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## **Section 9. Evidence of Financial and Technical Ability**

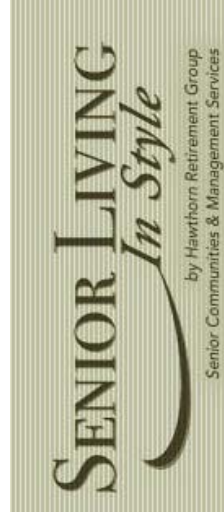
### **Evidence of Financial and Technical Ability**

The project is being proposed by Hawthorn Development Group, LLC. Hawthorn and its predecessor, Holiday Retirement Corporation, has developed and managed approximately 375 of these facilities within the United States and abroad. Hawthorn is a family owned business that has a long standing relationship in development of these projects with Lenity Architecture and its predecessor, Curry Brandaw Architects, and Colson and Colson, General Contractors, both of Salem, OR. This group has successfully developed and managed Canco Woods in Portland and Sunbury Village/Winterberry Village in Bangor.

Sebago Technics, Inc. is a local employee owned firm that has partnered with this development group to design, permit and complete numerous projects in New England including Canco Woods and Sunbury Village/Winterberry Village and projects in York, Maine; Derry, New Hampshire; and Beverly and Tewksbury, Massachusetts.

Information relative to Hawthorn Development Group and Sebago Technics, Inc. are enclosed.

# HAWTHORN RETIREMENT GROUP



[www.seniorlivinginstyle.com](http://www.seniorlivinginstyle.com)

**Table of Contents**

- a) Company Overview**
- b) Management Services**
- c) Harvest Development LLC**
- d) Related Entities**
- e) Community Location Map**
- f) Community Listing**
- g) Corporate Organization Chart**

## **Company Overview**

Hawthorn Retirement Group offers management and consulting services to retirement, personal care, assisted living, and memory care communities.

- Currently the company has 31 facilities in operation consisting of 3,447 rentable units with 5 other facilities under construction and 9 new sites in various stages of development in North America and UK.
- Of the 31 existing facilities, 19 are stand alone independent living facilities and 12 are assisted living facilities or facilities with higher care components.
- Geographically Hawthorn Retirement Group's communities cover 13 States in the US, 3 provinces in Canada and 3 locations in UK.
- Of the 28 facilities in its North American portfolio, 10 have been opened for less than a year with an average occupancy of 52% for the portfolio. The "More than 12 Months" portfolio of 18 facilities boasts an average occupancy of 91% with 1/3 of the portfolio 100% occupied and more than 50% of them at or above 95% occupancy.

## **Company History & Philosophy**

Developing senior living options is not only about construction and design, but about bringing people together and establishing a real sense of community, connection, and friendship. In 2000, a group sharing these ideals formalized Hawthorn Retirement Group to pursue the development and operation of senior communities throughout the U.S. and abroad.

The present group of Hawthorn owners and operators are continuing a legacy of quality while providing housing and health support services to seniors around the world. As Hawthorn continues to develop and manage senior communities, its members continue to draw from its roots while building new concepts and designs for the future in senior living.

## **Hawthorn Retirement Group Mission Statement**

At Hawthorn Retirement Group, our caring concern for our residents is the foundation that leads to outstanding resident services. As contributing members of the communities we serve, what is most important is that we love our residents.

## **Management Services**

### **Accounting Services**

Hawthorn Retirement Group offers complete accounting services to the communities managed. Services provided include accounts payable, accounts receivable, payroll, monthly and annual financial statements including balance sheets and income statements. Hawthorn assists with the annual budgeting process with the communities. Additionally, variance reporting is provided to the communities to assist in evaluating financial performance to the communities and owners on a monthly basis.

### **Food Service**

Hawthorn Retirement Group coordinates all dietary services for the communities managed. Including but not limited to menus, daily dietary services, vendor contracts, safety systems and cost control systems. A regional chef is assigned to each community to provide education, oversight and training as necessary.

### **Human Resources Services**

Hawthorn Retirement Group coordinates human resources functions for the communities managed, including all employee benefits, workers' compensation claims, and formal employee complaints. The Hawthorn staff is available to assist with employee recruitment, retention and counseling, as well as, to coordinate and implement the employee orientation and continuing education components of the Hawthorn Operating System.

### **Health Services**

Hawthorn Retirement Group offers extensive health services support to the communities managed. The Hawthorn health services staff is available to advise and assist with education and training of all licensed nurses, medication assistants and resident assistants on staff. Additionally, Health Services will coordinate and implement the effective use of all health services components of the Hawthorn Operating System.

### **Maintenance Services**

Hawthorn Retirement Group coordinates all maintenance services for the communities managed. This includes all issues regarding landscaping, sprinkler systems, pest elimination, snow removal, elevators, HVAC, emergency light systems, smoke detectors, paint, carpet, tile, cabinets, and vehicles.

**Management Services**

**Marketing Services**

Hawthorn Retirement Group offers comprehensive marketing services to the communities managed; including advertising, promotional brochures, development, utilization and implementation of marketing plans. Director of Marketing and the Regional Manager for the community are available to coordinate all marketing components of the Hawthorn Management Operating System.

**Regional Manager Services**

Hawthorn Retirement Group provides a Regional Manager to each community managed. Regional Manager conducts site visits on a routine basis and also is available 24 hours a day, seven days a week for telephone consultation. RM works closely with the Community Manager or Administrator to focus on revenue, expense, marketing, quality assurance, and resident satisfaction issues.

**Regulatory Compliance Services**

Hawthorn Retirement Group offers extensive assistance and oversight to insure compliance with federal and state rules, regulations, codes, and statutes for communities managed. The Hawthorn Operating System is state specific with respect to policies and procedures required in each state. Facility licensure, both initial or renewal is coordinated by Hawthorn. Also, assistance is provided to communities preparing for annual or other routine inspections by regulatory agencies. Any necessary or required response to these inspections is coordinated by Hawthorn...

**Risk Management Services**

Hawthorn Retirement Group coordinates all risk management services to communities managed.

## **Harvest Development LLC**

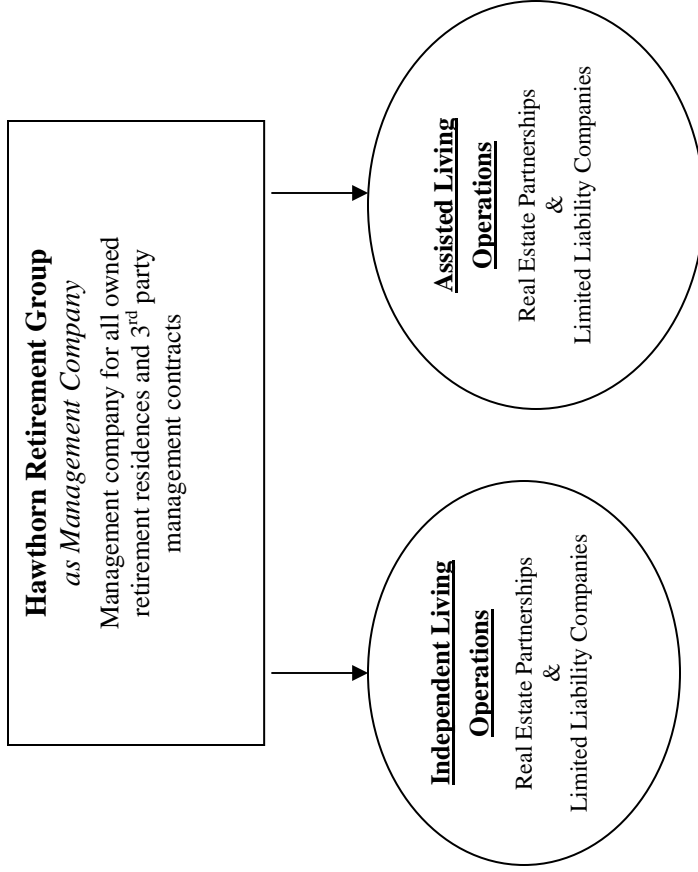
Harvest Development LLC (“Harvest”) was formed in 2007 following the sale of Holiday Retirement Corp. to manage their joint venture opportunities with the new Holiday, as well as, to provide a vehicle for other real estate related activities of the principals.

