
7. EVIDENCE OF FINANCIAL & TECHNICAL CAPACITY

7.1 FINANCIAL CAPACITY

Attached to this Section is a letter from the Senior Vice President of Mascoma Bank demonstrating that the developer has financial capacity to support the proposed project.

7.2 TECHNICAL CAPACITY

On behalf of Fathom CC, LLC, Woodard & Curran is preparing this application for the Center Street Hotel Development Project. Woodard & Curran has extensive experience with design for site development projects and specifically on the peninsula within the City of Portland. Woodard & Curran, a 1,000-person Portland-based firm, has provided engineering services to the public and private sector for nearly 40 years, including permitting, civil/site engineering, storm water and construction management services. Fathom CC, LLC is also supported by a design team including HKS Architects, Pat Carroll Landscape Architects, and Wright-Ryan Construction, Inc.

Copies of the company profiles of the various design team partners are attached, providing further verification of technical capacity for this project.

7.3 ATTACHMENTS

- Financial Capacity Letter
- Technical Capacity Documentation



December 11, 2018

City of Portland, Planning Department
389 Congress Street
Portland, ME 04101

RE: Fathom CC, LLC, 135 room hotel to be developed at 1 Center St., Portland, ME

Portland Planning Department,

This letter will confirm that Mascoma Bank has had an exceptional relationship with Jim Brady and his related Fathom companies for approximately 6 years. We have the highest regard for Mr. Brady, as well as his partners and associates. Mr. Brady and his development team have demonstrated exceptional ability to create and build projects on time, in budget, and which are also a credit to the community.

Further, Mr. Brady and the Fathom companies always demonstrate exceptional financial acumen and most importantly, financial capacity to capitalize their projects.

Mascoma Bank looks forward to working with Mr. Brady and his development team, as we consider the proposed financing for the Center Street hotel project.

If you need further information, please do not hesitate to contact me.

Sincerely,

Richard S. Jennings,
Senior Vice President
Mascoma Bank
80 South Main St., Hanover, NH 03755
603-443-8781
603-667-6652
Dick.jennings@mascomabank.com



PROFILE OF THE FIRM

Woodard & Curran is an integrated engineering, science, and operations company. Privately held and steadily growing, we serve public and private clients locally and nationwide.

Talented people are at the heart of our firm. Our company was founded in 1979 on a simple business concept: provide an enjoyable place to work with opportunity, integrity, and commitment, and we will attract talented people. It happened. At the heart of our company are people who are experts in their fields and passionate about what they do, showing a level of commitment and integrity that drive results for our clients. You experience this power every day in our actions, our solutions, and our promises kept.

Commitment evident in personal approach

Our commitment is reflected in the personal attention, collaborative resources, and dedication to results that we devote to each project. We assign the right people with the right expertise to the job, and provide clients with easy accessibility to senior experts.

Our work is characterized by responsiveness, resourcefulness, and willingness to do what it takes to get the job done properly. Examples range from helping communities garner state and federal funding for wastewater treatment system improvement to managing a multi-vendor manufacturing project through a major snowstorm and getting production lines up and running. We are experts at navigating the complexities of environmental regulations and have been involved in transforming many brownfields sites into marketable properties. In defining moments like these, it is commitment that brings our clients results.

Operating with integrity

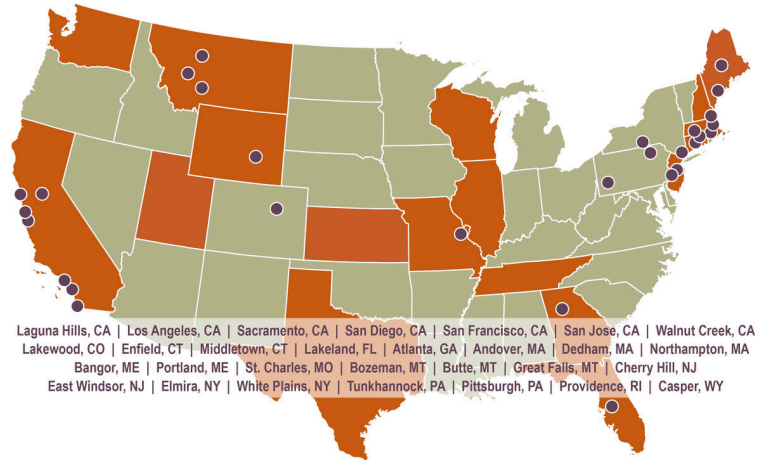
Our integrity impacts our decision-making at all junctures of our work — from the openness of our communication to the fairness of our prices to placing your interests above our pocketbook. We hire people who share our values of honesty, respect, and fairness and who want to do the right thing. They, in turn, treat everyone — our people, our clients, regulators, and stakeholders — respectfully and honestly.

