visit, Rimkus will compare observable conditions to the available plan information where practical and note material differences that may influence repair recommendations, remaining useful life assumptions, accessibility findings, phasing, cost estimating, and sequencing of future work. This plan-informed approach will help distinguish original building features from later modifications, support practical evaluation of occupied-unit access and resident disruption, and improve coordination between building envelope, MEP/HVAC, domestic water heating, ventilation, electrical capacity, life-safety, and accessibility recommendations in the final 20-year capital plan and integrated master narrative.

Window and Entrance Door Replacement Project Baseline

Rimkus has reviewed the July 29, 2021 Lincoln School Apartments Window & Entrance Door Replacement Project drawings prepared by Strekalovsky Architecture Inc. The project documents indicate that the scope included removal and replacement of multiple window types, selected entrance door and storefront/curtain wall alternates, treatment of window openings, replacement of sealant joints at existing through-wall air conditioner sleeves in the addition, removal and reinstallation of tenant-owned air conditioning units at designated school building window types, protection and

patching of adjacent construction, and related flashing, panning, sealant, backer rod, sill, jamb, head, guardrail, and interior patching work.

These documents will be used as a baseline reference for the CNA's building envelope and fenestration review. Rimkus will not assume that the 2021 work fully resolved all window, air-sealing, sealant, flashing, or water-infiltration conditions without field verification. During the assessment, Rimkus will visually review accessible window and entrance door conditions, perimeter sealants, panning and flashing interfaces, adjacent masonry or CMU conditions, interior evidence of leakage or patching, through-wall air conditioner sleeve conditions, and the relationship between fenestration work and future HVAC/electrification recommendations.

This information is also relevant to the fee and scope assumptions. The lump-sum CNA fee includes review of the 2021 window and entrance door replacement drawings as part of the available-document review and includes visual field verification of representative accessible fenestration conditions as part of the broader building envelope assessment. The fee does not include destructive investigation of window openings, water testing, air leakage testing, infrared thermography, shop drawing review, construction defect investigation, design of window repairs, preparation of construction documents, or contractor-level pricing for remedial window or entrance door work unless separately authorized by the Town in writing.

Building Envelope Prior Report Findings and Restoration Baseline

Rimkus has reviewed the August 1, 2023 Building Envelope Inspection Report prepared by Building Envelope Analysis, LLC for Lincoln School Apartments. The report identifies distinct envelope conditions for the original historic building and the later addition. For Building A, it describes significant age- and exposure-related deterioration of brick masonry and mortar joints. It also notes random spalling and deteriorated brick, deteriorated and improperly repaired precast concrete elements, efflorescence, deteriorated brick-to-brick and brick-to-precast joints, and prior repair materials or methods that may not provide durable long-term performance. For Building B, the report describes generally better overall masonry conditions. However, it also notes localized brick veneer deficiencies, loose or missing mortar joints, plugged or compromised weep holes, sealant deterioration, rusting steel components with related masonry distress, improper roof flashing terminations, balcony waterproofing termination concerns, and localized efflorescence or staining.

These findings will be treated as an important baseline for the CNA rather than carried forward without verification. During the assessment, Rimkus will visually review accessible masonry, precast, sealant, flashing, roof-to-wall interface, fenestration-adjacent, balcony, and drainage-related conditions. We will compare observed

conditions to the prior report where practical. We will also identify whether previously recommended work remains valid, should be reprioritized, should be bundled with roofing or MEP work, or requires updated cost assumptions. The BEA report's prior budget estimates will be reviewed as planning inputs. These include approximately \$1,495,000 for Building A brick masonry restoration, \$276,670 for Building A precast restoration, and \$69,460 for Building B masonry repairs. Rimkus will update those assumptions as appropriate for current conditions, escalation, soft costs, phasing, access logistics, resident disruption, and coordination with other capital work.

ADA Transition Plan Validation and Accessibility Integration

Rimkus will use the August 2022 ADA Transition Plan as a primary source document for the accessibility component of the CNA. The plan identifies multiple categories of accessibility deficiencies, including exterior route widths and slopes, curb ramp slopes and flares, lack of designated accessible parking, exterior stair handrail extensions, interior route widths, door clear widths, maneuvering clearances, door hardware and opening force, stair handrail height and continuity, signage, accessible routes to the fourth-floor patio, dining and work surfaces, mobility-accessible unit parity, communication-accessible unit features, single-user toilet room accessories and clearances, accessible unit kitchens and bathrooms, the Kersey Community Room kitchen, mats, and application information receptacles. Rimkus will evaluate these items in the field where observable and incorporate the findings into the CNA's accessibility improvement plan and integrated capital planning recommendations.

The 2022 plan includes an order-of-magnitude accessibility cost total of \$50,898 for selected items, while noting that certain exterior issues, stair handrail work, communication-accessible apartment features, additional accessible unit distribution, and some plumbing-related improvements were not fully priced. Rimkus will not simply carry forward the prior cost values; instead, we will update and integrate accessibility costs into the 20-year capital plan based on current observed conditions, Massachusetts construction cost context, soft costs, escalation, phasing impacts, resident access requirements, and coordination with related building envelope, MEP, elevator, life-safety, site, and interior renovation work. This approach will help the Town distinguish immediate accessibility and life-safety priorities from longer-term modernization, parity, and best-practice improvements.

MEP/HVAC and Electrification Baseline

The January 26, 2024 HVAC and Domestic Water Heating Schematic Design Narrative provides a useful baseline for understanding existing conditions and potential MEP modernization paths at Lincoln School Apartments. The existing heating system is described as a central boiler plant serving hot water baseboard in each apartment,

with miscellaneous hydronic heaters in common areas. The existing boilers appear relatively new and in good condition, while resident cooling is primarily provided by through-wall air conditioners. The first-floor community room and adjacent areas are served by a split system with a DX air handler and outdoor condensing unit, with a hot water coil assumed for heating. The existing ventilation approach includes toilet exhaust fans in resident units, apparent exhaust routing to roof risers, spinner caps and roof-mounted exhaust fans, and corridor ventilation units with hot water coils. The basement ventilation unit in the older building was noted as not operational, and the schematic narrative notes that it is not known whether existing exhaust risers are within rated shafts as required by current code.

For the CNA, Rimkus will use this schematic narrative as a key reference when evaluating HVAC and domestic water heating conditions, remaining useful life, modernization feasibility, capital cost prioritization, and implementation risks. Our assessment will consider the relationship between the existing boiler/baseboard system, through-wall air conditioning, corridor ventilation, bathroom exhaust, roof conditions, shaft/fire-rating requirements, occupied-unit access, resident comfort, and future electrification goals. We will also consider whether previously identified options remain practical based on observed field conditions, cost implications, available roof and grade-level equipment space, routing feasibility, maintenance impacts, phasing requirements, and the Town's long-term affordability and resiliency objectives.

2024 Emergency Air Handler Repair Baseline

Rimkus has reviewed the July 2024 emergency air handler repair agreement and Preferred Mechanical Services, Inc. proposal for Lincoln School Apartments. The agreement indicates that the Town identified emergency HVAC repairs and maintenance work at Lincoln School Apartments, including hallway air handler repairs needed to protect tenant public health, and that the Town received approval for an emergency waiver of certain public notice and bidding requirements for the work. The contract amount was not to exceed \$72,840 and the agreement term extended through December 31, 2024.

The Preferred Mechanical proposal describes work associated with hallway HVAC conditioning, including demolition and making safe existing hot water loop, air handling units, and duct connections; removal and disposal of existing fan coil units and hot water coils; installation of two new 1,600 CFM fan coil units with hot water and DX cooling coils; installation of two new 4-ton cooling condensing units; refrigerant piping, pressure testing, evacuation, and charging with R-410A refrigerant; controls to cycle heating and cooling while maintaining fan operation for ventilation; and outside air dampers, actuators, and duct transitions to connect existing outside air intake and

supply air connections. The proposal notes that line-voltage electrical work was by others and that repair of existing fire/smoke dampers was excluded.

For the CNA, Rimkus will treat the 2024 emergency air handler repair documentation as a critical MEP baseline because it identifies recent intervention in the hallway ventilation and conditioning systems, temporary or near-term reliability concerns, and scope exclusions that may affect future capital planning. During field assessment, Rimkus will visually review the installed fan coil units, associated hot water and DX cooling connections, outdoor condensing equipment where accessible, controls, outside air components, duct transitions, related roof or grade-level equipment locations, and readily observable coordination issues with electrical, fire/life-safety, ventilation, and building envelope systems. Rimkus will also evaluate whether the 2024 work should be treated as a recent capital improvement, an interim repair, or an enabling condition within the 20-year capital plan and MEP/electrification roadmap.

Communication Plan

Effective communication is foundational to the success of the Lincoln School Apartments CNA. We will establish clear, consistent channels of communication with the Town, Lincoln Apartments LLC, the property management team, and other relevant stakeholders from project initiation through final reporting. Because the property is occupied by seniors and persons with disabilities, our communication plan will prioritize resident coordination, access planning, schedule transparency, and timely escalation of any safety, access, or operational concerns.