- Harvest is the successor to Colson & Colson Construction Co. (C&C) as the development and holding company for the key principals’ various ownership interests. With over 40 years history, C&C has successfully developed and constructed approximately 300 retirement residences throughout North America.
- Harvest is led by Norm Brenden (President) and Pat Kennedy (CEO), two of the former principals of Holiday Retirement/Colson et al group.
- Mr. Brenden served as the Executive Vice President and CFO at various times with the original Holiday and was instrumental in Holiday’s portfolio growth to over 330 communities leading up to the sale. He is responsible for all real estate related activities at Harvest Development LLC and Hawthorns Retirement Group including the coordination of construction, development and equity investments.
- Mr. Kennedy has an extensive legal background in structuring business transactions and reorganizations. While being responsible for the original Holiday’s International operations, he also served as the interim CEO of Alterra Healthcare Corporation from November 2001 to November 2003. Guiding the company through a financial restructuring. Mr. Kennedy is responsible for the relationship management of the new Holiday Retirement group, overseas development and entity formation activities of Harvest.
- Harvest’s mission is to continue to develop and construct new retirement communities, which are owned by separate partnerships or limited liability companies controlled by the principals of the company.
- Colson & Colson General Contractor, Inc., (“GC”) the contractor for all new projects developed by Harvest. GC is regularly ranked by Builder Magazine as one of the top 10 multifamily builders in the United States.
- Over their respective careers since the early 1970’s, companies led by the key principals have either built or acquired numerous senior housing communities representing more than \$6.0 billion in value.