Full-service firm with multidisciplined staff

Our integrity and commitment are matched only by the depth of our expertise. Our staff are specialists in their fields, offering in-depth understanding of cutting-edge technology, astute problem-solving, multidisciplinary engineering, and expert regulatory guidance. The firm has received numerous honors and awards, and we have ranked among *Engineering News-Record's* top 100 environmental firms every year since 2000.

Services to the private sector

Woodard & Curran provides a range of site/civil and environmental engineering, science, and operations support to companies in the real estate sector, as well as to hospitals, colleges and universities, and law firms, helping our clients realize their project vision.



Woodard & Curran serves clients locally and nationwide from offices throughout the U.S. Headquartered in Portland, Maine, the firm operates offices in the locations noted above, as well as treatment facilities in the states that appear in orange.

COMPANY PROFILE

Over the past two decades, the HKS Hospitality Group has designed projects in 53 countries, garnering numerous awards and coverage in national and international publications.

FIRM NAME

HKS Architects, Inc.
#AA F000119

OFFICE RESPONSIBLE FOR PROJECT

201 Alhambra Circle, Suite 800
Coral Gables, FL 33134

CONTACT PERSON

Sergio Saenz

TELEPHONE NUMBERS

305.476.1102

INTERNET ADDRESS

www.hksinc.com

EMAIL ADDRESS

ssaenz@hksinc.com

REGISTRATION

HKS was incorporated in the state of Texas on November 3, 1961. The firm is authorized to conduct business in the following states:

AL, AK, AZ, AR, CA, CO, CT, DE, FL, GA, HI, ID, IL, IN, IA, KS, KT, LA, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VA, WA, D.C., WV, WI and WY

We are also authorized to do business in Abu Dhabi, Brazil, Macau, India, Mexico, Shanghai, Singapore and the United Kingdom.

WHO WE ARE

From arrival to departure, HKS Hospitality Group is known for hotel architecture and design that anticipates the guest's every need and desire, engaging the senses and creating an impeccable ambiance for work, play and escape. We strive to craft environments that lift the guest, enhancing relaxation, adventure, celebration and invention – special places where guests long to return and love to recommend.

HKS Hospitality Group projects are frequently featured in travel and lifestyle media worldwide and are enduring favorites on "Best Hotel" guest-ranked lists and online reviews. Our studio and firm are recipients of numerous awards, achieving national and international distinction for providing a full range of architectural services.

And while it's great to focus on the end result, we're also keenly dedicated to our process and how our clients experience working with us. It's one of the reasons we've had the honor to work time and again with many of the same leading, recognized brand hospitality owners, operators and developers for decades.