Communication protocols include:

- Initial kickoff meeting to confirm scope, schedule, and expectations
- Periodic status reports highlighting progress, findings, and any emerging issues
- Defined escalation paths for addressing challenges or changes in scope
- Collaborative review sessions to discuss preliminary findings and incorporate client feedback

We anticipate a brief on-site kickoff meeting, approximately 30 minutes or less, at the outset of the building inspection to discuss assessment intent and focus areas. We also anticipate one follow-up virtual meeting or conference call, approximately one hour or less, within the week following the inspection to review observed conditions, discuss information gathered from public records review, address deficiencies that may require maintenance, repair, or replacement, discuss remaining service life expectations, and determine whether additional consultants or follow-up evaluations are recommended.

Approach and Optimization

Rimkus will visually assess the general condition of the building, site, and equipment in general conformance with ASTM E2018-15 as the RFQ's minimum baseline standard of care, while also exceeding that baseline through validation of prior reports, integrated cross-disciplinary analysis, and preparation of a coordinated 20-year capital plan. Subject to access, the assessment will include site components such as paving, parking, walkways, exterior routes, curb ramps, entrances, and drainage; structural systems; mechanical, plumbing, and electrical systems; fire and life safety systems; general construction, including windows, exterior and interior walls, common area floors, restrooms, kitchens, doors, signage, stairways, and accessible routes; interior elements, including typical finishes and common areas; accessibility considerations related to ADA, Section 504, and Massachusetts 521 CMR; roofing systems; building envelope conditions observed from accessible locations; and vertical transportation equipment and controls. For MEP/HVAC scope items, the assessment will specifically consider existing boiler/baseboard heating, resident through-wall air conditioning, corridor ventilation units, roof-mounted exhaust equipment, toilet exhaust routing, common-area split-system equipment, domestic water heating equipment, opportunities and constraints for heat pump implementation, ventilation upgrades, electrification, and potential impacts on roofing, building envelope penetrations, electrical infrastructure, fire/life safety, accessibility, and resident disruption.

- Use of multidisciplinary teams with expertise in architecture, engineering, and building systems
- Standardized data collection templates and reporting formats to ensure consistency and clarity
- Leveraging in-house structural engineering resources to streamline invasive testing coordination
- Prioritizing work to minimize disruption to residents and property operations
 - Review the January 2024 HVAC schematic narrative against observed field conditions to validate assumptions, identify gaps, and clarify capital planning priorities.
 - Evaluate the relative planning implications of individual split-system heat pump and central VRF heat pump concepts, including equipment placement, refrigerant piping routes, condensate management, fan coil locations, controls, maintenance access, resident disruption, and future operating considerations.
 - Review ventilation modernization concepts, including centralized energy recovery ventilators, roof-mounted air handlers, new fire-rated shafts, floor-by-floor distribution, fire/smoke dampers, apartment supply and exhaust balancing, and the potential abandonment or reuse of existing bathroom exhaust pathways.

- Consider domestic hot water options in the capital plan, including the useful life of the existing indirect water heaters and boilers, potential heat pump domestic water heating, and high-efficiency gas-fired alternatives if full electrification is not pursued immediately.
- Coordinate MEP recommendations with building envelope, roof, structural, electrical, accessibility, and life-safety observations so the CNA identifies practical sequencing, enabling work, and cost dependencies.

This approach balances thoroughness with efficiency, ensuring that assessments are both detailed and delivered within the required timeframe.

Contingency Plans and Risk Management

Recognizing the potential for unforeseen challenges during CNAs, our methodology incorporates proactive risk management and contingency planning. Should invasive testing or additional specialized evaluations be recommended or required, we will promptly communicate this with the Town, engage qualified contractors only with prior approval and access authorization, provide transparent cost estimates, and coordinate all necessary procedures to avoid delays. Our Project Manager monitors project milestones closely and maintains flexibility to adjust schedules or resource allocation as needed. Risk mitigation strategies include:

- Early identification of potential access or data availability issues through stakeholder engagement
- Backup personnel and resources to address staffing or technical challenges
- Clear protocols for escalating and resolving issues to minimize impact on project timelines
- Regular quality control reviews to detect and correct errors before final reporting

These measures ensure resilience in project delivery and reduce the likelihood of schedule overruns or compromised assessment quality.

Quality Assurance and Quality Control (QA/QC)

Maintaining the highest standards of accuracy and reliability is central to our CNA methodology. QA/QC processes are embedded throughout the project, beginning with data collection and continuing through analysis and reporting. Senior-level professionals lead all evaluations, providing expert oversight and validation of findings. Quality control steps include:

- Cross-disciplinary review of inspection data and capital plans to verify completeness and accuracy
- Use of standardized checklists and documentation protocols to ensure consistency across assessments
- Incorporation of photographic evidence and detailed notes to support findings and recommendations
- Final quality assurance and technical review of deliverables prior to submission to confirm compliance with MassHousing standards and contractual requirements

This rigorous QA/QC framework minimizes errors, enhances report credibility, and supports informed decision-making by the Town, Lincoln Apartments LLC, and other project stakeholders.

The final CNA will include a risk register identifying high-risk capital items, unknown conditions, data gaps, cost uncertainty drivers, items requiring further study, and recommendations that may depend on additional investigation, design development, code review, resident access, destructive testing, hazardous materials assessment, contractor pricing, accessibility measurement verification, or confirmation of unit-specific conditions. Accessibility-related risks will include unresolved items from the 2022 ADA Transition Plan, unpriced prior recommendations, unit distribution and parity considerations, communication-accessible apartment requirements, exterior route and parking constraints, and work that may require resident coordination or temporary disruption. This risk-based presentation will help the Town distinguish confirmed deficiencies from planning assumptions and will support informed decisions regarding immediate repairs, bundled work, sequencing, and future due diligence.

Because the HVAC schematic narrative identifies multiple possible heating, cooling, ventilation, and domestic water heating pathways, Rimkus will present MEP-related recommendations in a manner that distinguishes immediate repair needs, useful-life-driven replacements, enabling work, and longer-term modernization opportunities. This will allow the Town of Hingham and other project stakeholders to compare practical options for comfort, ventilation, resiliency, greenhouse gas reduction, maintenance burden, phasing, and total cost of ownership while maintaining safe and continuous operation of the occupied senior housing community.

Monitoring Progress and Reporting

Rimkus will prepare the CNA deliverables required by the RFQ, including a PDF report, editable cost tables, and supporting capital planning files. The report will be organized to address the Town's mandatory structure, including executive summary, property

overview, methodology, integrated findings, 20-year capital improvements plan, opinion of probable cost, regulatory compliance analysis, HVAC/electrification analysis, accessibility improvement plan, risk register, total cost of ownership summary, and appendices. The accessibility improvement plan will specifically summarize the status of the 2022 ADA Transition Plan findings, identify observed changes or remaining deficiencies, address exterior routes, parking, curb ramps, entrances, doors, signage, stairs, interior routes, patio access, unit accessibility, communication-accessible unit features, toilet rooms, kitchens, operable parts, and accessible unit parity considerations, and integrate recommendations into the overall capital plan. Deliverables will include a year-by-year 2026–2046 capital plan; immediate repair plan for life safety, code, accessibility, and structural integrity priorities; integrated master narrative; electrification roadmap; staff capacity assessment for advanced systems such as VRF and ERV; and total cost of ownership summary organized by system and cost driver. Project deliverables will be provided electronically in PDF and editable formats consistent with the RFQ. If paper hard copies are requested, printing and shipping will be invoiced on a cost-plus 15 percent basis.

Cost opinions will be developed using industry-standard cost data and professional judgment informed by Massachusetts construction conditions. The cost model will distinguish planning-level assumptions from higher-confidence recommendations and will identify hard construction costs, soft costs, escalation, general conditions, contingencies, permitting, testing, design, phasing inefficiencies, and implementation dependencies. Accessibility costs will be updated from the 2022 ADA Transition Plan where appropriate and expanded to address items previously noted as unpriced or requiring further determination, including exterior route and curb ramp work, stair handrail modifications, communication-accessible apartment features, accessible studio and two-bedroom unit parity, and plumbing-related improvements associated with accessible units, bathrooms, and kitchens. Recommendations will be organized so the Town can evaluate cost by system category and by capital driver, including lifecycle replacement, deferred maintenance, compliance, modernization, electrification, and resident-disruption considerations. Rimkus will also structure cost information to support public-sector transparency, auditability, and procurement planning under applicable Massachusetts public procurement requirements.

Rimkus can meet the RFQ's required 90-calendar-day completion framework following award and authorization to proceed, subject to timely access to information, building areas, units, roof areas, mechanical/electrical rooms, elevator equipment areas, and stakeholder input. We will conduct a kickoff meeting and data request within seven calendar days of award, complete field investigations and site inspections within forty-five calendar days, submit the draft CNA report within

seventy-five calendar days, and submit the final CNA report incorporating Owner comments within ninety calendar days. Within that framework, Rimkus will coordinate site inspection dates with property management to support resident notification, representative unit sampling, and senior-housing operational needs.