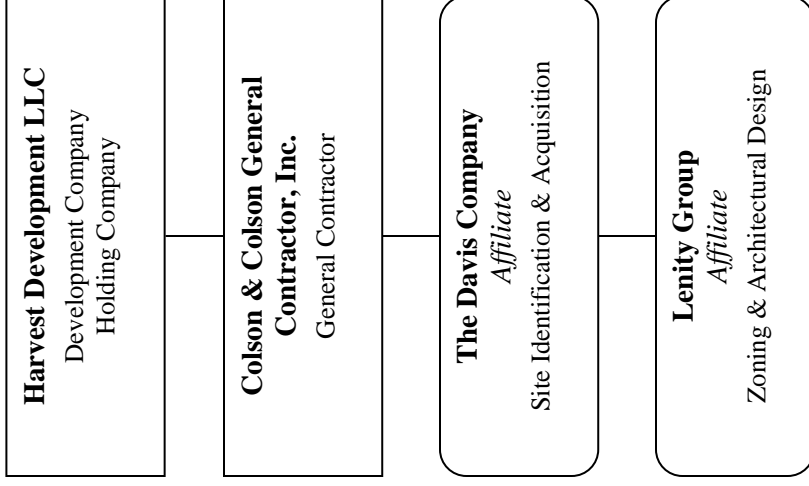


**Related Entities**

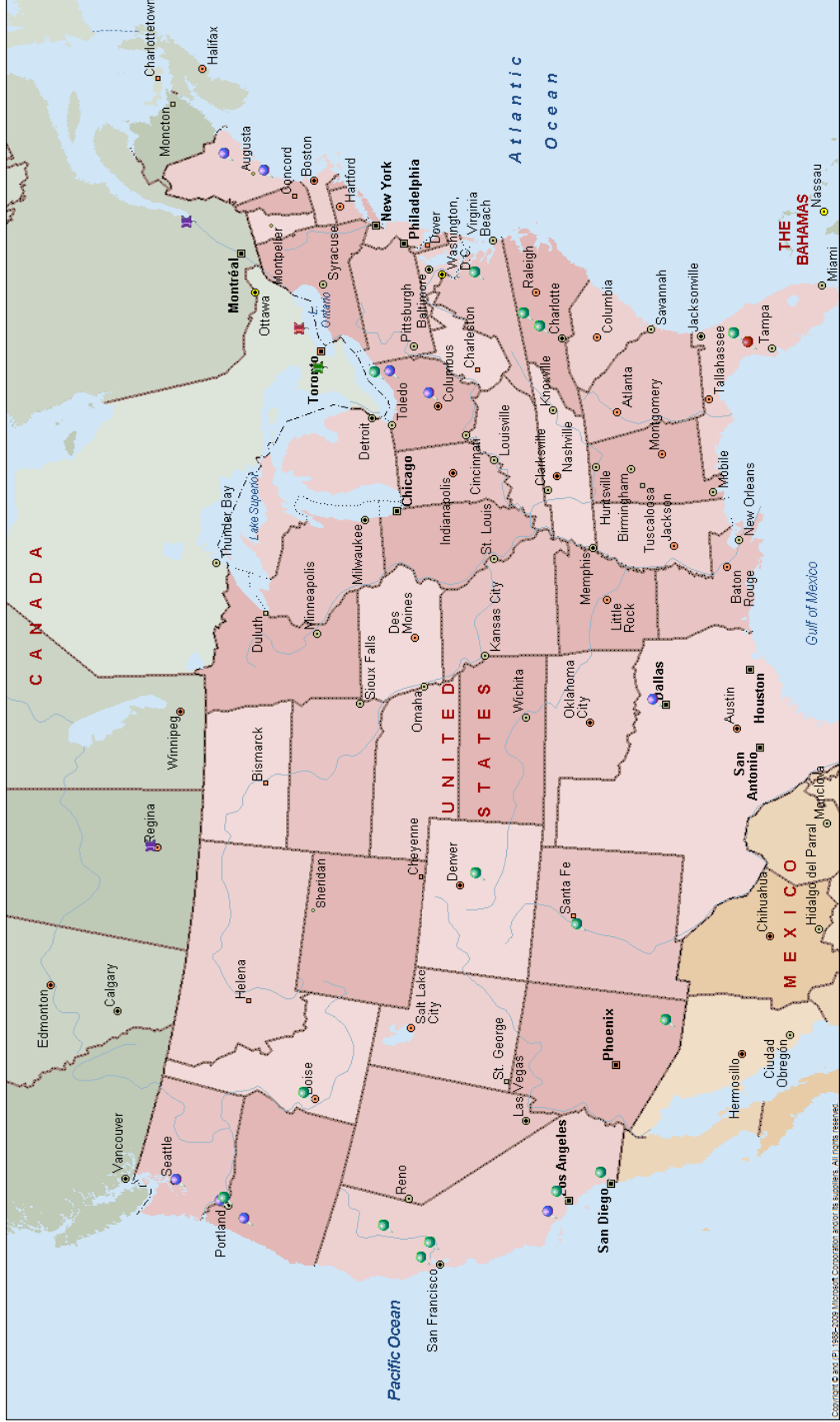
**Management Entity**



**Building and Development Entities**



**Community Location Map**

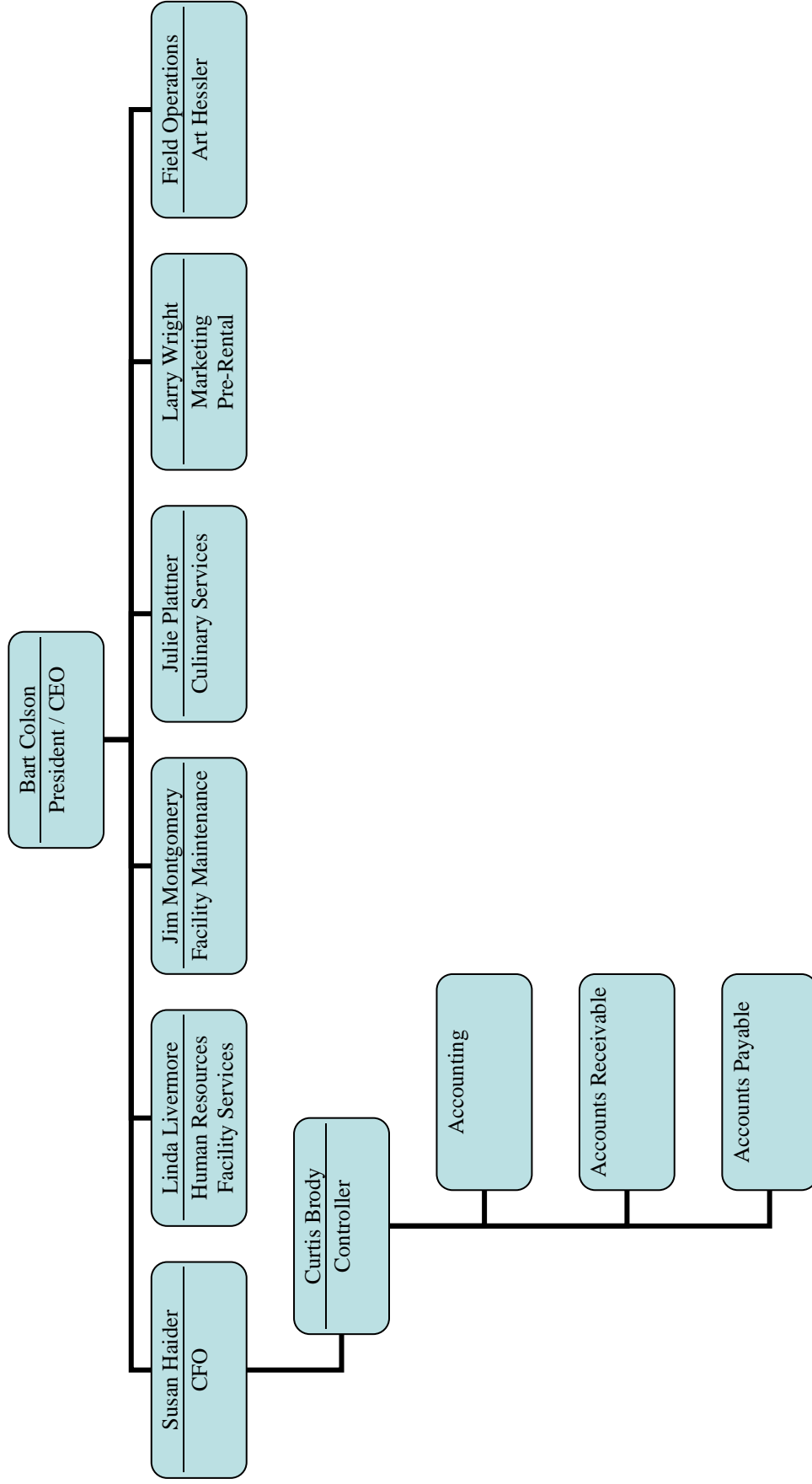


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**Community Listing**

UNITED STATES	
<b>ARIZONA (1)</b> Mountain View Gardens	Sierra Vista, AZ
<b>CALIFORNIA (6)</b> Deer Park Feather Canyon Palms At Bonaventure AL & MC Quail Lodge Scholl Canyon Estates Waterford Terrace	Novato, CA Paradise, CA Ventura, CA Antioch, CA Glendale, CA La Mesa, CA
<b>COLORADO (1)</b> Summit Glen	Colorado Springs, CO
<b>FLORIDA (2)</b> Salishan (Under Construction) Steeplechase	Spring Hill, FL Oxford, FL
<b>IDAHO (1)</b> Salmon Creek	Boise, ID
<b>MAINE (2)</b> Birchwoods At Canco Assisted Living Winterberry Heights AL & MC	Portland, ME Bangor, ME
<b>NEW MEXICO (1)</b> Paloma Landing	Albuquerque, NM
<b>NORTH CAROLINA (2)</b> Oak Park Carolina Estates	Salisbury, NC Greensboro, NC
<b>OHIO (3)</b> Mulberry Gardens Retirement & Assisted Living Amber Park Assisted Living Parker Place	Munroe Falls, OH Pickerington, OH Mentor, OH
<b>26 PROPERTIES IN 13 STATES</b>	
<b>CANADA</b>	
<b>QUEBEC (1)</b> St. Patrick'S	Quebec City, QC
<b>ONTARIO (2)</b> Guelph Lake Commons Rosewood Estates (Under Construction)	Guelph, ON Coubourg, ON
<b>SASKATCHEWAN (1)</b> Victoria Park Personal Care Community	Regina, SK
<b>4 PROPERTIES IN 3 PROVINCES</b>	
<b>CANADA</b>	
<b>TOTAL NORTH AMERICA PORTFOLIO - 30 PROPERTIES</b>	
<b>OREGON (4)</b> Edgewood Point Assisted Living Somerset Assisted Living Somerset Lodge Stoneybrook Assisted Living	Beaverton, OR Gladstone, OR Gladstone, OR Corvallis, OR
<b>TEXAS (1)</b> Bentley Manor Assisted Living	Dallas, TX
<b>VIRGINIA (1)</b> Chesterfield Heights	Midlothian, VA
<b>WASHINGTON (1)</b> Charlton Place Assisted Living	Tacoma, WA