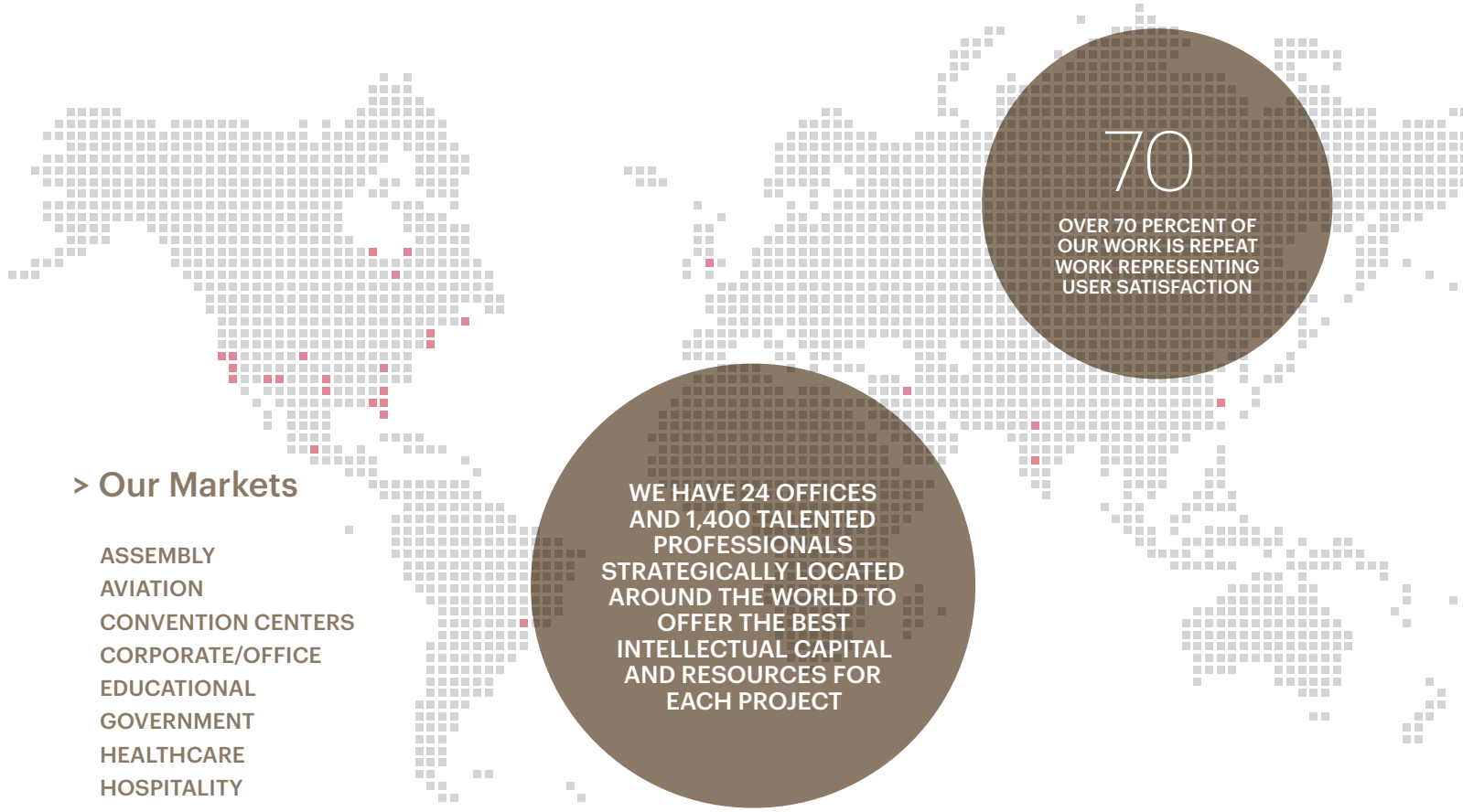
Our Practice

HKS specializes in the design of hotels, luxurious destination resorts and spas, urban high-rise and mixed-use projects, entertainment, gaming and convention hotels, boutique properties and golf clubhouses. Our work spans the world's most desirable beaches, mountains, deserts, waterfronts and cities. HKS' designs are always carefully planned to respect both the local architectural character and natural site features.

Our Process

Creating successful and profitable destinations that are also memorable, lift the spirit and create a true sense of place is the cornerstone of our design philosophy. We begin each project with enthusiasm, creativity, teamwork and a common-sense, pragmatic approach; a successful project is one in which the design resonates for guests as well as the people who work there. We are committed to sustainable design practices – environmentally conscious architecture benefits our clients, community and planet. An increasing number of our hotel projects are LEED Certified and a majority of our designers are LEED Accredited.

An experienced team is selected for each project to ensure completion on time and within budget.



> Our Markets

- ASSEMBLY
- AVIATION
- CONVENTION CENTERS
- CORPORATE/OFFICE
- EDUCATIONAL
- GOVERNMENT
- HEALTHCARE
- HOSPITALITY
- RESIDENTIAL
- SCIENCE & TECHNOLOGY
- SPORTS & ENTERTAINMENT

WE HAVE 24 OFFICES AND 1,400 TALENTED PROFESSIONALS STRATEGICALLY LOCATED AROUND THE WORLD TO OFFER THE BEST INTELLECTUAL CAPITAL AND RESOURCES FOR EACH PROJECT

70
OVER 70 PERCENT OF OUR WORK IS REPEAT WORK REPRESENTING USER SATISFACTION

> Our Disciplines

- ARCHITECTURE
- PROGRAMMING
- PROJECT MANAGEMENT
- MASTER PLANNING
- URBAN DESIGN
- SUSTAINABLE DESIGN
- STRUCTURAL ENGINEERING
- INTERIOR DESIGN
- GRAPHICS & BRANDING
- RESEARCH & DEVELOPMENT
- ADVISORY PRACTICE
- LABORATORY PLANNING
- MISSION CRITICAL DESIGN
- MULTIMEDIA PRODUCTION
- MODEL SERVICES

HKS offers clients the high-touch, personalized service of a boutique firm, with the resources and multi-disciplinary expertise of one of the largest architectural firms in the country. Beyond traditional architectural services, HKS provides state-of-the-art programming analysis and design standards assistance to hotel developers, owners and operators.