To support the assessment, the Town of Hingham will provide available construction documents, building history information, prior investigative and repair reports, recent repair documentation, completed pre-survey questionnaire materials, and other requested records before the site visit. The Town or its representatives will notify property ownership and management of the pending assessment, assist with scheduling, provide building management personnel for interviews, provide contact information for site personnel who can accompany Rimkus during the assessment, coordinate tenant notification and escort requirements for occupied unit access, provide necessary keys or access devices, and provide safe OSHA-compliant access to roofs, attics, crawlspaces, mechanical, electrical, elevator, and other relevant spaces.

Rimkus will complete the proposed Capital Needs Assessment scope on a lump-sum basis for \$27,500, inclusive of the services and deliverables described in this response and intended to align with the RFQ's requirement for a single lump-sum quote. Additional services requested by the Town of Hingham or required during execution of approved services and not specifically included in the RFQ response scope will be considered additional services. Additional services may be provided on a time-and-expense, à la carte, or lump-sum basis and, when possible, will be approved by the Town in writing before proceeding.

The proposed lump-sum fee also includes review of the 2021 Window & Entrance Door Replacement Project drawings as part of the document-review phase and includes visual review of representative accessible window, storefront, entrance door, sealant, flashing, panning, sill, jamb, head, and through-wall air conditioner sleeve conditions during the field assessment. Any destructive investigation, water testing, air leakage testing, infrared thermography, specialized fenestration testing, or preparation of repair design documents would be considered an additional service and would proceed only with written authorization.

The proposed lump-sum fee also includes review of the 2024 emergency air handler repair agreement and Preferred Mechanical Services proposal as part of the MEP/HVAC document-review phase and includes visual review of representative accessible hallway air handler, fan coil, hot water coil, DX cooling coil, condensing unit, controls, outside air damper, duct transition, and related ventilation components during the field assessment. The fee does not include commissioning, functional performance testing, TAB testing, control reprogramming, fire/smoke damper testing, refrigerant testing, electrical load studies, design of HVAC repairs, preparation of

construction documents, or contractor-level pricing for additional HVAC corrective work unless separately authorized by the Town in writing.

Adaptability and Tailoring to Client Needs

Our methodology is designed to be flexible and responsive to the specific context and objectives of Lincoln School Apartments. We will tailor the assessment scope and priorities to the property's role as senior affordable housing, its historic building fabric, its occupied residential setting, its current operational constraints, and the anticipated need to evaluate renovation, preservation, and potential financing strategies. This client-focused approach ensures that the CNA outputs are relevant, actionable, and aligned with the needs of the Town, Lincoln Apartments LLC, residents, and property management.

In summary, our proposed approach provides a structured, thorough, and stakeholder-centered framework for delivering a high-quality Capital Needs Assessment for Lincoln School Apartments. By combining detailed data collection, multidisciplinary technical review, proactive communication, resident-sensitive field planning, and robust quality controls, we will provide reliable, actionable recommendations that support the long-term preservation and improvement of this important Hingham affordable housing community.

Provided under separate cover.

Appendix A – Resumes



Jared Cacciapaglia

Technical Director, Construction Science

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Background

Mr. Jared Cacciapaglia has been involved in construction and development for over 15 years with experience in construction project management, project planning, owner's representation, development risk assessments, construction monitoring, and advisory services, as well as real estate due diligence such as property condition and capital needs assessments. Mr. Cacciapaglia studied Civil Engineering with a focus on Structures and Project Management at The University of Maryland, receiving his B.S. in Civil Engineering in 2008.

Mr. Cacciapaglia began his career as a field engineer with a premier commercial property insurance carrier whose focus on risk analysis and management at a physical level provided a platform for Mr. Cacciapaglia to develop a solid basis of building engineering, and facilities management, as well as design of building systems prioritizing risk prevention. This provided Mr. Cacciapaglia with hands-on experience inspecting properties of many types including commercial office, industrial, retail, healthcare, and life science, as well as institutional and education. This also allowed him a perspective in construction-related risk management and Builders Risk policy management as he was involved in several in-construction projects in Connecticut and Massachusetts. Following intensive training and nearly 2 years of fieldwork, Mr. Cacciapaglia decided to take a position with Commercial Construction Consulting, LLC, which was recently acquired by Rimkus, in 2011; at which time, his experience in new construction and development project management, risk analysis, and real estate due diligence took off. Truly embodying the owner's mindset with the engineer's skillset, Mr. Cacciapaglia often leans on his practical sensibilities to communicate technical information with commercial property owners and investors effectively.

Professional Engagements

• Noteworthy Projects

- Ponce City Market - Atlanta, GA, \$280-million (M) new construction over existing garage and ground up new construction mixed-use development including a 13-story, multi-family tower; a 23-story 405-unit hospitality tower; and a 4-story mass timber office and retail building as well as one level of below-grade parking all integrated into the Ponce City Market retail, work, and live space, a hive of activity.
- Binney Street Life Sciences Portfolio - Cambridge, MA, \$750M including life sciences space across three buildings in the Kendall Square area. This complicated transaction included property condition assessments of the two in-place assets, construction risk assessment for the 7-story renovation project, development risk assessment for the ground up construction of the 23-story tower including 8 below-grade levels of parking, and construction monitoring services.

- Queen & Ontario - Toronto, Ontario, CAN, \$300M ground up new construction of 795 residential units in two high-rise towers in an urban environment including below-grade parking levels and heritage restoration of existing building facades at street level.
- Elan Executive Park - Brookhaven, GA, \$70M ground up new construction of 352-unit, multi-family residential wrap with precast garage structure, five to six stories of wood-framed residential units above a concrete podium, and slab on grade.

Professional Experience

• Rimkus

2024 – Present

- Technical Director, Construction Science

Providing technical oversight and support of the Construction Science Group within Built Environment Solutions consisting of nine practice areas including Construction, Development, Real Estate Due Diligence, Code Advisory, and Roofing Design & Replacement across the U.S. and Canada. This role includes hands-on work with practice leaders and consultants within the service areas in developing and executing scopes of work, communication with clients, developing training for new Rimkus consultants and continuing education for experienced consultants, as well as maintaining standards for work product across the various service lines.

• Commercial Construction Consulting, LLC (C³)

2011 – 2024

- Director

Working within C³'s Construction and Development Advisory Services and Real Estate Due Diligence Services Groups including maintaining C³'s project status tracking system assisting in developing resource planning tools, development of C³'s project information database, and standardizing organizational approach to project management and work product. Within these teams, responsibilities included managing groups in completing development risk assessments, oversight and active engagement in construction monitoring, as well as project management of property condition and capital needs assessments maintaining a billing efficiency of 90%. Projects range in size and scope from \$10M to \$500M plus.

• FM Global

2009 – 2011

- Field Engineer

Risk analysis and management of assets from a myriad of perspectives including in-place physical fire protection systems design and operation, facilities management practices, analysis of the human element, and natural hazards. This role involved intensive training of physical fire protection, roofing, and building envelope design, and analysis among others. Fieldwork consisted of hands-on inspections and personnel interviews at multiple properties each week including commercial office, industrial, retail, healthcare, and life science as well as institutional and education. The role also included construction-related risk management and Builders Risk policy management with involvement in several in-construction projects in Connecticut and Massachusetts.

Education and Certifications

- Civil Engineering, B.S.: University of Maryland College Park (2008)

Continuing Education

- OSHA 30-Hr Certification (2016)



Suki Murphy

Senior Practice Leader, Construction Science

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Background

Ms. Suki Murphy is a seasoned construction professional and development expert with over 25 years of experience in construction management, project planning and preconstruction cost methodologies, owner's representation and design management, development risk assessment, and advisory services. Ms. Murphy studied Architecture Engineering and Technical Management at Wentworth Institute of Technology in Boston, Massachusetts, receiving a B.S. in Architecture Engineering and a B.S. in Technology Management.

Ms. Murphy has spent most of her career working with large international construction management firms serving as development program director, preconstruction manager, and project executive managing teams for large, urban ground-up projects to interior renovation of occupied facilities. Ms. Murphy has extensive experience with numerous building sectors, including research and development for life science and healthcare clients, higher education academic and student housing, commercial office and multifamily, commercial mixed-use masterplanning, life science manufacturing, and historic restoration.

Ms. Murphy has expanded her focus from the daily management of development and construction projects to include national leadership with employee resource groups that focus on supporting women in the built environment, serving on the regional board of directors for the promotion of construction management professionals, and outreach to high school students about opportunities and careers in the built environment.

Professional Engagements

• Noteworthy Projects

- 101 Seaport Boulevard - Boston, MA, Seventeen-story, 604,000-square-foot (sf), commercial mixed-use office building with three levels of below-grade parking.
- 121 Seaport Boulevard - Boston, MA, Seventeen-story, 604,000-sf, commercial mixed-use office building with three levels of below-grade parking. Parking was designed with block outs for connectivity to adjacent below-grade parking structure upon completion.
- Two Drydock - Boston, MA, Twelve-story, 225,000-sf commercial mixed-use office building with three levels of structured parking.
- Harlo Residences - Boston, MA, Eighteen-story, 212-unit residential project in the Fenway neighborhood. Project includes ground-level retail and two levels of below-grade parking.