**Organizational Chart**



Facility Number	Facility Name	Units	Phone Number	Street	City, State Zip
<b>ARIZONA (4)</b>					
544	DESERT SPRINGS	125	(520) 219-8100	30 WEST LAMBERT LANE	ORO VALLEY, AZ 85737
561	ESTRELLA ESTATES <i>(under construction)</i>	128	(623) 535-9195	14930 WEST WIGWAM BLVD	GOODYEAR, AZ 85395
525	MOUNTAIN VIEW GARDENS	118	(520) 459-1898	3477 RODEO DRIVE	SIERRA VISTA, AZ 85635
542	PEAKS AT SANTA RITA, THE	196	(520) 777-4800	661 W. CALLE TORRES BLANCAS	GREEN VALLEY, AZ 85614
<b>CALIFORNIA (5)</b>					
538	CAMDEN SPRINGS	115	(916) 714-6565	8476 SHELDON ROAD	ELK GROVE, CA 95624
522	FEATHER CANYON	126	(530) 877-2207	5900 CANYON VIEW DRIVE	PARADISE, CA 95969
217	PALMS AT BONAVENTURE ASSISTED LIVING & MEMORY CARE	97	(805) 647-0616	111 NORTH WELLS ROAD	VENTURA, CA 93004
556	PALMS AT LA QUINTA, THE <i>(under construction)</i>	140	(760) 345-0022	45190 SEELEY DRIVE	LA QUINTA, CA 92253
523	SCHOLL CANYON ESTATES	96	(818) 951-3830	1551 E. CHEVY CHASE DRIVE	GLENDALE, CA 91206
<b>COLORADO (1)</b>					
528	SUMMIT GLEN	119	(719) 380-1409	4825 OLD FARM DRIVE	COLORADO SPRINGS, CO 80917
<b>FLORIDA (5)</b>					
548	CARRIAGE HOUSE, THE	130	(352) 330-5987	4680 BELLWETHER LANE	OXFORD, FL 34484
570	CYPRESS SPRINGS <i>(under construction)</i>	136	(941) 366-6870	9085 TOWN CENTER PARKWAY	BRADENTON, FL 34202
557	ORCHARD HEIGHTS	124	(352) 242-2235	3650 SOUTH HIGHWAY 27	CLERMONT, FL 34711
536	SALISHAN	118	(352) 263-2300	191 ASTAIRE LANE	SPRING HILL, FL 34609
534	STEEPLECHASE RETIREMENT RESIDENCE	118	(352) 259-0493	12029 COUNTY ROAD 103	OXFORD, FL 34484
<b>GEORGIA (2)</b>					
559	ASHWOOD MEADOWS <i>(under construction)</i>	126	(770) 476-4429	11190 MEDLOCK BRIDGE ROAD	JOHNS CREEK, GA 30097
547	COTTONWOOD ESTATES	118	(678) 242-0334	255 VAUGHAN DRIVE	ALPHARETTA, GA 30009
<b>IDAHO (1)</b>					
531	SALMON CREEK	118	(208) 938-5529	4890 N CLOVERDALE ROAD	BOISE, ID 83713
<b>INDIANA (1)</b>					
555	NORTHRIDGE	124	(317) 776-1980	14532 ALLISONVILLE ROAD	FISHERS, IN 46038
<b>KANSAS (1)</b>					
541	MEADOWLARK ESTATES	124	(785) 842-2400	4430 BAUER FARM DRIVE	LAWRENCE, KS 66049
<b>MAINE (2)</b>					
214	BIRCHWOODS AT CANCO ASSISTED LIVING	84	(207) 772-1080	86 HOLIDAY DRIVE	PORTLAND, ME 04103
219	WINTERBERRY HEIGHTS ASSISTED LIVING & MEMORY CARE	92	(207) 942-6002	932 OHIO STREET	BANGOR, ME 04401
<b>MASSACHUSETTS (4)</b>					
540	COLONIAL GARDENS	173	(978) 922-1203	105 CHERRY HILL DRIVE	BEVERLY, MA 01915
564	HEATHERWOOD <i>(under construction)</i>	126	(978) 851-2063	1624 MAIN STREET	TEWKSBURY, MA 01876
551	HIGHLANDS, THE	124	(508) 898-3000	129 E MAIN STREET	WESTBOROUGH, MA 01581
567	MAGNOLIA HEIGHTS <i>(under construction)</i>	136	(757) 312-0003	485 EAST CENTRAL STREET	FRANKLIN, MA 02038

Facility Number	Facility Name	Units	Phone Number	Street	City, State Zip
<b>NEW MEXICO (2)</b>					
524	PALOMA LANDING	118	(505) 243-1979	8301 PALOMAS AVENUE NE	ALBUQUERQUE, NM 87109
549	RIO GRANDE, THE	131	(505) 994-2800	2331 WESTSIDE BLVD SE	RIO RANCHO, NM 87124
<b>NORTH CAROLINA (5)</b>					
539	BELLA VISTA	120	(828) 255-8255	55 PINEY MOUNTAIN DRIVE	ASHEVILLE, NC 28805
533	CAROLINA ESTATES	118	(336) 282-6133	4434 OLD BATTLEGROUND ROAD	GREENSBORO, NC 27410
529	OAK PARK RETIREMENT	118	(704) 636-4600	548 WHITE OAKS DRIVE	SALISBURY, NC 28147
537	SOUTHERN PINES	124	(910) 692-3367	205 SE SERVICE ROAD	SOUTHERN PINES, NC 28387
553	WHISPERING PINES	118	(919) 870-0222	7501 LEAD MINE ROAD	RALEIGH, NC 27615
<b>OHIO (3)</b>					
220	AMBER PARK ASSISTED LIVING	86	(614) 834-3113	401 HILL RD NORTH	PICKERINGTON, OH 43147-0189
210	MULBERRY GARDENS ASSISTED LIVING	86	(330) 634-9919	395 SOUTH MAIN STREET	MUNROE FALLS, OH 44262
530	PARKER PLACE	118	(440) 255-0828	7960 CENTER STREET	MENTOR, OH 44060
<b>OREGON (5)</b>					
207	EDGEWOOD POINT ASSISTED LIVING & MEMORY CARE	79	(503) 671-9474	7733 SW SCHOLLS FERRY ROAD	BEAVERTON, OR 97008
565	GLENMOORE	125	(503) 698-3555	12154 SE 114TH CT	HAPPY VALLEY, OR 97086
202	SOMERSET ASSISTED LIVING	86	(503) 723-7868	8360 CASON ROAD	GLADSTONE, OR 97027
507	SOMERSET LODGE	122	(503) 657-5659	8330 CASON ROAD	GLADSTONE, OR 97027
201	STONEYBROOK ASSISTED LIVING	85	(541) 758-2026	4650 SW HOLLYHOCK CIRCLE	CORVALLIS, OR 97333
<b>PENNSYLVANIA (1)</b>					
546	STERLING HEIGHTS	133	(610) 868-4600	3500 FAIRVIEW STREET	BETHLEHEM, PA 18017
<b>SOUTH CAROLINA (1)</b>					
543	SUMMERVILLE ESTATES	124	(843) 873-3337	704 CENTRAL AVENUE	SUMMERVILLE, SC 29483
<b>TEXAS (4)</b>					
206	ACADIA ASSISTED LIVING	88	(972) 247-2266	3344 FOREST LANE	DALLAS, TX 75234
550	LIBERTY HEIGHTS	118	(972) 722-5129	963 WEST YELLOW JACKET LANE	ROCKWALL, TX 75087
560	OAKS, THE	136	(512) 863-7788	3720 WILLIAMS DRIVE	GEORGETOWN, TX 78628
552	PIONEER RIDGE	126	(972) 547-6800	7210 LINKSIDE POINT DRIVE	MCKINNEY, TX 75071
<b>VIRGINIA (1)</b>					
532	CHESTERFIELD HEIGHTS	118	(804) 379-2768	901 MADRONA STREET	MIDLOTHIAN, VA 23114
<b>ONTARIO (4)</b>					
554	CEDARVIEW	124	(519) 602-0282	511 FINKLE STREET	WOODSTOCK, ON N4V 0C4
527	GUELPH LAKE COMMONS	123	(519) 780-5253	520 VICTORIA ROAD NORTH	GUELPH, ON N1E 0E6
545	HERITAGE MEADOWS	128	(519) 620-9999	208 HESPELER ROAD	CAMBRIDGE, ON N1R 0A5
535	ROSEWOOD ESTATES	118	(905) 373-5000	255 DENSMORE ROAD	COBOURG, ON K9A 0E5
<b>SASKATCHEWAN (1)</b>					
218	VICTORIA PARK PERSONAL CARE COMMUNITY	81	(306) 522-4300	2400 E ARENS ROAD	REGINA, SK S4V 3G6



