



YOUNG
STRATEGIC VENTURES

The Hadley School Transformation

Natalie Swanstrom
Designated Purchasing Agent/Business Manager
Town of Swampscott
22 Monument Ave.
Swampscott, MA 01907

Dear Natalie Swanstrom,

Kinvarra Capital and Young Strategic Ventures would like to express their interest in transforming the Hadley School into an iconic 60-key luxury hotel. I am a Swampscott resident who has lived here for 5 years. My wife has lived in the area for 30+ years. We are excited to see the town evolve and would love to be stewards of change. We believe creating an iconic boutique luxury hotel could be an incredible business driver for our community and feel like we have a strong pulse on what the market wants. As you will see in our response, our ownership team is youthful and backed investors with more than enough means to ensure our project is well funded. We plan to partner with A players on our construction management team and operational partners.

Our development team consists of:

- A reputable regional construction company which will most likely be Groom Construction or Callahan Construction
- The ownership team which consists of Kinvarra Capital and Young Strategic Ventures both of whom are private equity groups with a focus on real estate investments
- The operator which will be Lark Hospitality

The principals for the purpose of this proposal will be Ryan Wittig and Matthew Moore of Kinvarra Capital. The contact person for future responses to this RFP is
Ryan Wittig
ryan@kinvarracapital.com
617.835.6037

Sincerely,
Ryan Wittig

A handwritten signature in black ink that reads "Ryan Wittig". The signature is fluid and cursive, with the first name "Ryan" and last name "Wittig" clearly distinguishable.

Price Proposal Form

In a separately sealed envelope, the submission must include a completed price proposal form (found in Exhibit G) indicating the proposed dollar amount and payment structure of the lease or sale for the Property.

See attached

Required Documents

Each project proposal must include the following executed documents (see Exhibit H):

- I. Disclosure Statement **See attached**
- II. Certificate of Non-Collusion **See attached**
- III. Tax Compliance Certificate **See attached**
- IV. Statement of Beneficial Interest **See attached**
- V. Certificate of Authority **See attached**

Transmittal Letter

SEE ATTACHED TRANSMITTAL LETTER

Vision for the Proposed Property

We plan to transform the Hadley School into a 60 key luxury hotel with a rooftop bar/restaurant/function space and ground level luxury spa. Most of our rooms are substantially larger than a standard hotel room and we will have 15-16 generously sized suites. We plan to restore and keep both the main building and the annex while modernizing it to create an iconic building that will last another 100 plus years. We want to honor Swampscott's heritage as a seaside fishing village that has a rich history of being a resort destination. We plan to incorporate art & photography from local artists such as Nate Fontes-Fried and Bobby Zee . Our goal is to create a property that can be enjoyed by area residents while also serving as a beacon to draw in travelers coming to the Boston area from around the world.

We plan to create a rooftop restaurant + bar/lounge wrapped in glass and a rooftop deck designed to take in the views from Nahant Bay to Scituate, the Boston skyline, the Blue Hills reservation and beyond. There will be a dramatic glass atrium with a bridge connecting the main building to the annex where we plan to have a flex function space area which will have the capacity to host meetings, bridal showers, birthday parties and other private events. Although we have not identified a restaurant partner at this stage, it is important to us that our restaurant is symbiotic with the existing excellent restaurant options already in place on Humphrey Street. We will offer room service. We plan to serve a robust continental breakfast on the first floor.

In the basement/garden level we plan to create a high-end luxury spa along with a fitness center. The spa will be open to the public for a fee and include amenities such as steam room, sauna, hot tub, cold plunge, float pod, massage services, advanced skin care and medical spa treatments.

We plan to partner with Lark Hotels as our operator. We are partnering with Lark at our 16 room lodging house project in Harvard Sq. They have worked closely with our architect to ensure our plans are optimized for operational efficiency. We will utilize Lark's in-house design firm, Elder & Ash, to bring the Hadley story to life creating a brand that will honor Swampscott's hospitality history putting the town back in the headlines. Attached to this proposal, please find a letter of intent from the founder & owner of Lark Hotels, Rob Blood.

Please find attached our architectural plans which show the re-use of the main building along with an addition to the roof of the main building, a two floor addition above the annex building and a glass atrium with a bridge connecting the two buildings. We will need to utilize the entire open area that currently consists of a baseball field and playground for parking. Based on our analysis, it appears we would have parking for roughly 52-58 vehicles. We would plan to incorporate 22-24 stations for e-vehicle charging.

SUSTAINABLE AND CLIMATE-FRIENDLY DESIGN ELEMENTS

1. ON-SITE PHOTOVOLTAICS FOR BUILDING AND EV CHARGING
2. NATIVE PLANTING THROUGHOUT TYPICAL
3. PERMEABLE PAVERS AND PAVING
4. HIGH PERFORMANCE GLAZING
5. HIGH PERFORMANCE INSULATION/BUILDING ENVELOPE

Just as we want our restaurant to be symbiotic with the surrounding restaurants, we want to have a synergistic partnership with the town of Swampscott. We would like to coordinate closely with the town regarding the plans for the Hawthorne by the Sea/Anthony's Pier 4 redevelopment. We are completely open and flexible to discussing how we can partner with the town to bring business to Swampscott and serve the community.

Preliminary Development Budget and Financing

We've solicited budgetary guidance from both Groom Construction and Callahan Construction. Representatives from Groom toured the building with us and have a good feel for what it would take to re-purpose the building. One significant item to note, based on their knowledge of the building and rehabbing other schools from this era, there will be significant remediation costs associated with removing asbestos from the building. They estimate it will be somewhere between \$850,000-1,100,000.

Based on their understandings of our design intent Callahan gave a range of construction costs between \$19 Million and \$24 Million. Groom was also in this same range and maybe higher with the full cost of the restaurant build out in consideration. We are running our proforma based off a construction cost of \$20,000,000 plus remediation and will work with our selected building partner to engineer to this cost. Please find attached separately the Callahan Construction budgetary estimate as well the Dave Groom's project narrative.