- 100 Lansdowne Street – Cambridge, MA, Twenty-story, 203-residential unit building within University Park at MIT.
- Allston Yards Masterplan – Boston, MA, Ten-acre, 4-parcel mixed-use masterplan development for 1.9-million sf of new mixed-use development including 869 residential units, 1,467-car below-grade parking, and 428,012-sf mixed-use commercial space.
- Clippership Wharf Masterplan - Boston, MA, Twelve-acre masterplan, 3-parcel mixed use masterplan, transit adjacent development included 1750-linear-foot waterfront marine restoration, 478 residential units, 30,000-sf amenity and retail, and 300 parking garages.
- Pharmaceutical Campus Masterplan – Lexington, MA, Three-story, 193,000-sf LEED Silver building houses manufacturing biological bulk intermediate products utilizing Mammalian Cell Culture technology within a BSL-1 classification, just-in-time warehousing, central utilities, and administrative offices. R&D facility 3-story 168,778-sf LEED Gold cell culture development facility.
- Genzyme Corporation – Framington, MA, Campus-wide Construction Manager. Three-story, 188,000-sf LEED Gold building housing story research and development laboratories, offices, and conference facilities and a 27,000-sf central utility building providing steam service to all campus buildings and building services to adjacent R&D facility. Four additional concurrent campus renovations; 40,000-sf renovation of two laboratory floors and 32,000-sf build-out of lab and office space in operational R&D facilities. Renovation of fully operational 45,000-sf vivarium and construction of a new 620-car pre-cast garage.
- Waltham, MA, Five-story, 137,750-sf LEED Gold research and development lab and a five-story office building, one-level connector bridge, site improvements, and central utility plant upgrades.
- The Gillette Company - Boston, MA, Numerous plant expansion and renovation projects within the manufacturing facility.
- Boston Children's Hospital – Brookline, MA, 83,700-sf clinical neurodevelopmental outpatient space. The program includes medical office space, clinical space, research testing booths, general radiology, blood draw, and 3.0T Research MRI.
- Beth Israel Deaconess Medical Center - Boston, MA, Work included West campus Emergency Department expansion and medi flight vertical expansion; Farr Building surgical suites expansion; and East Campus linear accelerator suite expansion.
- Oakville Trafalgar Memorial Hospital - Ontario, Canada, Design build public private partnership. Pursuit for 1.5-million-sf hospital development. Diagnostic and Treatment building with an Emergency Department, Diagnostic Department, Cardio-Respiratory Department, 12 operating suites, PACU and Recovery units, onsite central sterilization, 65-bed Maternity Labor and Delivery Department, Special Care Nursery and 24-bed Pediatric Unit, and 65-bed ICU/CCU unit. Main hospital houses ambulatory clinics for cancer treatments, nephrology and dialysis clinics, day surgeries, a pharmacy, a 40,000-sf laboratory, a child and adult behavioral health outpatient clinic and 125-bed inpatient facility, and a 610-bed medical surgery inpatient tower. Non-Acute building houses a rehabilitation outpatient clinic and 60-bed inpatient facility, a 60-bed Continuing Critical Care unit, a 60-bed Palliative Care Unit, and a 1270-car parking structure.
- Old South Church - Boston, MA, Exterior restoration of the 1870s National Historic Landmark. Restoration included replacing the black and red slate roof, restoration and replication of ornate ironwork, detailed restoration of the Roxbury puddingstone, and detailed restoration for the wood windows, frames, and leaded glass.
- City of Boston Parks Department Jim Rice Field at Ramsay Park - Boston, MA, Field restoration and reprogramming to complete revitalization of a neighborhood baseball field.

Professional Experience

- **Rimkus** **2024 – Present**
 - Senior Practice Leader, Construction Science
Oversight of Construction Science Services group. Responsibility covers pre-construction, estimating, owners project management, and project monitoring and includes client retention, new business development and relation, management of project management staff, and continued involvement with active engagements.

- **DPR Construction** **2020 – 2024**
 - Project Executive
Oversight of multiple project teams with responsibility for contract negotiations, management of preconstruction activities, and operation oversight through contract completion. Development of preconstruction procedures for mixed-use/commercial, health care, and higher education pursuits. Provide cost planning services, design development and leadership for construction feasibility solutions, and owner project management services for new developments.

- **Skanska USA** **2015 – 2020**
 - Project Executive
Development program director with oversight of multiple construction teams. Preconstruction due diligence services, acting as the direct contact for owner/stakeholder inquiries. Embedded team member during the initial stages of design and cost plan development through project completion. Assigned to contract negotiations, commencement of construction services, and operational oversight through contract completion.

- **Lend Lease (Bovis Lend Lease LMB)** **2006 – 2015**
 - Project Executive
Leading preconstruction and construction activities for new, multi-phased projects in life science, higher education, and commercial mixed-use development sectors as well as complex updates to existing facilities for healthcare and life science clients. Assist with capital planning for expansion and program development. Management of design and design assist technology during project planning and trade execution for fast-track project delivery. Oversight of multiple project masterplan development and execution strategies.

- **Walsh Brothers Inc.** **1995 – 2006**
 - Senior Project Manager (2000-2006)
Providing Construction Management services for new, multi-phase projects in the life science, commercial mixed-use, and higher education sectors as well as complex updates to existing facilities for healthcare and life science clients. Extensive experience with pre-construction, estimating, value engineering, procurement, and project close out.

 - Preconstruction Manager (1995-2000)
Management of preconstruction activities and operation oversight through contract completion. Provide cost planning services, design development, and leadership for construction feasibility solutions.

Education and Certifications

- **Architectural Engineering, B.S.:** Wentworth Institute of Technology
- **Technical Management, B.S.:** Wentworth Institute of Technology
- **Construction Supervisor License:** Massachusetts



John Bruzzese

Director and Practice Leader, Construction Science

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Background

Mr. John Bruzzese has more than 30 years of experience in the construction industry and has been employed with Rimkus (formerly Commercial Construction Consulting, LLC) since 2000. Mr. Bruzzese heads up the Due Diligence group of the company and is responsible for managing all aspects of Property Condition Assessments and Capital Planning for commercial properties including urban high-rise developments, historic buildings, office parks, industrial buildings, residential apartment buildings, schools, and retail centers. Mr. Bruzzese studied Architectural Engineering and Construction Management at Wentworth Institute of Technology, receiving his A.D. in Architectural Engineering in 1988 and his B.S. in Construction Management in 1990.

As a Director and Practice Leader, Mr. Bruzzese's many tasks include marketing, negotiating, coordinating, communicating, scheduling, budgeting, and making sure deliverables are sent on time, as the Real Estate Due Diligence continues to grow year over year while keeping profitable and maintaining and expanding a robust book of business.

Professional Engagements

• Relevant Projects

- Fairmont Hotels – Western Canada, Project Manager for the inspection of a four-hotel portfolio in Alberta and British Columbia totaling, 3.0 million square feet (sq. ft.) and 2,278 keys.
- Ponce City Market - Atlanta, GA, Project Manager for the inspection of an 18-building flex office/lab building portfolio totaling 1,663,992 sq. ft.
- Sao Paulo Office Portfolio - Sao Paulo, Brazil, Project Manager for the inspection of 10 Class A office buildings totaling 1.3 million sq. ft.
- The Pier Apartments - Seneca, SC, Project Manager for the inspection of student housing rental apartment units totaling 523,069 sq. ft. and 1,412 beds.
- Commerce Square - Philadelphia, PA, Project Manager for the inspection of two Class A office buildings totaling 1.1 million sq. ft.
- VA Portfolio - Various locations throughout the U.S., Director for the inspection of over 10 locations, newly constructed Veterans Administration medical office portfolio totaling 456,126 sq. ft.
- GIC Real Estate Inc. - San Francisco, CA, Ongoing owner project manager for various commercial projects and development advisor in GIC's portfolio.

- Playa Linda Resorts - Caribbean Islands, Ongoing owner project manager for real estate due diligence at various resort hotels in Jamaica (Montego Bay) and Dominican Republic (Punta Cana).
- Outrigger - Hawaiian Islands, Ongoing owner project manager for real estate due diligence at various resort hotels on the Hawaiian Islands.
- Clarion Partners - New York, NY and Boston, MA, Ongoing owner project manager for various commercial projects and development advisor in Clarion's commercial portfolio.

Professional Experience

- **Rimkus** **2024 – Present**
 - Practice Leader, Construction Science
 - Director, Due Diligence
- **Commercial Construction Consulting, LLC (C³)** **2000 – 2024**
 - Senior Project Manager

Education and Certifications

- **Construction Management, B.S.:** Wentworth Institute of Technology
- **Architectural Engineering, A.S.:** Wentworth Institute of Technology
- **Massachusetts Certified Public Procurement Officer**
- **Construction Supervisors License:** CS-058786

Continuing Education

- **OSHA 30-Hr. Certification** (2008)
- **OSHA 10-Hr. Certification** (2016)



Edward Schelleng, RA

Senior Consultant

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Background

Mr. Edward Schelleng has a decade of experience in the design and construction industry as a Construction Manager and brings a unique perspective to the table as a Licensed Architect. Mr. Schelleng studied Architecture at the University at Buffalo, State University of New York, receiving his Bachelor of Science in Architecture in 2012 and a Master of Architecture in 2014.