# An Introduction





## What Sets Us Apart?

### Approach

Our approach to project delivery provides a single point of contact, responsive scheduling and cost efficiency.

### Reputation

Sebago Technics is recognized as a firm that excels in the permitting of projects through experienced knowledge and excellent reputation.

### Ownership

Employee ownership results in improved responsiveness, commitment and accountability throughout the organization.

### Quality

Our designs, graphics and plans are subject to rigorous quality standards and review which results in clear, effective documents.

### Innovation

Sebago Technics' design professionals employ the latest engineering and technological methods to develop practical, cost-effective solutions.

### Results

Sebago Technics' resources and experience combined with our project team approach provide the capacity to meet client needs and deliver results.



Founded in 1981, Sebago Technics, Inc. is a consulting firm of more than fifty design professionals and technical staff providing services throughout New England. From the start, our business plan was simple: "to provide quality, cost-effective civil engineering services that are responsive to a customer's goals, schedule and budget." Our One Company capabilities and resources provide clients with experience and solutions to respond to their planning, permitting and design needs. Guided by integrity, experience and teamwork we understand that we can only succeed when quality, responsive and cost-effective service is provided to our customers.

## At a Glance:

**Year Established: 1981**  
(Employee Owned Since 1998)

### Licensed & Certified Professionals

- |                               |                                          |
|-------------------------------|------------------------------------------|
| Professional Engineers        | Registered Landscape Architects          |
| Certified Flood Plain Manager | Licensed Soil Scientist                  |
| Certified Wetland Scientist   | Subsurface Disposal Systems Designers    |
| DOT Project Administrators    | Erosion Control, Sedimentation &         |
| LEED Accredited Professionals | Stormwater Inspectors                    |
| Professional Land Surveyors   | Professional Traffic Operations Engineer |





We provide engineering, planning, surveying and environmental services to companies, developers, land owners and the public sector for customers and projects, both large and small. Our experience includes projects in commercial, industrial, retail, residential, recreation, utility and government sectors. We meet our client needs through an efficient and effective delivery system providing clients a single point of contact. Our approach combined with our expertise and services allows us to meet the needs of our customers within One Company.

Nearly every project requires some level of regulatory permitting and public process. Sebago Technics excels in these areas. The nature of our work enables us to remain current on the latest regulations and forge important relationships with regulatory and enforcement personnel in governments and agencies throughout the region. Our project managers and technicians are experienced with the requirements and processes of various federal, regional, state and municipal authorities. We work diligently and proactively in pursuit of permits and approvals striving to balance compliance with our clients' needs and interests.

Clients rely on Sebago Technics to guide their projects through design, permitting and construction processes utilizing either traditional or design-build delivery. Our licensed professionals remain current in the latest engineering practices and are certified in LEED, Erosion, Sedimentation and Stormwater Control & Inspection, Wetlands, Soils, Septic Design, and Traffic Operations. Our One Company range of services and expertise allows us to assist projects from concept through construction.

As a 100% employee owned company our employees set us apart through commitment and integrity. Our team-based approach to services provides each client with the expertise and input of multiple disciplines. Whether an engineer, surveyor, landscape architect or environmental scientist each project benefits from the perspective and skills of varied professionals. The combined experience and knowledge, under one roof, benefits each project and customer for a better result.

## General Services

- Land Surveying
- Site and Civil Engineering
- Transportation/Traffic Engineering
- Landscape Architecture
- Environmental Engineering
- Natural Resources and Soils Science
- Permitting (Local/State/Federal)
- Construction Services
- GIS & Mapping



Civil Engineering is a broad based profession that deals with the design, construction and maintenance of the physical and naturally built environment. Civil and Site Engineering projects may include regulatory permitting at all levels of government, technical studies and evaluations, planning and implementation, feasibility assessments, stormwater modeling, infrastructure design, site and subdivision planning/design. Often, the Civil Engineer will take the lead on a project coordinating other disciplines such as environmental, geotechnical, survey and transportation components that comprise a complete project approach.

From the beginning, Sebago Technics, Inc. has focused on offering a broad range of Civil Engineering services to the public and private sector. Our diverse Civil Engineering staff provides customers the experience and expertise to evaluate, design and permit projects covering a broad spectrum. As technology advances and regulatory processes evolve, our Civil Engineering staff has remained flexible and adaptive with a focus on customer service. Our Civil Engineers work together in teams of experienced professionals to assist customers on a variety of projects. Our staff works with customers from inception to completion to plan, design, permit and construct projects. Throughout a project, we strive to be attentive to the customer's goals and seek solutions that are cost-effective and responsive to regulatory requirements.

- **Fort Meade**
- **Department of Defense, MD**
- Masterplanning for the 500-Acre, Ft. Meade housing development including civil design for Phase I consisting of 1,000 new homes, 330 acres, and 9 miles of roadway and supporting infrastructure.
- **Eastern Manufacturing Facility**
- **Brewer, ME**
- Civil Engineering, permitting and transportation planning for a \$19 million site redevelopment for fabricated assembled modular industrial structures for shipment via rail, barge and highway throughout the United States.
- **Government & Municipal**
- **General Engineering Services**
- Sebago Technics has a long history of ID/IQ delivery of services to municipalities and government agencies.
- **U.S.P.S. Distribution Center Expansion**
- **North Reading, MA**
- Civil Engineering, Regulatory permitting and Traffic Impact Assessment for 140,000 s.f. (design-build) expansion of an existing postal facility.
- **Exit 3, I-295**
- **South Portland, ME**
- \$6.5 million redesign of existing interchange to expand capacity and eliminate 3 High Crash Locations.
- **Municipal Streets**
- **Portland, ME**
- Redesign of 16 arterial and collector streets, including storm sewer separation, totaling more than 4 miles in length as part of the City's CSO program.



Survey is a fundamental component required by almost every project. We believe maintaining a qualified in-house staff of survey professionals and technicians provides enhanced project coordination and responsive customer service. With one of the largest survey staffs in Maine, we are able to respond promptly to client and project needs. We can produce multiple survey crews on any given day with state of the art technical equipment including, high definition laser scanner, GPS systems, robotic instruments, total stations and technical support. Sebago maintains our own GPS base station allowing us to complete real time kinematic GPS within a supporting network. Data collected in the field is processed electronically by survey technicians and professional land surveyors to produce quality final products whether it is a stand alone survey plan or engineering data to be used in design and construction.