Due Diligence

Prior to finalizing our agreement we will need a 90 day due diligence period to fully assess the environmental issues that will need to be remediated as well as a structural study of the buildings. We will also utilize this time to

General Company Information and Experience

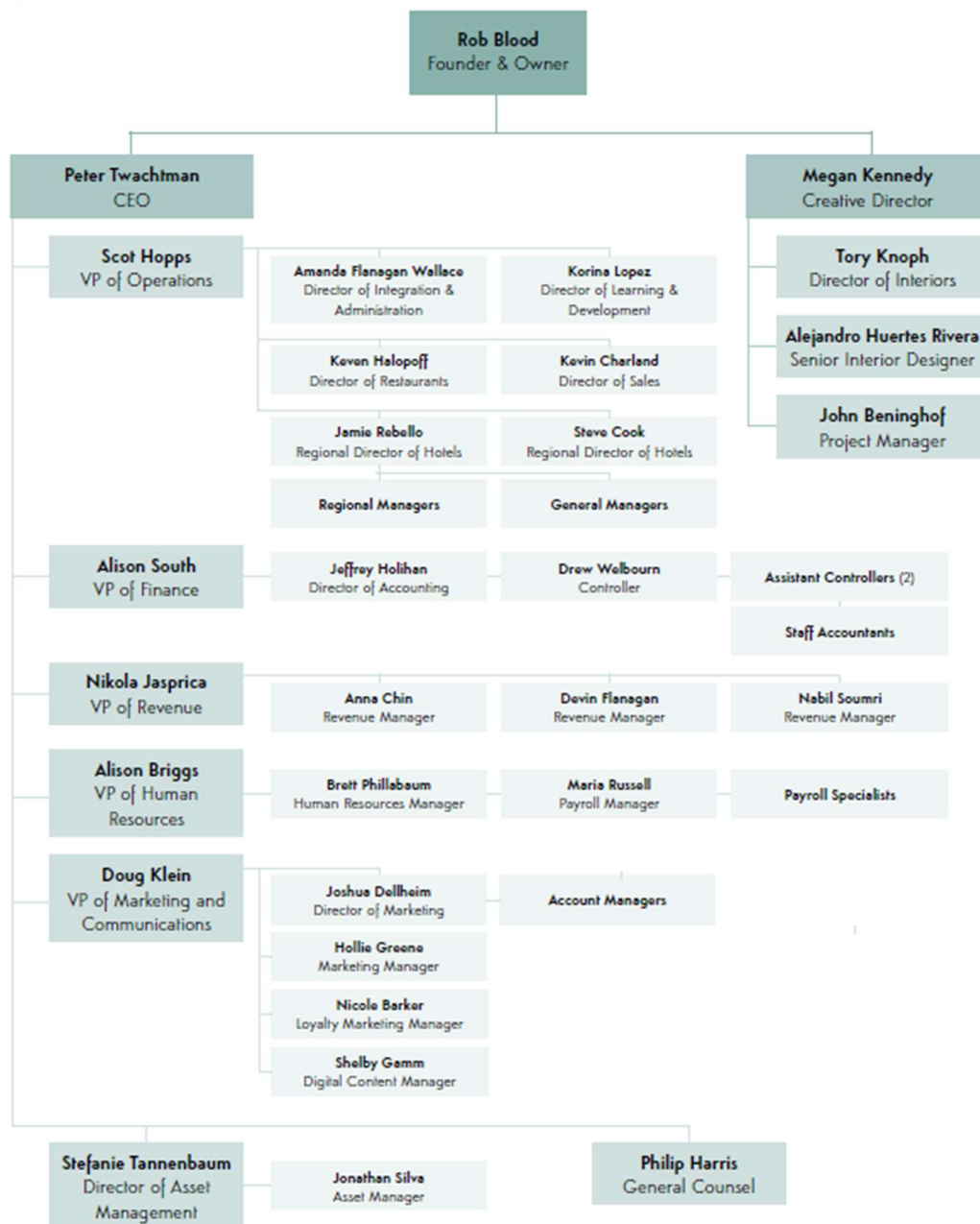
Please provide the following:

I. Organization Chart

The Kinvarra Org Chart is pretty flat. It consists of Matthew Moore and Ryan Wittig as principals and our associate, Drew Moore. Drew handles AP, Asset/Property Management and Procurement.

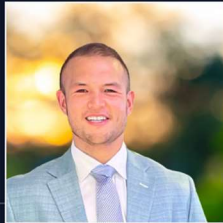
Please see below for the Lark Hotel org chart:

Current Org Chart



See below for the Young Strategic Ventures team.

MEET THE TEAM



Kyle Young
Managing Partner, CEO



Breanna Powers Kirk
Partner, President



Gregory Kristof
Partner, CIO



Steven Gibbs
Partner, COO

YOUNG
STRATEGIC VENTURES



Kyle Young
Managing Partner, CEO

Kyle Young has more than 10 years of investment management experience. As a CFP and Vice President at Merrill Lynch, he built his wealth management practice to over \$125m in AUM before splitting off to focus his time on Young Strategic Ventures.

Having held multiple leadership roles, Kyle prides himself in his ability to put his partners and investors in the best position to succeed. He has invested and advised in over fifteen early-stage startups across various industries and syndicated over \$15m through equity and mezzanine debt in the real estate sector across over 20 projects. Kyle is an expert at finding and executing on creative value-add opportunities that may be hidden to most.

His ability to provide strong risk adjusted returns through various asset classes and market cycles has given his partners and investors the confidence they demand when investing in the private markets.

YOUNG
STRATEGIC VENTURES



Breanna Powers Kirk

Partner, Strategic Advisor

Breanna Powers Kirk has more than 20 years of coaching experience helping leaders find their purpose, power, and path. Breanna specializes in preparing her clients for high-stakes strategic decision-making, with emphasis on clear and compelling messaging supported through connection and non-verbal communication.

Breanna has served as a strategist, investor, and advisor to founders of early-stage startups in tech, finance, media, athletics, and within all areas of public service. She serves as a mentor with TechStars NYC and Techstars Sports Accelerator powered by Indy. TechStars is one of the largest pre-seed investors in the world, investing in more than 3,300 early-stage companies with a collective market cap of over \$96 billion.

In her work with NCAA athletic programs, Breanna has advised within the Big 12, Ivy League, A10, and America East conferences, and has presented to the McDonald's All American Committee and at the NCAA Women's Final Four conference, among others.

Breanna co-founded Highgate MBA Admissions Consulting, an education advisory firm helping applicants to Ivy League business schools differentiate themselves within highly selective applicant pools. Over 21 years, more than 95% of her clients won admission to their first choice school, usually Harvard Business School.