Mr. Schelleng developed his foundation as an Architect focused on the built environment and a keen eye for details and constructability, and furthered his construction prowess as a Construction Project Manager for a large national general contractor. His knowledge of design, planning, and construction has been indispensable across a variety of projects, including high-rise office buildings, multi-family residential, lab and R&D facilities, and existing building renovations.

Driven by a dedication to fostering strong relationships with clients, contractors, designers, and stakeholders alike, Mr. Schelleng approaches each project with a collaborative mindset, fostering open communication and transparency throughout every phase of development. He understands the importance of effective project management in achieving success and is committed to delivering results that not only meet but exceed client objectives.

Professional Engagements

• Noteworthy Projects

- The Sofia - Everett, MA, 21-floor multi-family residential and above-grade parking structure.
- 80 West Broadway - Boston, MA, 87,000-square-foot (ft²) office building and mixed-use retail.
- Harvard Medical School - Boston, MA, Campus planning and facilities project management support.
- One Post Office Square - Boston, MA, 42-floor, 800,000-ft²+ Class A office building reposition. Originally built in 1981. Conducted demolition of precast façade and installation of new triple-glazed, high-performance glass curtainwall, state-of-the-art 5-level automated parking system, and interior office fit out.
- 399 Congress Street - Boston, MA, 20-story luxury apartment building. 200 units, featuring a fitness center and rooftop pool.
- 100 Binney Street - Cambridge, MA, 400,000-ft² lab building core and shell with 3 levels of underground parking.

Professional Experience

- **Rimkus** **2024 – Present**
 - Senior Consultant

As a Project Manager and Owner's Representative, the synthesis of experience lends itself to managing design teams and contractors, developing schedules, cost estimating, performance monitoring, and overall project coordination. Currently building the in-house Architectural Services department that seeks to find success by incorporating all departments under the Rimkus brand.
- **Commercial Construction Consulting, LLC (C³) (Acquired by Rimkus)** **2022 – 2024**
 - Project Manager

As a Project Manager and Owner's Representative, the synthesis of experience lends itself to managing design teams and contractors, developing schedules, cost estimating, performance monitoring, and overall project coordination.
- **John Moriarty & Associates** **2018 – 2022**
 - Construction Project Manager

Directed and managed project engineers and subcontractors during the duration of the demolition/construction phases. Served as the primary contact between the architects, engineers, clients, and contractors. Supported the field staff in the implementation and execution of the project schedule. Additional responsibilities included contract review and change order issuance, as well as requisition processing. Primary projects were in the \$100 million to \$400 million range.
- **Elkus Manfredi Architects** **2014 – 2018**
 - Architect

Served as an architectural designer and CAD manager for a range of projects from master planning, office and multi-family building design, to smaller-scale restaurant detailing. Developed the firm's Digital Fabrication arm, collaborating with Autodesk's research and development office and local construction managers.

Education and Certifications

- **Master of Architecture:** State University of New York, University at Buffalo (2014)
- **Registered Architect:** Massachusetts

Continuing Education

- LEED AP BD+C (2016)
- OSHA 10-Hour Certification (2023)



Daniel L. Isackson, AIA, RRC, LEED AP BD+C, CXL

Technical Director, Architectural Engineering

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Columbia, MD 21046



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Background

Mr. Daniel Isackson holds a Bachelor of Architecture Degree and Bachelor of Environmental Design Degree and is a registered professional Architect with extensive experience in all phases of architecture, including design, construction documents, specifications, and contract/construction administration. His experience incorporates a broad range of skills, including design, code analysis, project management, programming, site development, and cost estimating.

Mr. Isackson's past projects include commercial, multi-family residential, retail, educational, airport terminals, military facilities, mixed-use urban development, historic renovation, and adaptive reuse. He has experience with building code compliance and life safety analysis, accessibility standards, and property condition assessments.

As a forensic investigator, Mr. Isackson is responsible for inspections and analysis of construction defects, storm damage, failures in building envelopes, building code and ADA accessibility code compliance, and premises liability evaluations in relation to falls, means of egress, slip-and-fall, and trip-and-fall claims. Mr. Isackson is experienced with the Brungraber Mk 1 Articulated Strut and the English XL Variable Incident slip resistance tribometers. These inspections encompass commercial, residential, civic, religious, hospitality, and multi-residential building types for construction claims and property claims; and include moisture intrusions, building envelope failures, brick veneer, stone veneer, stucco, residential and commercial plumbing failures, pipe freeze investigations, and window wall system and component deficiencies and failures. He has also provided expert witness testimony in arbitration, deposition, and trial.

Professional Engagements

• Commercial

- Natatorium – Capitol Heights, MD (2010-2012), Responsible for design and production of construction documents.
- Five-Story Renovation – Baltimore, MD (2008-2010), Responsible for the design, development, and construction administration to convert the first floor into retail use.
- Multi-Family Building – Baltimore, MD (1999-2006), Responsible for design, production of construction documents, and construction administration of an 18-story, concrete-framed structure.
- Six-Story Parking Facility – Baltimore, MD (1999-2006), Concrete post-tension-framed structured parking facility. Responsible for the design, construction documents, and construction administration.

- **Educational Institutions**

- K-12 Schools – Baltimore, MD (2006-2012), Responsible for development, production of documents, and construction administration for multiphase development of two charter schools within existing buildings.

- **Historical Preservation**

- Historic Renovation – Cumberland, MD (2006-2012), Responsible for design, development, production of documents, and construction administration.

- **Transportation**

- Terminal Modification – New York, NY (2004-2006), Responsible for design and construction documents for modification of terminal to handle A380 jets.
- New Terminal – Anne Arundel County, MD (2004-2006), Responsible for construction document support for new Southwest Terminal.

- **Military**

- Roof Replacement – Undisclosed East Coast Location (2021-2023), Responsible for the investigation, design and construction documents, and construction administration for two buildings.
- Façade Repair – Undisclosed East Coast Location (2021-2023), Responsible for the investigation, design, and construction administration to repair a façade due to moisture intrusion issues.
- Security Gates and Two New Buildings – Undisclosed East Coast Location (2004-2006), Responsible for design and construction documents for security entry gates, munitions administrative building, and precision-guided missile building.
- Security Gates – Undisclosed East Coast Location (2004-2006), Responsible for security gates design and construction documents.

Forensic Engagements

- **Premises Liability**

- Baltimore, MD (2024), Investigated a trip and fall in a parking lot at a residential complex.
- Hyattsville, MD (2024), Investigated a slip and fall event at a supermarket.
- Oakland, MD (2023), Investigated a trip and fall on a stairway at a rental vacation house.
- Philadelphia, PA (2022), Investigated a wheelchair fall event at a senior housing center.
- Washington, D.C. (2022), Investigated a trip and fall within a nightclub.
- Allentown, PA (2021), Investigated a slip and fall in a hotel bathtub.
- Fairfax, VA (2020), Investigated a slip and fall within a retail store.
- Hackettstown, NJ (2020), Investigated a slip and fall on a sidewalk.
- Philadelphia, PA (2018), Investigated the architectural life safety systems for a five-story building concerning fire-related injuries and subsequent fatality of a resident.
- Newport News, VA (2018), Investigated applicable codes and regulations concerning a fatality where a vehicle accidentally drove onto a sidewalk.
- Arlington, VA (2017-2018), Investigated a trip and fall over a doorstep at a golf course facility.
- Washington, D.C. (2017-2018), Investigated an injury from overhead protrusions at a newly constructed ramp.
- Ocean City, MD (2016), Investigated a bathtub slip and fall incident.
- Rockville, MD (2014), Investigated the applicable codes and regulations concerning a fatality after a resident was locked outside a stairwell on an adjacent roof.
- McLean, VA (2013), Investigated a trip and fall on steps within a corporate lobby.

- Gaithersburg, MD (2013), Investigated the non-fatal fall of a child from a third-story hotel window.
- Washington, D.C. (2013), Investigated a slip and fall and trip and fall on a stairway within two sightseeing tour buses.
- Washington, D.C. (2013), Investigated a trip and fall at a single step-down within a coffee shop.
- **Property Assessments**
 - Killington, VT (2021), Building envelope and roof assessment for a ski lodge.
 - Philadelphia, PA (2021), Roof assessment for a large apartment building complex.
 - King of Prussia, PA (2021), Building envelope and roof assessment for a large apartment building complex.
 - Towson, MD (2021), Roof assessment for a large apartment building complex.
 - Towson, MD (2021), Building envelope and roof assessment for a large apartment building complex.
 - Atlanta, GA (2021), Building envelope and roof assessment for a large apartment building complex.
 - Phoenix, AZ, and Dallas, TX (2005), Architectural and accessibility assessment for multiple warehouse and manufacturing properties.
 - Annapolis, MD (2005), Architectural and accessibility assessments for a multi-building office and research facility.
- **Moisture Intrusion and Storm-Related Damage**
 - Moorestown, NJ (2024), Roof condition assessment.
 - Undisclosed East Coast US Location (2021-2023), Evaluation of moisture intrusion issues at three buildings for a military building.
 - Largo, MD (2018), Evaluated reported hail damage to a four-story hotel building with asphalt composition shingles.
 - Prince Georges County, MD (2018), Evaluated reported wind damage to approximately 40 two- and three-story apartment buildings with asphalt composition shingles.
 - Lanham, MD (2018), Evaluated reported wind damage to a church with roll-type asphalt roofing.
 - Baltimore, MD (2018), Evaluated reported wind damage to three churches with slate and clay tile roofs.
 - Ocean City, MD (2017), Evaluated reported hail and wind damage to three churches with asphalt composition shingles.
 - Bethany Beach, DE (2017), Evaluated reported moisture intrusion and deteriorated wood framing to a three-story residence.
 - Ocean City, MD (2016), Evaluated reported moisture intrusion and wind damage to multiple roofs on a shopping center with asphalt composition shingles.
 - Radnor, PA (2015), Evaluated reported moisture intrusion to stucco-finished exterior walls on a residence.
 - Philadelphia, PA (2015), Evaluated reported moisture intrusion to a rubber roof on a commercial building.
 - Washington, D.C. (2015), Investigated alleged pipe freeze to a four-story condominium building.
- **Construction and Design Deficiencies**
 - Philadelphia, PA (2022-2024), Evaluated alleged construction and design deficiencies for a four-story residential dwelling.
 - Philadelphia, PA (2017-2019), Evaluated alleged construction and design deficiencies for six four-story residential dwellings within an urban residential development.
 - York, PA (2012-2019), Evaluated reported construction deficiencies to stucco-finished exterior walls to 10 residential dwellings.
 - Rockville, MD (2016-2017), Evaluated reported design and construction deficiencies to an 11-story condominium building.