- **Cutler Naval Communications Facility**
- **Cutler, ME**
- Boundary and Existing Conditions Survey using aerial mapping for Naval Facility along the coast of Maine.
- **Brunswick Naval Air Station**
- **Brunswick, ME**
- Boundary Survey of Base perimeter and supporting Existing Conditions survey for Base projects.
- **Remote Terminal Survey**
- **Statewide, ME**
- Boundary survey, existing conditions surveys and topographic surveys on hundreds of Remote Terminal sites. Site design, civil engineering and landscape design were a few of the services performed on the sites. In addition, we performed the site selection, property owner negotiation and represented the utility company before municipal/state agencies.
- **Maine Medical Center**
- **Multiple Locations, ME**
- Boundary, Existing Conditions, Construction Layout and As-Built Surveys for multiple campus and single facility locations throughout Maine. Including a recently completed As-built survey of the entire Bramhall Campus consisting of several city blocks within Portland, Maine.
- **GPS Mapping – Maine Superfund Sites**
- **Statewide, ME**
- Created maps of all locations identified on the Maine Department of Environmental Protection's Uncontrolled Site Program List. A 2,500 foot radius was mapped to identify all properties within 2,500 feet of the published Superfund Sites for all easements or transfer or real property.



Landscape Architecture was integrated into Sebago Technics' practice in 1988, bringing a creative design focus to the company and complimenting its civil engineering capability. Landscape architects lead the design effort on all projects, working closely with our natural resource scientists and engineers. We listen closely to the needs of our clients, their goals for each project, and strive to accomplish their objectives, accounting for the environmental and regulatory constraints affecting each project.

Having practiced throughout the United States and overseas, observing regional and international design vocabulary, we bring diverse knowledge to each project. Our landscape architects focus on innovative design practices yet remain grounded by a strong technical knowledge that produces cost effective, constructible solutions. A high standard of quality is our trademark.

As LEED Accredited Professionals we are committed to the principles of sustainable design practices. Embracing technology, we believe people understand design in a visual context and continue to reflect our designs with quality graphic communication.

- **LL Bean Flagship Campus**

- **Freeport, ME**

- Masterplanning, site design and landscape architecture for three building expansions at the Freeport Campus, including LEED certification and branding of the LL Bean image using native materials and site detailing.

- **Waterfront City Park**

- **Gardiner, ME**

- Transformation of a former industrial waterfront into an expansive green, riverfront boardwalk, visitor center and natural amphitheatre along the Kennebec River, including park access gateways and connectivity to adjacent historic downtown area.

- **Portsmouth Public Library**

- **Portsmouth, NH**

- Site design and landscape architecture for civic library building and site within Portsmouth's historic waterfront district; this project features extensive brick and granite site paving, native plant materials and was awarded LEED Silver accreditation.

- **Maine Medical Center**

- **Portland, ME**

- Masterplanning, site design and landscape architecture for a state of the art birthing center expansion, eight level parking garage, central utility plant, Lifeflight helipad and associated site improvements.

- **PD Merrill Marine Gateway**

- **Portland, ME**

- Situated at the eastern terminus of the Veteran's Memorial Bridge, this public park will feature two major pieces of sculpture, and is designed within the context of the marine heritage of Portland's working waterfront.



At Sebago Technics; our Environmental Engineers and Technical Staff provide its customers with planning, assessments, designing, project management and permit acquisition for a variety of projects. Our experienced team assists with the design of municipal and private water, wastewater, and stormwater conveyance systems. Sebago Technics has completed miles of sewer separation projects, designed sanitary pump stations and solid waste facilities. We also support both businesses and land owners in the completion of Environmental Site Assessments (ESA's) and remediation prior to land transfers or project development.

Sebago Technics offers Phase I & II site assessment services to characterize and quantify site contamination for future site remediation. Sebago Technics has successfully guided numerous properties through the Maine Department of Environmental Protection's Voluntary Response Action Program (VRAP). This process includes timely and cost effective Phase I & II assessments which are typically completed in conjunction with property redevelopment.

With a well respected Environmental Staff, we are known in the industry for high intensity soil surveys, wetland delineations and vernal pool surveys for development prospects. Our licensed Site Evaluators and Engineers work together to design our client's subsurface wastewater disposal systems; and are able to do so for both small and large engineered systems which include local and state permits.

- **Maine Coast Heritage Trust**
- **Natural Resource Inventories**
- **Islands and Coastal Properties**
- **North Haven to Mount Desert Island**
- Natural resource field mapping of a variety of natural resources, particularly vegetation habitat communities, on 11 different preserves owned by Maine Coast Heritage Trust, and publishing the data in ArcGIS
- **City of Portland, ME**
- Hydrology and FEMA flood plain analysis, mapping and permitting.
- **Turner Farm Restoration**
- **North Haven, ME**
- Inventory of natural resources on 260 acres of land. Delineation, classification, and GPS location of the wetlands was performed. Class 'B' High Intensity Soil Survey was prepared to classify all soils on the property. A wetlands map, a soils map, and natural resources report were final deliverables.
- **Freeport Village Station**
- **Freeport, ME**
- Sebago Technics conducted Phase II remediation in conjunction with the site's application to the Maine Department of Environmental Protection (MDEP) Voluntary Response Action Program (VRAP). Working closely with the developer and the MDEP, coordinated the most cost-effective and permanent solutions to remediate the site in concert with the construction schedule.



We approach planning much as we do all opportunities; with pragmatism and creativity. Combining site specific information (such as topography, natural resources, and existing development on site), with regulatory criteria, and local ordinance requirements we work to create conceptual and long term master plans that move our client's vision to reality.

Every great land development project needs a solid plan as the foundation. Without this crucial piece of design, sites never realize their true potential and become victim to an ad-hoc style of development, wedging uses together, creating poor internal site circulation and wasted space within the development as well as reduced income potential for land owners.

During the planning process we meet with local, state and federal regulators to ensure the design not only fits the site and the restrictions but to identify potential red flags from a permitting perspective early in the planning process. This is extremely important to both budget and timeline. Understanding the regulatory obstacles at the outset allows for simplified navigation throughout the permitting and development process.

- **Unum Provident Headquarters**
- **Portland, ME**

- Masterplanning and landscape architecture for Unum Provident Home Office III, the largest office building in Maine, together with a three level parking structure with 1200 parking spaces and employee amenities including walking pathways constructed with porous paving materials.

- **LL Bean Order Fulfillment Center**
- **Freeport, ME**

- Site planning and permitting for 1.2 million square feet of warehousing and distribution space, employee parking and site amenities on a 72 acre campus in Freeport. This facility processes and ships every order from LL Bean to customers worldwide.

- **Central Maine Medical Center**
- **Lewiston, ME**

- Site design to accommodate a major expansion and new emergency department at Central Maine Medical Center, including arrival and visitor drop off areas, ambulance service arrival bays, visitor parking and related site features.