YOUNG
STRATEGIC VENTURES



Gregory Kristof

Partner, CIO

Greg has built and sold numerous businesses, growing them from the ground up. In 2010, he co-founded Zero Gravity Basketball, the largest grassroots basketball company in the world, with more than 224 events annually in 16 states.

His most recent role is Chief Development Officer at 3STEP Sports, where he has been a key member of a team that helped take the company from \$8M to \$300M+ in top-line revenue in 4 years. He has overseen the event footprint expansion from 7 to 42 states.

Beyond 3STEP he has assisted with business growth at companies primarily in the tech, sports, and real estate sectors including: Adidas, Hidden Hemlock, Hopetown Real Estate, KBG Real Estate, Orfiks/Circulate, Pistol Lake, Playeasy, ShotTracker and more. His understanding of business development and fostering cross-industry relationships has been a cornerstone of enabling the partners he works with through 6SC.

YOUNG
STRATEGIC VENTURES

II. Comparable facilities

Below are the facilities our group currently owns. Please also note the Lark comparable hotels provided.

Location	Opening date	Ownership Period	Room count	Food and beverage outlets	Function space	Operator name
2 Garden St. Cambridge MA	Q2/Q3 2025	11/2022 - Current	16	None	None	Lark Hotels
25 Alfred St. Biddeford, ME	Q2 2025	Closing Jan/24 – Current	30	Ground Floor restaurant	None	

Lark Hotels	Opening date	Ownership Period	Room count	Food and beverage outlets	Function space	Operator name
The Hotel Salem - Salem, MA	Nov-17	2017-Current	44	The Roof, The Counter	The Cellar	Lark Hotels
The Coonamessett - Falmouth, MA	May-18	2018 – Current	29	Eli's Tavern	300 Person Event Space	Lark Hotels
Field Guide Lodge - Stowe VT	May-15	2015-Current	33	90 Seat Bar and Event Space	90 Seat Event Space	Lark Hotels

Our architectural firm, Balance Architects, has extensive local experience with adaptive re-use of significant historical buildings. Their local projects include:

- Lynn Daily Item building (historic office to 31 residential)
- 127 Tremont Street, Boston (historic office to hotel)
- 281 Franklin Street Boston (historic to residential, first of the BPDAs pilot program for downtown office to residential conversions).

III. Portfolio

The properties listed above are the only hospitality properties currently in our portfolio. Our operating partner Lark Hotels has an extensive portfolio of hotels under management. To be green and save paper, please refer to the electronic submission which references all of Lark's locations across the nation.

IV. Projects in Respondent's Pipeline

2 Garden St, Cambridge MA – Located in Harvard Sq on the Common, this property is in an A+ location and was purchased in November 2022. Currently a 9 bedroom 7,183sf single family home, we plan to add an addition on the rear and convert to a 16 key Lodging House / Boutique Hotel. We've received a special permit from the Cambridge zoning board for our addition to the rear of the building and are preparing to submit our construction documents for our building permit. We are partnering with Lark Hotels as our operator. We are targeting a construction start date in Q2 2024 and completion Q2/Q3 2025.

Purchase Price: \$3,750,000

Construction Budget (est.): \$3,150,000

Stabilized Value: \$10,370,000 (7% CAP)

121 Prospect St, Somerville MA – This is a 10,080sf lot on the Somerville Cambridge border in Union Sq. We've taken this property through zoning/planning, which was approved and now have the building, foundation and demo permits in hand. Approved building consists of 32 units, 18 underground parking spaces, elevator access and large community roof deck with grill stations. We have this property under agreement to sell the permits, **closing 12-28-23**

Acquisition Price: \$3,470,000

Permitting Expenses/Carrying Costs: \$488,900

Sale Price/ UAG: \$5,175,000

38 Norman St. Salem MA: This is a 20 unit residential with ground floor commercial space which will be ground up new construction. Kinvarra took the property through a long entitlement process with the city. We've obtained a Tax Increment Exemption (TIE) from the city of Salem and are now working on getting necessary tax credits from the state to proceed with financing construction. Our current construction estimates are around \$8,500,000. We currently own this property and rent it out to a 3rd party.

421 Saratoga St. East Boston MA – Currently a two-family residence located on a double lot (4,600 sq. ft.). We took this through the permitting process and obtained a zoning variance approval from the city of Boston to create 8 residential condominiums for sale ranging from 1 to 3 bedrooms with dedicated parking for each unit (8 parking spaces). This building has 3 private roof decks and elevator access from parking level to 3rd floor. We began work on this project in December 2023. Projected completion Q1 2025.

Purchase Price: \$1,000,000

Construction Budget: \$2,900,000

Projected Sellout: \$5,872,000

18 Pleasant St./300 Franklin St. Cambridge MA – Currently an office space with two residential rental units. We are in the process of permitting a 6-unit luxury condominium project with 4 on grade parking spaces. We received a zoning variance from the Cambridge zoning board in June of 2023. We should receive our permits in December 2023 and will break ground immediately thereafter.

Purchase Price: \$2,069,000

Construction Budget: \$3,100,000

Projected Sellout: \$7,558,000

194 Green St, Cambridge MA – This is a large (7,700 sq. ft.) 4 unit multifamily located in Central Sq we're currently renovating. We've received approval from the neighborhood boards and BZA to expand the livable sq. ft. adding value by closing in the rear porch to add 700sf of living area

and building out the basement. We are nearing completion on this project and have 2 units on the market for sale.

Acquisition Price: \$2,690,000 Million

Construction Budget: \$1,750,000

Projected Sellout: \$6,069,000

34 Pearl St, Cambridge MA – Currently a single-family Brownstone – we closed on this property 7.27.22. The Cambridge BZA approved our plans to renovate the exiting single-family and convert to 2-unit bi-level condos. Each unit will be roughly 1,900sf. Our architect and team are working on the permit set and plan to submit to ISD in Jan 2023.

Purchase Price: \$1,136,900

Construction Budget: \$1,100,000

Projected Sellout: \$3,600,000

V. Comparable Development Budgets – Please provide a summary of similar development projects and the budgets associated with these development projects.

Please see attached the budget summaries provided by Groom Construction and Callahan.