- Washington, DC (2016), Evaluated alleged architectural standard of care errors and omissions.
- Lititz, PA (2014-2015), Evaluated alleged architectural standard of care errors and omissions.
- Baltimore, MD (2014), Evaluated reported lack of maintenance to a multi-building, low-income housing complex.
- Owings Mills, MD (2014), Evaluated reported construction deficiencies to a six-story condominium building.

Professional Experience

• Rimkus

2012 – Present

- Technical Director, Architectural Engineering (2024-Present)
In addition to responsibilities of prior Rimkus experience, providing technical support, quality assurance, and standards for architectural engineering practice leaders at Rimkus, new hire corporate training, and marketing support.
- Practice Leader, Design Services (2020-2024)
Responsible for being the designer of record, providing third-party design reviews, developing quality control procedures for contractors to implement, performing quality assurance observations, and performing field performance tests to verify installed systems. Additional responsibilities include restoration/rehabilitation design services for existing buildings, performing property condition assessments throughout the country, and forensic investigations to determine the source of water intrusion at numerous properties.
- Principal Consultant (2012-2020)
Responsible for investigating and evaluating commercial and residential structures to determine the cause and origin of design and construction defects within the Property and Premises Liability Divisions. Verify construction compliance with contract documents, industry standards, building codes, and ADA accessibility standards.

• Kann Partners

2006 – 2012

- Associate Principal, Senior Project Manager
Responsible for design, development, production of documents, and construction administration of commercial, retail, educational, historic renovation, and multi-family residential projects. Reviewed all projects for code compliance and assisted with project budgets and feasibility studies.

• URS Corp.

2004 – 2006

- Senior Project Architect
Responsible for design, development, and production of documents of airport and military projects. Reviewed all projects for code compliance and quality control. Reviewed military projects for compliance with Anti-terrorist Force Protection Standards and Unified Facility Criteria. Key projects included redesign of an airport terminal for the A380 Airbus, military administration building, military security entry gates, and property condition assessments.

• Kann and Associates, Inc.

1989 – 2004

- Associate Principal, Project Manager
Responsible for design, development, production of documents, and construction administration of commercial, historic renovation, structured parking, and multi-family residential projects. Reviewed all projects for code compliance and assisted with project budgets.

- **Design International, Inc.** 1988
 - Intern Architect
Responsible for drafting, model making, and presentation preparation for retail projects. Key projects included retail shopping centers.
- **Rust Architects** 1988
 - Intern Architect
Responsible for drafting and model making for residential projects.

Education and Certifications

- **Architecture, B.A.:** University of Minnesota (1990)
- **Environmental Design, B.E.D.:** University of Minnesota (1988)
- **Registered Professional Architect:** Maryland, District of Columbia, Virginia, Pennsylvania, Delaware, New York, New Jersey, West Virginia, North Carolina, South Carolina, Ohio, Georgia, Massachusetts, Texas, Maine, Florida, Louisiana, Connecticut, New Hampshire, Mississippi, Washington, and the United Kingdom
- **LEED Accredited Professional with Specialty in Building Design and Construction (LEED AP BD+C):** U.S. Green Building Council
- **Memberships:** American Institute of Architects (AIA); National Council of Architectural Registration Boards (NCARB)
- **English XL Variable Incidence Tribometer Certified (CXLT)**
- **Registered Roof Consultant (RRC):** International Institute of Building Envelope Consultants (IIBEC)
- **Registered Safety Assessment Program (SAP) Evaluator:** California Office of Emergency Services

Continuing Education

- **Stucco & Exterior Finish Cladding Systems;** IIBEC, Orlando, FL (2019).
- **Building Envelopes:** IIBEC Building Envelope Symposium (2024), Toronto, ON; IIBEC Building Envelope Symposium (2023), Orlando, FL; IIBEC Building Envelope Symposium (2022), Orlando, FL; IIBEC Effective Moisture Detection in Roofing (2021), IIBEC Virtual International Convention and Trade Show (2020); Roofing Technology and Science I and II, RCI, Houston, TX (2018); Innovations in Exterior Facades, Facades +, Dallas, TX (2016); Exterior Walls Technology and Science, Houston, TX RCI (2015); Building Envelope Symposium, Multiple courses in building envelope technology and science, RCI, Tampa, FL (2014).



Gregory R. Gilson, P.E.

Director, Energy and Resilience

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Background

Mr. Gregory Gilson's responsibilities at Rimkus (formerly Commercial Construction Consulting, LLC) include maintaining and nurturing client relationships as well as managing all aspects of the MEP/FP design process. The size and complexity of projects range in size from small tenant improvements to complete high-rise designs. Related design and management responsibilities include HVAC systems analysis and consultation; HVAC systems comparative cost analysis; LEED-compliant and sustainable design; chiller plant design and layout; high-rise smoke control and life safety systems; energy conservation via control strategies; equipment and building automation control sequences; roof/wall/window thermal transmittance requirements; end device selection and layout; ductwork distribution system design, layout, and coordination; application-specific equipment selection; piping/pumping system design; heating/cooling load calculations; and complete written specifications.

Professional Engagements

• Relevant Projects

- The Newbury Hotel - Boston, MA, MEP/FP Project Executive for complete rehabilitation of existing historic hotel.
- Channel Center - Boston, MA, MEP/FP manager for new 500,000-square-foot (SF) built-to-suit office building in Boston's Seaport district.
- GrandMarc Dormitory project for Northeastern University - Boston, MA, MEP/FP Manager for new 17-story, 735-bed dormitory and classroom facility in the Back Bay of Boston.
- 50 Milk Street, Boston, MA, MEP/FP Manager for infrastructure upgrade project for a 21-story commercial office building in downtown Boston.
- One Franklin Street, Boston, MA, MEP/FP Project Manager for new 1.4-million-SF, high-rise, mixed-use facility in Boston's financial district.
- Trinity Place Condominiums - Boston, MA, Design for addition of new chiller plant, cooling tower plant, and ventilation systems.
- One Lincoln Street, Boston, MA, Lead engineer for new 1.4-million-SF, high-rise office use facility in Boston's financial district.
- 40 Broad Street, Boston, MA, Design for replacement of central chiller plant and ventilation systems within historic property.

- The Westin Hotel - Tyson's Corner, VA, MEP/FP Project Manager for complete rehabilitation of existing 405-guest room hotel.
- Taste of Boston Restaurant - Boston, MA, Design for new 10,000-SF restaurant at Logan Airport.

Professional Experience

- **Rimkus** **2024 – Present**
 - Director, Energy and Resilience
 - Mechanical Consultant, Sr.
- **Commercial Construction Consulting, LLC (C³)** **1994 – 2024**
 - Senior Project Manager

Education and Certifications

- **Mechanical Engineering, B.S.:** University of Maine
- **Licensed Professional Engineer:** Connecticut #24078; Maine #10581; Massachusetts #45465; New Hampshire #11247; and Virginia #41746



Jimmy Monahan, P.E.

he/him/his

Senior Practice Leader, Structural Engineering

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Background

Jimmy Monahan, P.E., is an accomplished engineering professional with over 12 years of experience specializing in building envelope consulting, project management, and structural engineering. As the Architectural Engineering Practice Leader, Mr. Monahan oversees capital projects related to Local Law 11/FISP and roof restoration for 171 buildings in the Bronx, New York, for two major clients. His expertise includes performing compliance inspections, developing comprehensive repair designs, and managing projects with construction costs ranging from \$5 to 15 million annually. Prior to Rimkus, Mr. Monahan worked as a structural engineer focusing on the design of load-bearing structures composed of steel, concrete, and masonry. Such structures include commercial buildings, residential high-rises, freestanding walls, retaining walls, dunnage support, equipment supports, platforms, foundations, and braced frames.