- **Edward T. Gignoux Federal Courthouse**
- **Portland, ME**

- Streetscape and site planning for the \$20 million renovation of this federal facility, located in Portland's civic district. Site materials selected reflect the institutional nature of the courthouse, instilling a character of authority and permanence.



The site alternatives and selection process is often an evolutionary one that begins with defining the project needs and objectives. Over the past 25 plus years Sebago Technics, Inc. has participated in site selection process and permitting for projects ranging in size and complexity. While there are commonalities in the process, no two projects are exactly the same. As a result, we apply our knowledge and depth of experience to develop specific solutions to each and every project.

We have gained a tremendous amount of experience over the years with permitting projects in many regulatory environments. In the development of a design we strive to anticipate the regulatory issues and address them in the design process so that they do not become obstacles later in the process. When considering alternative sites or alternative site designs we are able to quickly summarize the permitting considerations as well as the cost and performance considerations.

When it comes to permitting we have had a great deal of experience with the Maine Department of Environmental Protection (MDEP) and the Army Corps of Engineers (ACOE). We have developed working relationships with the project analysts at the MDEP and the ACOE and as a result have been able to get projects through the permitting process with successful outcomes for our clients.

- **Maine Crossing**
- **South Portland, ME**
- Site evaluations and investigation to develop a 13 acre wetland mitigation area responsive to project impacts including permitting through the Maine DEP, USACE and EPA.
- **Cliff Island and Cushing Barge Landings**
- **City of Portland, ME**
- Sebago Technics, Inc. assisted the City of Portland with natural resource assessments and permitting for two municipal barge landings.
- Multiple regulatory permits and coordination were required to include the Harbor Commission, Submerged Lands lease, Maine DEP, USACE, Department of Marine Resources, Inland Fisheries and Wildlife, City of Portland Flood Plain and Shoreland Zoning permits.
- **International Jetport (GA) Facility**
- **Portland, ME**
- Planning and Design of a 7 acre General Aviation Facility required preparation of comprehensive permit application for the Maine DEP Site Location of Development Act, Federal Aviation Administration (FAA) and City of South Portland for a new major development project.
- **Eastern Fine Paper Redevelopment**
- **Brewer, ME**
- Engineering and permitting for redevelopment of a 39 acre manufacturing site. Permitting was extensive and fast-tracked to include City of Brewer approvals, Maine DEP Site Location of Development Act and Natural Resources Protection Act permits, Submerged Lands lease USACOE permitting, Maine Department of Transportation coordination, Beneficial Use permit for dredging and coordination with multiple agencies (Historic Preservation Office, Dept. of Marine Resources, Inland Fisheries & Wildlife).

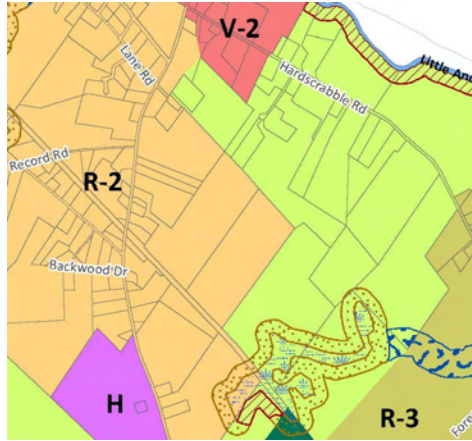


The Design-Build process offers a coordinated team approach to the planning, design and construction of a Project. Sebago Technics, Inc. has successfully participated on a wide variety of Design-Build projects. Our success is a function of an open working relationship committed to customer service, innovation balanced by practicality and the timely delivery of services.

Sebago Technics, Inc. has participated in a wide range of design-build projects throughout Maine and New England. We have partnered with national and local teams for transportation and site development projects focused on government and private/public projects. At the federal level we have successfully completed large scale military housing, infrastructure and facility support projects along with postal services expansions and new facilities. Our broad design-build experience also includes unique private-public partnerships including wind generation and site redevelopment projects. Sebago Technics, Inc. successfully participated in Maine's first large scale Island wind generation project on Vinal Haven Island. We also participated in a fast-tracked private-public partnership of a Brownfield's site in Brewer, Maine. The project included substantial permitting and agency coordination to accommodate a new modular construction facility. Our experienced team of professionals understands the design-build process, importance of strong partnerships and the delivery of quality services focused on the customer.

- 72 Unit Family Housing, Phase I  
Brunswick Naval Air Station, Brunswick, ME
- Bachelor Enlisted Quarters (BEQs)  
Brunswick Naval Air Station, Brunswick, ME
- Brunswick Gardens Sewer Realignment  
Brunswick Naval Air Station, Brunswick, ME
- 50-Unit Navy Lodge, Naval Station  
Newport, RI
- Naval Exchange Addition, Naval Station  
Newport, RI
- Naval Submarine Base  
New London, Groton, CT
- 126 Unit Family Housing, Phase II  
Brunswick Naval Air Station, Brunswick, ME
- U.S.P.S. Flat Sequencing System Expansion  
North Reading, MA
- U.S. Postal Service Distribution Center  
Scarborough, ME
- Picerne Military Housing, Fort Meade  
Fort Meade, MD
- Killock Pond Road  
Hollis, ME
- Fox Island Wind Power Project  
Vinal Haven, ME  
(Partnership with Cianbro Corporation)





GIS is a set of technologies and software tools that enable maps to be made from geospatial data as well as other data sets, such as tabular information in tables and databases. The data is visualized in the form of a map or other graphical expression of location.

The days of approximate GIS mapping is giving way in many quarters to more accurate and formally constructed maps which can be available for use at various scales, through multiple software platforms, and can be utilized on multiple devices. Additionally, the data is coordinated and registered to one another and other critical data layers to create tightly integrated municipal mapping collections. For instance, zoning and shoreland zoning map layers can be created that will accurately agree with parcel data and orthoimagery collected over many years as part of larger state/regional orthoimagery projects. The data can be available locally for town staff use as well as in hosted, public facing web mapping applications for the staff and public to access. Data which is more reliable and accurate can also be more economical in the long run as it is used to support municipal staff decision making. Activities in planning, code enforcement, assessment, public works, and economic development all can benefit from more reliable and accurate data that agrees well.

Our team can work with all of today's mapping technologies to deliver superior spatial services to public and private clients. Through the use of today's spatial data sources like real time GPS (sub-meter and survey-grade), photogrammetry, orthoimagery, LIDAR, remote sensing, web mapping services (WMS), and mobile mapping we have been able to build and maintain geospatial datasets for local and state government throughout Maine and New England. Our staff is also involved with many state/regional projects such as orthoimagery acquisition and can help town staff navigate through what may be of benefit locally to town specific matters.

- **Raymond GIS Services**
- **Raymond, ME**

- Annual maintenance of core GIS data such as tax maps, zoning map, shoreland zoning map, pavement management CIP maps, and various other on call GIS related projects in support of Town staff. Additionally we have assisted in the resolution of town boundary related mapping issues.

- **Poland Zoning Map Maintenance**
- **Poland, ME**

- Restructuring an existing municipal zoning map to incorporate a higher degree of spatial accuracy along the water's edge for shoreland zoning and modifying the spatial dataset to represent both overlay zones as well as general zone classes.