VI. Background on Key Employees

Kinvarra Capital is a Somerville based developer and owner-operator of real estate that was founded by Messrs. Matt Moore and Ryan Wittig in 2020 (although they began developing together in 2015). Due to the early stage of Kinvarra, Ryan and Matt often have overlapping roles and each will take a lead role on a project basis. Matt's focus at Kinvarra is on acquisitions, operations, investor relations and asset management. Ryan's focus at Kinvarra is on design, community relations, capital markets, underwriting, insurance and legal. Given that Ryan is a resident of Swampscott, he would take the lead for this project.

Kinvarra Capital has completed 11 projects that consist of everything from extensive gut rehabs on 2-4 unit buildings to ground up new construction of single family homes, townhouses and multifamily properties.

Mr. Ryan Wittig

Mr. Wittig grew up in northern Indiana. He attended 4 years at Culver Military Academy in Culver, IN and later attended Boston University, receiving a bachelor's degree in Business Administration (cum laude). After attending BU he began his sales career at Lanier Worldwide (merged with Ricoh

Americas Corporation) selling document management technology. He purchased his first investment properties in 2006 in Boston's Financial District and Porter Sq. in Somerville. He left Ricoh in 2021 to focus on Kinvarra's real estate business. He currently resides in Swampscott with his wife Taylor and 4.5 year old twins, Dalton and Neve. He is an avid skier, surfer and occasional golfer.

In addition to his portfolio with Kinvarra, Ryan personally owns a four family rental building in Watertown along with a duplex in Gulfport, MS and 2 duplexes in Swampscott (one is owner occupied). Ryan has experience in the short-term rental business, as his rental properties in cash flow significantly higher than standard market rate rentals.

Mr. Matt Moore

Matt was born in Allentown PA and moved to Groton MA where he spent most of his childhood. Matt attended Sacred Heart University in Fairfield CT where he received a bachelor's degree in Business Management. From there he went into technology sales at Ricoh Americas where he worked his way up to a Major Account Rep selling to State and Local Government. After completing a number of real estate projects, Matt transitioned into Kinvarra Capital full time in 2018 after 7 years with Ricoh. Matt now lives in Somerville with his longtime girlfriend Lucia and their French bulldog, Hugo. Matt enjoys to golf and offshore fishing with family and friends (they take their fishing very seriously).

Outside of the portfolio with Kinvarra, Matt owns a 3 unit and 2 unit in Chelsea, a condo in Ayer and a 2 unit in Somerville (one owner occupied). All have 12 month leases and have been tenants for years.

VII. Corporate Financial Statement

Although Matt and Ryan started doing development projects together beginning in 2015, they did not officially incorporate Kinvarra until 2020. Kinvarra is set up as a pass-through LLC. We have not closed out on any projects to date in which the profits have flowed through Kinvarra. We are scheduled to close out on 121 Prospect St. Somerville 12/28/2023 generating over \$1,000,000 in profit. Several of our investors from that deal are excited to participate in this property. We are a private equity group with a deep pool of high-net-worth investors. One of our investors recently exited his company generating nine figures in personal wealth.

Young Strategic Ventures was also recently formed in 2023. The partners at YSV have been involved in real estate development and investing for 10+ years. Their investor base includes founders who have listed their companies on the NASDAQ and NYSE, professional athletes, and ultra-high-net-worth individuals.

Between our two groups, we have extremely adequate resources to fund this transaction and have reserves in the event we have budget overruns or run into a challenging business environment.

Budgetary Narrative Groom Construction

I recently worked on a comprehensive proposal to convert two old schools(similar vintage) in Salem into housing(mostly small 1 BR apartments, some 2BR and community rooms, office etc). The scope of work, and therefore cost, would be very similar to that required to convert Hadley School into hotel rooms. Both were in poor condition yet structurally sound buildings as the Hadley School appears to be.

In a snapshot, both projects entailed:

- Comprehensive envelop work (Masonry pointing/repairs on a fairly large scale, roofing(including some expensive slate replacement. Oversized SDL windows, Misc waterproofing work etc.
- Site improvements (new UG utilities, UG stormwater retention, paving and modest hard and soft landscaping.
- Complete gut including extensive abatement work
- ADA accessibility ramps, bathrooms etc.
- Retrofitting elevators/new shafts withing existing structure (1 elevator per building). Major expense due to shoring and logistics.
- Retention of bearing walls but all new LGM stud partitioning, drywall, sound attenuations etc.
- Extensive insulation to meet or exceed stretch code
- All new MEP systems throughout. Mistubishi splits which are expensive.
- Central HW and recirculating pumps.
- Card access, security
- Finishes for our Salem budget would probably a bit less costly than we'd recommend for an upscale hotel, but the client was selecting durable products for long term rental use.

There were full residential kitchens that you would not be building, but I think the dollar offset would be the hotel requirements for a lot more bathrooms as well as a lot more demising walls.

There were no fireplaces and of course, you would likely be want a very nice lobby, public bathrooms/spaces so I am taking this all into consideration. Square footage comps are imperfect but our numbers on the schools are very fresh and were based on hard

bids. Keep in mind that overall volume i.e. high ceilings etc. are a real factor. Our sense is that you should Pro-Forma construction costs for the 50,000+- SF of existing building renovation/restoration in the range of \$340-\$400/ PSF assuming you are aiming for an upscale look and feel but not the Four Seasons. I'm thinking very nice lofty rooms with durable and creative finishes. I'm also assuming two elevators built between the two buildings in some sort of connector. I think the connector scheme we discussed can be accomplished within this budget range.

As for adding a full or partial floor to the existing main building, I would suggest you budget \$500PSF overall as fairly conservative budget for new finished/conditioned space, lots of glazing, elevator access, structural Demo, providing underlying structural support etc. That budget stab would not cover a full restaurant fit-up or kitchen equipment/FF&E, though it would likely cover "warm shell" HVAC units, Electrical sub-panel, stubbed in plumbing, fire sprinklers, insulation and drywall. Restaurant construction fit-up/finishes can get very expensive as you may know.

I would suggest budgeting \$200PSF for a large roof deck which should cover structural support below the new deck, a nice decking and rail system along with some lighting. Awnings or arbors/wind enclosures would be additional expense.

I'm unclear as to whether you will need to add some seismic bracing to the existing building(s) for your intended use, so I do suggest you consult your architect. The exterior walls are unreinforced brick masonry from what we have generally found in buildings of this age. I've seen this seismic work addressed in many different ways. We have some recent costs to use steel bracing a 3 story masonry building in Lynn but it's quite different in size and construction. I'm not sure if that will be an ideal Comp. but Larry is peeling away that portion of the work and will try to convert it into a square foot cost analysis that we can hold as a contingency.