Mr. Monahan holds a Bachelor of Science Degree in Architectural Engineering with a concentration in structural, a Bachelor of Science Degree in Civil Engineering, and a Master's Degree in Civil Engineering with a concentration in Structural Design and Construction. He is a qualified exterior wall inspector (QEWI) and a qualified parking structure inspector (QPSI) in New York City, as well as a licensed Professional Engineer in multiple states including New Jersey, New York, Pennsylvania, Delaware, Texas, Connecticut, Massachusetts, and Rhode Island.

Throughout his career, Mr. Monahan has demonstrated his ability to deliver successful projects on budget and on schedule while maintaining strong communication with clients and contractors. He is skilled in facade and roof inspections, leak investigations, project management, construction administration, and client coordination. Mr. Monahan is an active member of the International Institute of Building Enclosure Consultants (IIBEC) and the Institute of Real Estate Management (IREM).

Looking ahead, Mr. Monahan is committed to growing the built environment solutions practice in New York and expanding into multiple markets across the country. He is dedicated to cultivating the next generation of leaders on his team and plans to obtain certifications such as Qualified Retaining Wall Inspector (QRWI) and Registered Roof Consultant (RRC) to further enhance his expertise. Mr. Monahan's vision includes creating an environment that fosters high retention rates among team members to maintain a competitive edge in the industry.

Professional Experience

- Rimkus** **2021 – Present**
 - Senior Practice Leader, Structural Engineering (2023-Present)
 - Principal Building Envelope Systems Consultant (2021-2023)
Complete design of all aspects of building envelope restoration projects, including drawings, specifications, and bid matrices. Perform Local Law 11 inspections and create the corresponding report for submission to the Department of Buildings. Perform leak investigations while incorporating water testing and utilizing video and photographic documentation, summarized into a detailed report. Provide assistance in contractor bid analysis and selection. Execute construction administration services for several projects simultaneously. Review and approve AIA Payment Requisitions and change orders on a monthly basis. Generate proposals for new and existing clients.
- Sullivan Engineering, LLC** **2016 – 2021**
 - Senior Building Envelope Consultant (2021-2021)
 - Associate Building Envelope Consultant (2018-2021)
 - Building Envelope Consultant (2016-2018)
Completed design of all aspects of building envelope restoration projects, including drawings, specifications, and bid matrices. Performed Local Law 11 inspections and created the corresponding report for submission to the Department of Buildings. Performed leak investigations while incorporating water testing and utilizing video and photographic documentation, summarized into a detailed report. Provided assistance in contractor bid analysis and selection. Executed construction administration services for several projects simultaneously. Reviewed and approved AIA Payment Requisitions and change orders on a monthly basis. Generated proposals for new and existing clients.
- RCM Technologies** **2012 – 2016**
 - Structural Engineer
Performed structural design of steel, concrete, and masonry structures encompassing a range of residential, commercial, industrial, utility, and nuclear facilities. Fieldwork included visual inspections, demolition surveys, and structural support. Utilized several structural programs to aid in design for new and existing construction.
- BGA Engineering, LLC** **2009 – 2012**
 - Structural Engineer Co-op
Under supervision and tutelage of Principal Structural Engineer, performed surveys, assisted with inspections and documentation, and prepared project calculations.

Education and Certifications

- **Civil Engineering, M.S.:** N.J.I.T (2016) - "Structural Design and Construction"
- **Architectural Engineering, B.S.:** Drexel University (2012) - "Structural Concentration"
- **Civil Engineering, B.S.:** Drexel University (2012)
- **Professional Engineer:** Connecticut, Delaware, Massachusetts, New Jersey, New York, Pennsylvania, Rhode Island, and Texas
- **Qualified Exterior Wall Inspector (QEWI):** New York City
- **Qualified Parking Structure Inspector (QPSI):** New York City
- **Qualified Retaining Wall Inspector (QRWI):** New York City



Brian M. Wyllie, P.E.

Practice Leader, Electrical Engineering

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Background

Mr. Brian Wyllie directs the overall management of the electrical department within Rimkus (formerly Commercial Construction Consulting, LLC). Mr. Wyllie started his career as a college intern and has ascended from Design Engineer to Senior Project Manager to the current position of Practice Leader of the Northeast Electrical Engineering Department. He is responsible for all electrical project management scope, which includes extensive experience with utility rebates, energy conservation, utility services, specialized back-up power, emergency life-safety systems, and fire alarm design for commercial and residential properties. He also assists clients with the planning, budgeting, and implementation of electrical and fire alarm capital planning projects within their properties.

Mr. Wyllie is also part of the Due Diligence practice area of the company and is responsible for performing the electrical and fire alarm condition assessments and capital planning for properties, including urban high-rise developments, historic buildings, office parks, residential apartment buildings, colleges/schools, and shopping malls.

Professional Engagements

• Relevant Projects

- Middlesex School - Concord, MA, Electrical and fire alarm design for the renovation of the Clay House, Robert Winsor, and Lebaron Briggs dormitories, the new Landry dormitory, music hall, and theater and arts building.
- 10-20/30 Channel Center - Boston, MA, Renovation of 350,000-square-foot (SF) core and shell.
- One Channel Center - Boston, MA, Design of a new 11-story, 500,000-SF commercial office building.
- 320 Summer Street - Boston, MA, Renovation of a 9-story, 150,000-SF office building.
- New Balance Manufacturing - Londonderry, NH, Design of a new 100,000-SF manufacturing and office building.
- 27 Boylston Street - Newton, MA, Design of new electrical and fire alarm systems for the renovation of a 90,000-SF movie theater into a multitenant retail, restaurant, and office building.
- Newbury Hotel - Boston, MA, Renovation of 273 guest rooms, kitchen, meeting rooms, and amenities area of a historic hotel.
- Long Wharf Marriott – Boston, MA, Design for new fire alarm system throughout the hotel.

Professional Experience

- **Rimkus** **2024 – Present**
 - Practice Leader, Electrical Engineering
- **Commercial Construction Consulting, LLC (C³)** **1997 – 2024**
 - Senior Project Manager

Education and Certifications

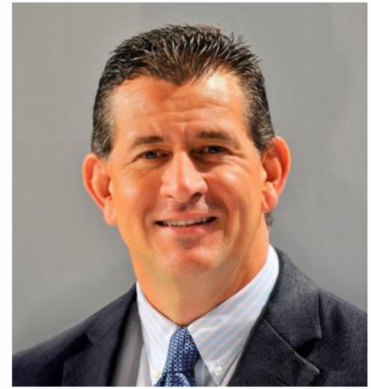
- **Electrical Engineering, B.S.:** University of Massachusetts Lowell
- **Licensed Professional Engineer:** California (#24722); Connecticut (#0023660); Delaware (#28631); Florida (#96412); Louisiana (0048290); Maine (#10380); Maryland (#53132); Massachusetts (#45219); Nevada (#030654); New Hampshire (#11024); New Jersey (#24GE05877000); New York (#080859); Rhode Island (#7889); Texas (#148866); Vermont (#018.0134887); and Virginia (#0404041749)



James Higgins

Principal Consultant

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Background

Mr. James Higgins' prior work experience includes leadership roles at the highest level of management; previous experience in managing an employee training organization, including interaction with the Labor-Management Board of Trustees, company leadership, and students and employees. He has extensive work experience in the consulting field, providing a multitude of services to transportation authorities, which include the New York City Metropolitan Transportation Authority (NYC MTA), New Jersey Transit, Amtrak, and Long Island Railroad. Mr. Higgins is a Qualified Elevator Inspector and NYC Department of Buildings Inspector. He has an OSHA 30 Certification, a MTA Track Training Certification, a Scaffold Training Certification, and an OSHA 10 Certification. He has strong communication and writing skills, which has contributed to his success in providing an understanding of vertical transportation (VT) systems and conditions to clients, contractors, architects, and code officials.

Professional Experience

- **Rimkus** **2024 – Present**
 - Principal Consultant
Provide customers with improvement recommendations based on 35 years of industry knowledge and experience. Responsible for the design of vertical transportation systems for new and existing facilities in the municipal and private sectors. Complete code compliance reviews of both new and existing vertical transportation systems. NAESA Qualified Elevator Inspector providing Performance of Category 1 and Category 5 inspections in accordance with A17.1, A17.2, and A17.3 in applicable jurisdictions. Perform service and equipment reviews with regard to overall equipment operating condition, code compliance, and compliance with established maintenance practices.
- **Higgins Elevator Consulting - J Martin Associates** **2017 – 2024**
 - Qualified Elevator Inspector
Performed Category 1 and Category 5 as well as maintenance Inspections on vertical transportation equipment in areas that included New York, New Jersey, Connecticut, and Massachusetts. Provided customers with improvement recommendations based on 35 years of industry knowledge and experience. Worked on numerous MTA projects. Provided expert project management functions, which included design build support, culminating with job commissioning.

- **International Union of Elevator Constructors**

2008 – 2012

- Regional Director (2012)

Responsibilities included working in cooperation with local business managers and rank-and-file members to resolve conflicts that develop during daily business operations. Interpreted collective bargaining issues so as not to disrupt harmonious labor relations.