- **South Portland Storm Sewer Inventory Project**
- **South Portland, ME**

- Capture of centimeter level (survey-grade) GPS elevations for a large municipal storm sewer system and the verification of pipe connections from structure to structure. The data was delivered to the client in an edited version of their own geodatabase to update storm sewer mapping and serve as the basis for a storm water modeling exercise.

- **Hart Brook Sanitary & Storm Sewer Mapping**
- **Lewiston, ME**

- Capture of centimeter level (survey-grade) GPS elevations for an impaired municipal watershed and the verification of pipe connections from structure to structure. The data was delivered to the client in a geodatabase designed relate to their existing wastewater geodatabase and serve as the basis for updates to their existing mapping in-house.

- **Kittery Shorezone Mapping Project**
- **Kittery, ME**

- Used LIDAR collected at low tide to map the intertidal zone for all of Kittery's coastline to assist town staff in shoreland zoning issues and parcel mapping efforts being conduct in-house. Also created multiple high water lines to assist with changing shoreland zoning needs due to annual tidal variations.

## Civil Engineering

Site Plans  
Grading & Drainage Design  
Utility Design (Water, Sewer)  
Stormwater Management  
Permitting (Local, State & Federal)  
Quarry/Gravel Pit Studies & Permitting  
Technical Review  
Construction Inspection

## Environmental Engineering

NRPA/NEPA Studies  
Site Assessments (ESAs, VRAPs)  
Septic Design & Analysis  
Floodplain Studies & Permitting

## Transportation Engineering

Signal Analysis, Design & Management  
Traffic Analysis & Permitting  
Intersection, Road & Highway Design  
Alternatives Analysis & Route Design

## Landscape Architecture

Conceptual & Site Design  
Park & Public Space Design  
Urban Design  
Master and Campus Planning  
Waterfront Planning  
Planting Design

## Land Surveying

Boundary & Topographic Survey  
High Definition 3D Laser Scanning  
Subdivisions  
GPS Survey & Mapping  
Construction Layout  
As-Built Survey  
Deed Research  
GIS Mapping

## Soil Sciences

Soil Surveys & Testing  
Wetland Assessment & Permitting  
Turf Impact Testing  
Vernal Pool Mapping



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William T. Conway, RLA  
Vice President,  
Landscape Architecture



Steven Sawyer, PE  
Vice President,  
Transportation



Chris Branch, PE.  
Regional Manager,  
Lewiston



Patrick Somma  
Vice President,  
Technology



Keith McAlary  
Controller



Steve Doe, RLA, LEED-AP  
Senior Project Manager



Daniel L. Riley, PE  
Senior Project Manager



Shawn M. Frank, PE  
Senior Project Manager



Grant Austin  
Environmental Practice  
Leader



Kylie S. Mason, RLA  
Senior Landscape  
Architect



Gary Fullerton,  
Director,  
Natural Resources



Charles L. Brown, PLS  
Vice President, Field  
Services

## GENERAL SERVICES

### Civil Engineering

- Infrastructure and Site Development
- Regulatory Permitting
- Roadway Engineering and Design
- Development Planning & Feasibility Studies
- Airport Engineering

### Environmental Engineering

- Regulatory Permitting (Local, State & Federal)
- Site Assessments (ESA Phase I, II & III)
- Wastewater & Groundwater Treatment
- Underground Storage Tank Services
- Effluent & Groundwater Modeling/Monitoring
- Wastewater Minimization Studies
- Landfill Closure Plans
- Water Supply & Treatment System Design

### Transportation Engineering

- Corridor Studies
- Traffic Impact/Access Mgmt Analysis
- Traffic Modeling and Simulations
- TSM Evaluations and Design
- TDM Evaluations
- Context Sensitive Highway/Urban Street Design
- Pedestrian & Bike Trail Design
- Traffic Signal System Planning
- Traffic Signal Design & Operations
- Intermodal Facility Planning & Design
- Construction Administration

### Land Surveying

- Technical Deed Research
- Boundary Survey/Topographic Survey
- Land Title Surveys
- Hydrographic Surveys
- Mortgage Inspections
- Construction Layout
- As-Built Record Documentation
- Control of Aerial Photography
- Land Data Acquisition/Land Information Systems

### Landscape Architecture

- Site Selection Studies
- Conceptual & Site Design
- Skate Park Design
- Recreation Facility Design
- Sidewalk & Streetscape Design
- Planting Design
- Irrigation System Design
- Construction Observation & Administration

### Natural Resources

- Medium & High Intensity Soil Surveys
- On-Site Wastewater Disposal
- Systems Design
- HHE-200 Preparation
- Sediment & Erosion Control Plans
- Nutrient Loading & Mitigation Analysis
- Soil Testing
- Wetlands Delineation/Vernal Pools

### Land Planning

- Zoning Analysis/Ordinance Writing
- Demographic Analysis
- Comprehensive Planning
- Contract Zoning
- Grant Writing
- Planning Board Representation

### Artificial Turf Impact Testing

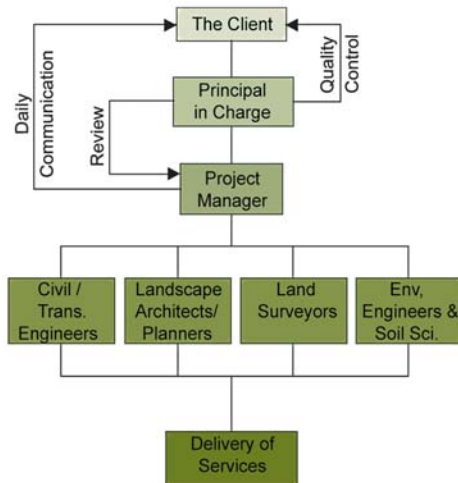
- Municipal Fields
- College Facilities
- Professional Athletic Facilities



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## Project Organization

*Our diversified professional experience provides each client with the specialized knowledge and abilities required for each project. In accordance with our corporate philosophy, the firm offers integrated professional services in the fields of civil, environmental and transportation engineering, soil science, land surveying, planning and landscape architecture.*



Project teams are selected based on our understanding of client objectives, the special technical requirements of the project, and the management skills necessary to coordinate the comprehensive review and approval process. Specific team members are selected for their individual abilities and demonstrated performance on similar projects.

While the firm emphasizes its ability to provide coordinated multi-disciplinary services, each section within the firm practices independently for those clients who may require only certain aspects of our professional service. In some cases, our services may be limited at the outset of a project and more comprehensive as the project progresses. In either case, our multi-disciplinary strength provides a check and balance to each discipline performing services as an independent section of the firm.

A senior member of the firm is assigned responsibility for each client, and fills the position of Principal-in-Charge. A Project Manager is assigned to each project to maintain client communication, and coordinate the diverse technical and administrative aspects of the project. The Project Manager is available daily to meet client needs. With the Principal-in-Charge, the Project Manager selects and assigns technical staff as required by the nature and schedule of the project.

The chart illustrates our corporate structure and details our approach to project organization and management. The professional staff is supported by qualified technicians with the latest in computer technology. Technical software includes AutoCAD, Land Development Desktop and HydroCAD. The ACCI accounting package maintains up to date project costs and detailed reports of time charges and expenses by specific task.