David Groom



Groom Construction Co., Inc.
96 Swampscott Road
Salem, MA 01970

Mobile: 617-212-8435

Office: 781-592-3135 Ext 201

www.groomco.com

CALLAHAN CONSTRUCTION MANAGERS

WHY CALLAHAN

CONSTRUCTION EXPERIENCE

68 years

serving the
Northeast Regions

PROVEN TRACK RECORD

85% OF OUR WORK
COMES FROM
REPEAT CLIENTS

95% OF THE TIME WE
CONVERT FROM
PRECON TO GMP

Clients turn to us -- and stay with us because we are by their side through the life of the project while creating long lasting relationships along the way.

EXPERT RESOURCES & PRECONSTRUCTION SERVICES

Our peer review services help minimize the risk of costly and unforeseen obstacles in project scopes and ensure a high-caliber finish. We also have the unique ability to self perform site work.

IN-HOUSE RESOURCES

- Estimators
- Architect
- Quality Control
- BIM Manager
- MEP Manager
- Logistics
- Safety
- Scheduling
- Civil Engineering

KNOWLEDGE OF PRODUCT TYPE

Our team has a proven track record for delivering successful projects executed on both large and small-scale, luxury and affordable, across various markets.

10,000+
UNITS BUILT IN THE LAST 5 YEARS

15M SF
BUILT IN THE LAST 5 YEARS



CLIENT TRUST & ACCOUNTABILITY

Callahan name is a trustworthy one and that is why our clients consider us partners on many of their projects.

We received a **95 out of 100** rating by DCAMM, a state agency that evaluates GC's and their success.

"Callahan was a key team member during the preconstruction and the construction phases. They provided critical cost, constructability and value engineering feedback to Redgate and the architectural team from the very beginning. Callahan skillfully managed the construction of the project to the highest quality standards. - Steve Purdue, Redgate

REDGATE™

ONE OF THE LARGEST CONTRACTORS IN THE NORTHEAST

BONDING CAPACITY & FINANCIAL STRENGTH

\$500M SINGLE PROJECT | **\$1B** AGGREGATE

PROVEN SAFETY RECORD

.81 EMR SAFETY RATING

Callahan's safety culture is woven into every aspect of our business. Safety is our #1 priority and our goal everyday is to make sure each person gets home safely.



COMMUNITY INVOLVEMENT

As one of the region's oldest family-run construction management companies, Callahan recognizes the importance of building towards a future. Callahan is committed to supporting the local economy and workforce.

Callahan launched **Rising Tide**, our employee driven non-profit organization.





HILTON GARDEN INN

COMPLETED | BROOKLINE, MA

The Hilton Garden Inn is a new 11-story hotel located in Brookline, MA that includes 150,000 SF and 170 units. Included is a level 2 and 3 parking garage and 3,500 SF of mechanical penthouse. Also included is a 1st floor lobby with a reception area, kitchen, buffet, conference room, meeting space, dining, lounge, bar and retail spaces. The 4th floor features a pool and roof deck area with an additional roof deck area at the 8th floor.

OWNER: CLAREMONT COMPANIES

ARCHITECT: CAMBRIDGE SEVEN

UNITS: 170

SIZE: 150,000 SF

TYPE: NEW CONSTRUCTION



HAMPTON INN & HOMewood SUITES

COMPLETED | WOBURN, MA

Callahan provided construction management services for this new dual branded 6-story hotel of masonry bearing wall and precast concrete plank construction. The 235-guest room hotel contains assembly space, pantry, indoor swimming pool, fitness center and meeting room.

OWNER: CONCORD HOSPITALITY GROUP

ARCHITECT: GROUP ONE PARTNERS

UNITS: 235

TYPE: NEW CONSTRUCTION



JARED COFFIN HOUSE

COMPLETED | NANTUCKET, MA

The Jared Coffin House includes the historic renovation of the existing hotel space and the historic restoration of the tap room. The overall square footage of the project is 5,000 SF which is made up of 5 new accessible hotel suites and the tap room restoration. Additional scope of the project includes a new electrical service to upgrade the facility and a new accessible entrance that serves the tap room, patio entry level and main floor hotel entry.

OWNER: NEW ENGLAND DEVELOPMENT

ARCHITECT: EBI CONSULTING AND SN CONSULTING GROUP

UNITS: 12

SIZE: 5,000 SF

TYPE: HISTORIC RENOVATION / NEW CONSTRUCTION



SPRINGHILL SUITES

COMPLETED | REVERE, MA

The Springhill Suites by Marriott is a transit oriented development comprised of a 2 level cast in place foundation/parking garage/transfer deck with a 6-story cold formed steel (CFS) and COMSLAB deck framing system. The project included hotel amenities such as a pool, fitness room, Starbucks coffee shop, and an exterior garden and landscaped area. Callahan also provided construction management services for the fit out of an on-site restaurant space located within the hotel.

OWNER: LIXI HOSPITALITY GROUP

ARCHITECT: CR ARCHITECTURE + DESIGN

UNITS: 168

SIZE: 168,000 SF

TYPE: NEW CONSTRUCTION



WHITE ELEPHANT RESORTS

COMPLETED | NANTUCKET, MA

The White Elephant Hotel renovation includes renovations of hotel guest rooms, common spaces and complete reconfiguration of the main entry lobby. These lobby upgrades include a new mechanical system, new check in and concierge desks, coffee stations, retail areas and a refresh to the finishes. The project also includes the renovation of 11 hotel-owned and operated cottages adjacent to the main hotel property. The scope of work includes bathroom upgrades to all the cottages as well as a refresh of finishes including lighting, electrical, flooring, walls and décor. The White Elephant upgraded their guest rooms with new finishes, Internet and audio/visual upgrades as well as select updates in bathrooms, entry points, and ramps around the property to meet ADA requirements. Callahan collaborated and coordinated closely with the client and architect with regard to existing conditions challenges at this aged hotel, transportation and material logistics onto the island and well as minimizing any impact to guest services.

Cottages: 12 units

Hotel: 54 units

OWNER: NEW ENGLAND DEVELOPMENT

ARCHITECT: ELKUS MANFREDI ARCHITECTS, LTD.