Our process begins with a design charrette – an active, fluid give-and-take dialogue between all project stakeholders and the design team. As this

process unfolds, we identify your overall needs and translate them into a design response that establishes the building as an inspiring and integral part of the business at hand. We realize the relationship between the built and natural environment is unique to each site and situation.

We offer a collaborative, integrated project delivery model that is focused on sustainability, value and quality.

Project management, honed through decades of experience, is our strong suit. Our project management process includes design-quality

We offer a collaborative, integrated project delivery model that is focused on sustainability, value and quality.



Firm Description

Carroll Associates is a small consulting firm engaged in the practice of landscape architecture, land planning, and site design. The firm was created in 1993, and is involved in a wide range of design and planning projects throughout Maine and New England.

The firm provides professional services to a broad-based clientele that includes municipal and institutional organizations, architects, engineers, real estate developers, and private individuals. While maintaining a diverse workload, the firm is entrenched in public, urban, and residential based planning and design work. Carroll Associates has significant experience in public, urban waterfront settings, institutional projects ranging from elementary schools to university work; municipal projects and recreational projects including work at Acadia National Park. The overriding objective in each is to provide a sensitive and well thought out solution which respects the natural environment and creates a functional and inviting setting for the building and its user.

Carroll Associates has been involved with many complex state and municipal projects which are specifically relevant to this project. Relevant Site Planning and Urban Design projects in Portland include the following:

- Ocean Gateway Ferry Terminal
- Marriot Residence Inn
- Riverwalk Condominiums (unbuilt)
- Maine State Pier Redevelopment Design Competition (selected design, unbuilt)
- Merrill's Wharf Redevelopment
- Thompsons Point Redevelopment
- International Marine Terminal Expansion
- Portland Gateway Hotel

In all of these projects the ability to integrate a new facility or program with historical buildings, complex physical and environmental sites, and established neighborhoods was critical to the overall success of the project.

We are well experienced with working within an interdisciplinary design team and the need to provide strong design solutions with limited budgets. Key to the firm's success is the commitment to providing attention and focusing on the specific needs of the client, remaining flexible and bringing projects to closure on time and within budget.

Professional services offered through Carroll Associates may include any or all of the following:

- Site Selection and Analysis
- Program Development and Budgeting
- Site Feasibility/ Utilization Studies
- Recreation Planning and Design
- Site Master Planning
- Construction Documents, Bidding, and Administration
- Consultant Team Coordination and Management
- Local, State, and Federal Permitting and Approvals

RELEVANT PROJECT EXPERIENCE
Municipal/ Urban Planning, Master Planning, and Design



Brick Hill, South Portland, ME

Brickhill consisted of redevelopment of former Maine Youth Center into mixed use 'Smart Growth' project. The program for the 56 acre site includes 300 affordable housing apartments and condominiums, 250,000 SF of professional office space, recreation amenities including an 8 acre park, boat launch, community gardens, and hiking trails while preserving the historic brick structures on the site. The project is 100% completed in 2017. Carroll Associates provided Master Planning and Site Design Services for the project since 2001.



Oceangate and Maine State Pier Redevelopment

Redevelopment of underutilized portion of Portland waterfront to provide new berthing for cruise ships and international ferry terminal. Oceangate Project includes extensive parking for ferry arrivals and departures, passengers, and tour busses; integration of adjacent narrow gauge railway, extension of existing streets to provide critical connections, and outdoor plazas and parks providing strong pedestrian connectivity to adjacent open space systems. Maine State Pier project includes redevelopment of aging waterfront pier and landside property to provide strong mixed use including office, retail, hotel, and a 2 acre park and with direct access to the waterfront.