- Assistant General President (2008-2012)

Served as elected General Officer for the 25,000-member Building Trades Labor Organization, which is a member of the AFL-CIO. Represented the membership in all areas of labor, which included negotiations of the industry's 5-year multi-employer collective bargaining agreement. Served as Chairman of the National Arbitration Committee, developed to negotiate settlement of industry grievances before the need for Impartial Binding Arbitration. Served as a Trustee for the Elevator Industry Work Preservation Fund. Served as a Trustee on the International Union of Elevator Constructors (IUEC) Officers and Employees Pension Fund.

- **National Elevator Industry Educational Program**

1998 – 2008

- National Director (2001-2008)

As National Director of the Program performed all tasks and duties required to operate the education and training program for the elevator industry, including forecasting the multimillion-dollar operating budget.

- Educational Training Director (1998-2001)

As Local One, IUEC, implemented the apprenticeship and training program for the elevator industry in the State of New York. Administered all aspects of the program, including the design and implementation of the recruitment and outreach affirmative action plan.

- **Schindler Elevator Company (formerly Thyssen- Krupp Elevator New York)**

1993 – 2022

- NEIEP Certified Journeyman

Employed in all aspects of elevator construction trade, including construction, modernization, service, and repair. Troubleshooting, print reading, code compliance, and customer service duties were a major portion of the daily job tasks performed. Specialized in high-volume accounts such as New York Kennedy International Airport and the Macy Flagship Store located at Herald Square.

Education and Certifications

- **Business Administration, MBA:** Dowling College, Oakdale, New York (2000)
- **Business Administration, B.S.:** Villanova University, Villanova, Pennsylvania (1988)
- **Licensed Qualified Elevator Inspector (Q.E.I.) Certified**
- **Licensed Inspector:** New York City Department of Buildings (DOB)
- **Licensed Elevator Inspector:** New York State
- **Elevator Mechanic License:** New York State
- **Elevator Mechanic License:** New York City
- **Elevator License:** New Jersey and Rhode Island
- **NEIEP Certified Journeyman Elevator Constructor**
- **OSHA 30**
- **MTA Track Trained**
- **FAA/US Customs Security Clearance**



Brian Southerland

Principal Consultant

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Background

Mr. Brian Southerland's responsibilities at Rimkus (formerly Commercial Construction Consulting, LLC) include owner representative services with projects ranging up to \$400 million; Commercial Building and Institutional Construction advisory analysis; capital planning and estimating for commercial and institutional projects; project management services for multiple local and national clients; project development representation services; construction logistics planning management services; project feasibility studies and budget analysis; building envelope design peer review and envelope design management; and construction testing and inspections management and quality control analysis.

Professional Engagements

• Owner Project Manager Services – Academic Clients

- **Thayer Academy Projects**, Braintree, MA
 - New Middle School Transformation Project
 - Temporary Classroom Project including renovations to St Francis of Assisi School
 - Glover Robotics Laboratory
 - Fosberg Canopy and Main Building Renovations
 - Sawyer Team Rooms and Athletics Offices Renovation
 - Memorial Gym / Alumni Gym / Sawyer Gym; Gym Roof Cluster Roofs Replacement Project
 - Renovations To Heads House, New Wellness Center, New Administration Offices
- **Middlesex School Projects**, Concord, MA
 - Lebaron Briggs Residential Hall full renovation
 - Rebert Windsor Residential Hall full renovation
 - Clay Residential Hall full renovation
 - Landry Hall New Construction, Memorial Chapel New millwork seating & Life Safety Upgrades
 - Bass Arts Pavillion New Theater construction in place of old theater and courtyard
 - Rachel Carson Music Center / Renovation from Central Steam plant including geothermal design
 - Wellness Center and Student Health Infirmary
 - Decommission Central Steam Plant/Bring in new high-pressure gas off Lowell Road to campus, including design and oversee changing steam boilers to gas for all buildings on campus.
 - Façade restoration and slate roof replacement to Bryant Paine Residential Building

- Reconstruction of Main Entrance Drive, flood control including new box culvert at Bates Pond
- New 100,000 SF Field House Athletics Building currently under construction
- Faculty Housing: Mary Mae Project, Oats Lane Duplexes, Pratt Lane Duplexes
- **Roxbury Latin School, Boston, MA**
 - Façade Restorations to all campus buildings
 - MEP Design and construction of new central plant four pipe system to all buildings
 - Some interior renovations related to egress and ADA upgrades
- **Worcester Academy, Worcester, MA**
 - Decommission Rose Building for demolition (complete)
 - Relocate T-Mobile from Rose Building to Temporary on-site Cell Tower (complete)
 - Reconstruction of Parking Lot B to place 40,000 cubic yards of BUD soils with trace arsenic (complete)
 - Civil Enabling work to allow construction to commence for new athletics building (complete)
 - New 80,000 SF South Campus Athletics and Fitness Center (ongoing)
 - New Synthetic Turf field for Morse Field in coordination with new Athletics Building (complete)
 - New \$1M Solar Array on Athletics Building/National Grid coordination/Boston Solar (ongoing)
 - First Phase Planning for New Faculty Housing Barclay Street, Perimeter Campus Security Improvements
- **Lawrence Academy, Groton, MA**
 - Pre-Construction Services ongoing for New Community Commons Dinning Hall (ongoing)
 - Pre-Construction Services for Temporary Dinning Hall and Temporary Kitchen Units (ongoing)
 - OPM Services to begin June 2025 for new Dinning Hall
- **The Rashi School, Dedham, MA**
 - KOL Lab Renovations scheduled this summer
- **Due Diligence**
 - Multiple, large property portfolio Capital Planning and Due Diligence acquisition surveys and inspections focused on the condition of building roofs, exterior envelopes and structural designs.
 - Bayside Expo Center - Property inspection of 275,000 square feet in a due diligence format with capital cost projections.
 - One Liberty Square - Synergy Investments, Envelope survey, envelope restoration oversight and management, complete redesign and reconstruction of the surrounding concrete vaulted structural sidewalks and reconstructed back to full ADA and MAAB standards. This sidewalk reconstruction project has become a standard example used by the City of Boston on how to successfully restore a complete city block sidewalk system to modern ADA compliance, including all four surrounding streets and four two-way crosswalks.
 - 10 Post Office Square - Synergy Investments - Structural repairs design and construction restoration of the lower-level pump room slabs that were deteriorated to such an extent that the chillers had to be temporarily supported from collapsing through the slabs. Also, structural design assist to multiple upper floor renovations in support of the building owner's new office spaces.
 - 200 State Street Parking Garage Drainage Repairs Design and Restoration – Colliers International – Design multiple pressure slab openings through 16" garage slab to access failed underdrain system. Create access points through the slab to allow the insertion of a Perma liner system injected into the drains, reconnect the drains with new pipe and new cleanouts to the upper slab. Work needed to be completed in four weeks during extended due diligence, so the closing did not have to be delayed.

• Capital Planning Studies

- Campus-wide Studies for private schools: Roxbury Latin School, Fessenden School, Middlesex School, Worcester Academy, Thayer Academy, Church of the Epiphany, and Shady Hill School.
- Capital Plan Services followed up by Project Management and Owners Representation Services include Roxbury Latin School, Middlesex School, Worcester Academy, and Thayer Academy.

• Peer Review Services

- Several commercial and residential building envelope peer reviews and construction inspections. Quality control services as follow up to peer review services.
- Construction Sequencing including Means and Methods analysis for Marine Contractors - Cavanaugh Marine Construction - Multiple Navy Base projects including Electric Boat in Groton, CT.
- Concrete Injection Design and Leak Management Advice for several commercial clients.

• Historic Re-Development Projects

- Cadillac Hotel - Miami, FL, Autograph Collection Hotels.
- Ritz Carlton Hotel - Boston, MA, Façade Restoration, Restaurant Upgrade, Guest Rooms Renovation.
- 111 Westminster Street, Superman Building - Providence, RI, \$50M Legal Award to Client.
- 125 West 31 Street - New York, NY, Franciscan Friars Church, Residences, American Cancer Society, 60-story tower.

• Owner Representative Services – Commercial Clients

- Ritz Carlton - Boston, MA, Historic Renovation for façade restoration.
- Mandarin Oriental Hotel - Boston, MA
- 200 State Street - Boston, MA
- One Liberty Square - Boston, MA
- 10 Post Office Square - Boston, MA
- One India Street - Boston, MA
- 250 Summer Street - Boston, MA
- Tower Point - Boston, MA
- 10, 20, 30, and 50 A Street Block - Boston, MA
- 25 Channel Center - Boston, MA

Professional Experience

- | | |
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| • Rimkus | 2024 – Present |
| • Principal Consultant | |
| • Commercial Construction Consulting, LLC (C³) | 1999 – 2024 |
| • Senior Construction Advisor | |

Education and Certifications

- **Architectural Technology, A.S.:** Blue Hill Technical Institute of Technology, Canton, Massachusetts
- **Continuing Education Certificate in Construction Law:** Northeastern University
- **Licensed Construction Supervisor:** Massachusetts (#CS 91605)
- **Welding Certification:** Wentworth Institute of Technology
- **PADI Dive Certifications:** Open Water, Deep Advanced Diver, Underwater Navigation, Medic First Aid