TYPE: RENOVATION



JARED COFFIN HOUSE, DANIEL WEBSTER HOUSE & BOAT BASIN COTTAGES

COMPLETED | NANTUCKET, MA

The Jared Coffin/Daniel Webster House includes additional mechanical work as well as bathroom renovations for all units and general finish upgrades. The cottages would be getting a bathroom upgrade (new shower, finishes, fixtures).

Jared Coffin House: 15 units

Daniel Webster House: 13 units

Boat Basin Cottages: 36 units

OWNER: NEW ENGLAND DEVELOPMENT

ARCHITECT: MAIN STREET ARCHITECTS

TYPE: RENOVATION



BROWN SCHOOL RESIDENCES

PEADBODY, MA | **COMPLETED**

This mixed-use development consists of 3 slab-on-grade residential buildings. Buildings 1 and 2 are 3 stories of residential space and include amenity space, sky lounge/deck, community space and a restaurant. Building 3 is 4 stories of residential space partially wrapping a precast parking garage. It also includes amenity space, sky lounge/deck and 3 courtyards.

OWNER: STRATFORD CAPITAL GROUP

ARCHITECT: ICON ARCHITECTURE

UNIT COUNT: 60

SQUARE FOOTAGE: 51,000 SF

CONSTRUCTION TYPE: RENOVATION / NEW CONSTRUCTION



SCHOOL STREET RESIDENCES

ATHOL, MA | COMPLETED

Callahan provided construction management services and all site work for this adaptive reuse of a 20th century school building into a multifamily residential community. The existing three story 67,000 SF brick structure was remodeled including selective demolition, asbestos abatement, de-leading and extensive historic restoration and replication on the interior and exterior of the building. A new 6,000 SF wood framed space was constructed inside the existing gym. The new residences include 1 elevator, 2 large multi-purpose rooms, basement laundry and storage areas, a new generator system, high efficiency mechanical and electrical equipment and energy efficient building insulation.

OWNER: STRATFORD CAPITAL GROUP

ARCHITECT: ICON ARCHITECTURE

UNIT COUNT: 50

SQUARE FOOTAGE: 73,000 SF

CONSTRUCTION TYPE: RENOVATION



SCHOOLHOUSE AT LOWER MILLS

DORCHESTER, MA | COMPLETED

Callahan provided construction management services for the adaptive reuse of an existing 2-story historic schoolhouse into 8 for-sale units and the new construction of a 4-story, 54-unit building with below-grade parking. The historic Schoolhouse building was raised up off the existing granite foundation, moved forward and lowered onto a new foundation. The historic renovation included restoration of a portion of the existing slate roof and restoration to the siding, windows and paint along the exterior of the building. Amenities include wood floors, granite counter tops, solid wood cabinet, individual hot water heaters, washer and dryer and self contained HVAC systems. An elevator provides access to the units from the below-grade parking garage.

OWNER: SCHOOLHOUSE VENTURES LLC

ARCHITECT: ICON ARCHITECTURE

UNIT COUNT: 54

SQUARE FOOTAGE: 75,000

CONSTRUCTION TYPE: ADAPTIVE RE-USE

REFERENCES



**NEW ENGLAND
DEVELOPMENT**

**PARK LODGE
HOTEL GROUP**

**BENDERSON
DEVELOPMENT**



CambridgeSeven





Amenities you desire.
Service you'll remember.
A touch of mischief.





Contents

3	Cover Letter
5	Why Lark?
10	About Lark Hotels
14	Select Media Coverage
18	Lark Hotels' Capabilities: Pre-Opening
23	Lark Hotels' Capabilities: Post-Opening
29	Lark Leadership Team
40	Our Brands & Hotels
65	Similar Properties

Contact

Rob Blood, Founder & Owner
rob@larkhotels.com

larkhotels.com
[@larkhotels](https://www.instagram.com/larkhotels)

December 5, 2023

Ryan Wittig
Kinvarra Capital
66 Somerville Ave
Somerville, MA 02143

Dear Ryan,

It is my pleasure to express Lark Hotels' interest in participating in the proposal process for the reimagination of the Hadley School. We are excited to work alongside you, Matt, and the Kinvarra Capital team to deliver an exceptional neighborhood hotel that will pay tribute to Swampscott's past as a resort destination.

My father grew up in Marblehead, and when I was five years old my parents returned to the North Shore and moved to Lewis Road in Swampscott. We later moved to Marblehead, but Swampscott has remained an important part of my life. Being a part of this project would be incredibly meaningful for me on both a personal and professional level.

The following is a deck that illustrates Lark's capabilities and showcases our portfolio. As you are aware, we specialize in highly bespoke upper upscale lifestyle hotels under 125 keys. We focus on destinations with leisure demand drivers, and we love interesting architecture and buildings with a unique history. On the North Shore we have The Hotel Salem, The Merchant, The Hotel Marblehead, The Cove, and Blue – Inn on the Beach, so we know the market extremely well. In addition to being a brand and a management company, we also have extensive development experience. We feel we will add a valuable perspective to your team as we look to creatively repurpose the Hadley School.

We look forward to moving through this process with you, in hopes that you are awarded the project so that we can develop a placemaking hotel and make Swampscot proud!

Yours Truly,



Rob Blood

Founder, Lark Hotels





*We started Lark in 2012
with the idea that we
could re-imagine the
long, but sometimes stale,
tradition of hospitality.*



Mission | Values | Culture

At Lark we are about people and service. We exist to bring people together, to create life-affirming experiences and to deliver exceptional hospitality to all we encounter.

On the ground we meet people eye to eye, without pretense or preconceived notions. We offer service and attention when wanted but privacy when it's not. We present ourselves as we are, with personality, warmth, energy and integrity. To our guests we offer to support their agenda and do not overlay our own. We always remember that the experience we provide comes with high expectations and could be part of a pivotal part of our guests lives.

We seek people that have a natural hospitality soul and we believe that skills, procedures and the details can be taught. Good people create great experiences. Within our organization, we care for our team members as they care for our guests. We aim to develop and offer as many opportunities for growth and mentorship as possible. We celebrate each other and thrive because of it.

In our relationships with owners and investors we pledge to be genuine, collaborative, honest, and transparent in all of our interactions. We will work with intention and efficiency and to earn trust. If we make mistakes, we learn from them and memorialize our corrections so we're always getting better. Above all else, we value healthy collaboration and long term connections.