Forefront at Thompsons Point

The Forefront at Thompson's Point is a mixed-use development located on an existing vacant industrial site on the Fore River in Portland Maine. The original program consisted of a new Sports Event Centre, Concert Hall with an adjacent outdoor amphitheater seating 4500, a 235 room hotel, cultural center, restaurants, and approximately 180,000 sf of professional office space. Carroll Associates has been retained by the Developer to provide Master Planning and Landscape Architectural Services on the project.



Harborcorp, Portsmouth, NH

Redevelopment of vacant property in West End of Portsmouth, NH to provide mixed use development. Project envisions up to 115 Hotel rooms, 24 Condominium Units, Conference Facilities, Retail, dedicated parkland, and Structured Parking. The project ties into the existing Sheraton Hotel across the street. Approvals are in place and construction is expected to begin in 2019

PATRICK J. CARROLL

Principal Landscape Architect



Professional Registration:

Maine, New Jersey, New Hampshire, CLARB

Education:

Utah State University
Bachelor of Landscape Architecture, 1978

Prior Experience

Carroll Associates, Portland ME 1993-
Moore Weinrich Architects, ME 1989- 2003
Environmental Planning and Design, ME 1988
Design Workshop, CO 1982- 1988
Land Design, UT 1989- 1988

As founder of Carroll Associates, Pat brings 40 years of landscape Architectural experience on a wide variety of projects throughout Maine, New England, and the Western United States. His successful project experience on largescale master planning and urban design provides a strong basis for solving complex design issues and managing important design and permitting challenges. His sensitivity and understanding of environmental constraints and culture provides for successful projects that are fitting and appropriate to each setting.

Erin Kay

Project Manager



Professional Registration:

Maine

Education:

Rhode Island School of Design
Master of Landscape Architecture, 2010

University of New Hampshire
BA Studio Art, 2004

Prior Experience

Carroll Associates, Portland ME 2013-
Crossby/Schlessinger, MA 2010- 2013

Erin joined Carroll Associates in 2010, and brings significant experience in urban design and planning from her experience in Boston prior to joining the firm. She has actively participated in many of the larger urban projects Carroll Associates has undertaken in the last five years, including Thompsons Point, Harborcorp and other complex and challenging projects. Her ability to quickly synthesize a site and develop creative solutions make her a valuable member of the design team.

About Wright-Ryan



Commitment to Excellence

Tom Wright and John Ryan, our founding partners, grew up as childhood friends spending summers on a small island off of Portland, Maine and often working together on odd jobs throughout the 1970's. Tom went on to pursue a career in construction and industrial arts education while John began his working life as a civil engineer. Though they found their early careers satisfying, whenever they met their talk inevitably landed on a key missing ingredient - the pleasure of working alongside people who cared about each other and who shared a commitment to excellence. The idea of Wright-Ryan, a relationship-driven construction firm, hatched from these discussions.

Contributing to Communities

Thirty years later, Wright-Ryan has grown into one of the largest and most respected construction firms in northern New England. The firm has centered its efforts on projects that contribute to the communities in which we live and work and that challenge and engage the spirit and ingenuity of our team. While Tom has since left Wright-Ryan to pursue a life of community service, John and the rest of the team continue to build upon the vision of the founders - providing unrivaled customer service characterized by collaboration, innovation, and an unwavering commitment to quality.

Building Maine's Great Spaces

At Wright-Ryan we understand that successful projects require commitment to open communication and teamwork. The people we hire, our attention to detail, the duration and satisfaction of our professional relationships - they all attest to our concern for building spaces that meet the needs of our clients and the rapidly changing world we live in. We employ over 80 Maine residents including project managers, superintendents, a preconstruction team, highly skilled administrative support staff, and qualified trades people.

Sustainable Design & Construction

Wright-Ryan has been at the forefront of sustainable construction for over twenty years beginning with the ground-breaking Gilsland Farm Maine Audubon Environmental Center in Falmouth. Since that time, we have built dozens of highly efficient buildings including the first LEED Platinum home in the Northeast, Oak Street Lofts in Portland, the first affordable multifamily building in Maine to achieve LEED Platinum, as well as multiple Passive House structures. Wright-Ryan continues to push the envelope, finding new ways to deliver high performance buildings for our clients and our communities.



Wright-Ryan is consistently seen as an employer of choice because of our sustainability practices, ethics, and commitment to quality. We can build Maine's greatest spaces because we're built from Maine's greatest people.



Our office and millwork operations are powered by 100% Maine Green Power.