A Personalized Approach

We believe that independent, lifestyle-driven hotels shouldn't have to choose between going at it alone or becoming just a number to a faceless corporation. We treat each new project with respect for its history, and have a vested interest in making it the best it can possibly be for owners, employees, and guests. Strong relationships are at the core of our company culture, and we infuse all of our decisions with both our extensive personal experience and data-driven decision making for optimal results.

Independent hotels are often faced with the hard choice of going at it alone or becoming just another cog in the wheel of a corporate chain. The Lark Independent way is different—we bring all of our signature support services and over a decade of expertise to the table, without smothering you with bland design requirements or miles of red tape. Our only focus is on independent hotels, and so we feel like we understand them better than most.

Scope of Services

Over the last ten years we have built a robust management platform that is focused on making independent hotels profitable. By offering comprehensive off-property shared services and an innovative tech stack, we enable our on property teams to do what they do best: create experiences, take care of the property, and develop a strong team culture.

In addition to our hotel management services, we also offer branding and interior design services through our affiliate creative studio, Elder & Ash.

Philosophy & Practice

Lark is 100% privately owned by founder Rob Blood. Over the last ten years we have grown sustainably but quickly. In January of 2020, Peter Twachtman joined the company as CEO. Rob has said that there comes a time when every Founder/CEO must look in the mirror and determine his best use to the company. In this case, Rob decided that bringing Peter in would allow him to focus on curation of experience, strategic growth, and creative development of our brands. Having known Peter for seven years and having admired his intellect, skillset, and work ethic, Rob decided that in order to best prepare for the next phase of growth and to allow the existing portfolio to thrive, having Peter take the CEO role would really fortify systems, processes, and organizational structure. Peter and Rob talk every day in order to be in full alignment of direction and purpose.

As the two leaders of the company, Peter and Rob are focused on creating a dynamic and diverse culture throughout hiring and retention practices.

Some key metrics: at the leadership level of the company (from GM up) we are 52% women and 48% men. From a compensation perspective, there is parity in compensation across gender. We have an active mandate from leadership to recruit and hire underrepresented groups. Once hired, we have a mentorship program geared to offer advancement and opportunity to all of our team members.



When we're developing hotels, we take a close look at the market and the specific neighborhood where the property is located.

About Lark Hotels

Lark Hotels embrace the locations they are in—but in playful, unexpected ways.

Think “sense of place” with imagination and a touch of mischief. We invite our guests to experience modern luxury in the heart of iconic destinations. To feel the pull of a nostalgic getaway while surrounded by today’s amenities. To find attentive service when they want it and privacy when they don’t.

With properties as small as 8 rooms and as large as 95 rooms, Lark Hotels offers turnkey management solutions for boutique hotel and restaurant owners and developers. We have a keen understanding of what it takes to create curated experiences for today’s traveler and the capacity and capabilities to bring them to life.

As owners and developers ourselves, we understand the need to be accountable to investors and how to generate a strong return on investment. From our inception, what has set us apart is our ability to deliver cash-flow and to operate smaller properties at exceptional margins.

Our approach is grounded in relationship building and knowledge sharing. We are here to serve as advisors and partners in bringing your vision to life. Every project presents unique challenges, and it’s our life’s work to overcome them while maintaining the special quirks that set each property apart. By working with us, you’re signing up the most committed team in the game and we’ll put our considerable experience to work for you every single day.

Each Hotel Has a Singular Story

At Lark, we believe that each hotel and restaurant has a singular tale to tell that informs the development process and serves as a guide for the operations of the property. The crafting of this identity and sharing of this story is woven through architecture, interior design, music, lighting, programming, and people. When all of these components are on point and work together, we achieve our goal of crafting an experience rather than producing a product.

And we turn guests into brand evangelists.

The Power of the Lark Hotels Collection

Lark Hotels' strength is the combined individuality of the properties in the collection. We've built brand recognition around the idea that the perfect getaway is the one that is both unique and familiar. Our guests expect that the essence of each location will be fresh, fun, and tied to place, but that the basics—the quality of the bedding, the warmth of the welcome—will be comfortably familiar. When potential guests (and journalists, and influencers) see the Lark logo, they understand that promise, and know they are in for something special.

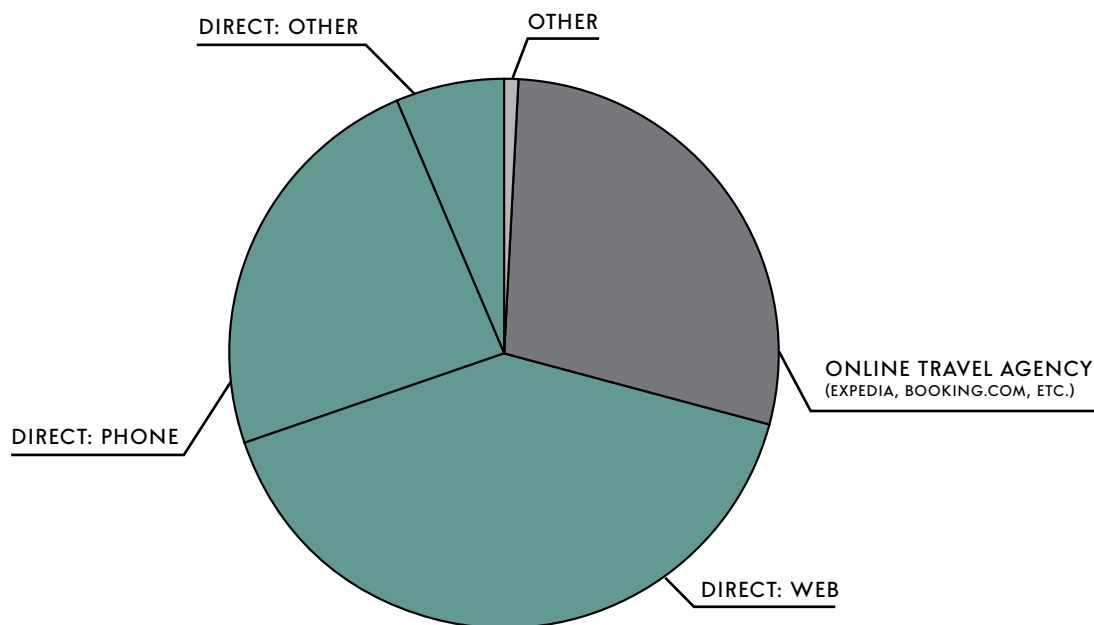
Best of all it pays off—in media coverage and to the bottom line.



Marketing Channels & Direct Booking

Our marketing efforts for each individual hotel ensure that direct online reservations constitute the largest source of individual hotel bookings. Guests prefer to book with us over booking through Online Travel Agencies (OTAs) like Expedia, Booking.com, etc.

From January 2022-September 2022, 72% of revenue came from direct bookings* (an improvement from 70% in 2021). Just 27.5%** of Lark Hotels' revenue in 2022 came from OTAs, compared to a national average of 40-50%. Lark intentionally focuses its marketing efforts on retaining direct bookings, keeping expensive, commission-based OTA bookings at bay.



* Data representative as of September 22, 2022, reflecting confirmed bookings for January 1, 2022 - December 31, 2022

** Of this OTA percentage of 27.5%, 50.45% from Expedia.com, 48.46% from Booking.com, and 1.09% from other OTA sources

Select Media Coverage

“This grand dame feels expansive and open, like a cool aunt’s Malibu beach house complete with vintage surfboards. Victorian architectural details frame the space: a magnificent white tin ceiling, creaky wood floors and the original bullseye molding. Wainscoting topped with patina tin walls in seafoam and white mirror the original tin ceiling with a faux antique flair.”

VOGUE.COM →

“The newest boutique, AWOL, commands Provincetown’s most scenic panorama by a long shot: It’s perched along the outermost street, where the best of 30 rooms overlook the moors and dunes (far from the stir of Commercial Street). Reflexive by design, its sandy-toned textiles and low-slung furnishings take their cue from the sweeping landscape.”

ARCHITECTURAL DIGEST →

“Lark Hotels, bought the Surf Hotel earlier this year. The company has since transformed the place into a coastal-chic oasis, complete with a waterfront patio, a restaurant, a bar, a coffee and cocktail counter, and 31 eye-popping rooms.”

TRAVEL & LEISURE →

“The Christopher is at the top of my hotel list the next time I’m in Martha’s Vineyard. It has a Caribbean-cool vibe that feels fresh and unexpected, and I’m head over heels for that teal Kelly Wearstler wallpaper in the main sitting room!”

ELLE DECOR →

“Lark...has built an empire of hotels around the long weekend escape, from Portland, Maine to Martha’s Vineyard. Their aesthetic is always poppy and fun—floral wallpapers, punched up headboards—and for their fourth Rhode Island property, they’ve leaned in big time to the sandy feet, beach vibe of Block Island.”

CONDÉ NAST TRAVELER →

“The Christopher is a chic boutique hotel with 15 rooms that mix modern design with a classic New England aesthetic (and lots of modern creature comforts like flat screen televisions and complimentary breakfast).”

TOWN & COUNTRY →

“Lark Hotels’ leadership team juggles a stack of hats across every aspect of the business from design to development, management and ownership.”

BOUTIQUE DESIGN →

A shiny beacon of Provincetown’s West End, the newly opened AWOL boasts light, airy interiors and low-slung furniture to match the dunes outside your window. And you’ll defiantly want to take advantage of the private’s bar only available for hotel guests.

TIME OUT: NEW YORK →

“With each unique property, the company is redefining contemporary luxury lodging... Out with the frou-frou, chintz-covered B&Bs and stuck-in-time historic inns. In with sophisticated, comfy, stylized properties, each retaining a nod to its past and a respect for its place.”

THE BOSTON GLOBE →

“[Lark’s] latest, Block Island Beach House, feels like a breezy surf club, with all-white walls, rattan lamps, and honey-hued surfboards propped up in guest rooms. Perhaps it was this rise of high design that led foreign titans...to up the game...showing that the smaller guys can raise the bar.”

CONDÉ NAST TRAVELER →

The Roof: One of the Best Rooftop Restaurants in the Country

FOODNETWORK.COM →

The Coonamessett: The Best Cape Cod Inn

BOSTON MAGAZINE →



*The story is what separates
us from big box hotels.
It's what gives us soul.*

Lark Hotels' Capabilities: Pre-Opening

In opening hotels, we have found that the pre-development and pre-opening phase can make all the difference. In an ideal world, we'd be involved from the inception of your project. The best hotel and restaurant projects are those that fully integrate the unique story of the project into every aspect of development, execution, and operation. We offer a suite of services that focus on creating the best project from the very beginning.

Brand Development

It all starts with a great hotel brand. Our leadership team not only performs a SWOT analysis to understand the strengths and opportunities of the market, we also get to know the community, neighborhood, and building in which the hotel will live. We consider what makes the destination special, what drives its tourism base, what calls people to visit. We then embrace those things and give it a bit of twist—what we call an unexpected sense of place—as we craft the identity, vibe, and look of the new hotel.

- Hotel brand/name development
- Hotel story concept and identity (logo and companion brand creative)
- Photography
- Initial website design and set-up
- Development of complete package of on-property brand touchpoints

Technical Services

With over 20 projects under our belt in the last four years, we've reviewed a design proposal or two. We've crafted space for the all-important housekeeping closet when the architect was certain it couldn't possibly fit, and found ways to meet every guest need, yet not compromise on design, in the development of micro rooms. There are so many technical components when creating a hotel, and we're happy to assist by sharing the things we've learned along the way.

- Review architectural plans and specifications
- Provide interior designer with advice on operational components



such as menu, layouts, design, and utility; review and critique proposals from designers

- Assist owner with the selection and retention of a project manager
- Assist in the solicitation of proposals from all professional consultants
- Assist the owner in the selection and retention of a purchasing agent for the purchasing, delivery, and installation of furnishings, fixtures and equipment ("FF&E") and operating supplies and equipment ("OS&E")
- Assist the owner and architects in selecting and retaining a landscape designer
- Assist the owner and landlord in developing budgets for FF&E and OS&E, kitchen equipment, laundry equipment, telephone and communications equipment, security equipment, property management systems, building management systems, and other individual categories of FF&E and OS&E, and assist the owner and design and other professionals in developing an overall budget for the hotel project
- Conduct monthly inspections and intermittent reviews (in coordination with project manager, owner, landlord and developer as applicable) during the construction period

Pre-Opening Management

The tone for a successful operation is often set in the pre-opening period. This is the time when we develop unique systems and craft the culture of the hotel so that when the first guests arrive, their experience is as seamless as if we've been open for ages.

During the pre-opening phase we:

- Prepare, revise, and update hotel and departmental operating budgets as needed.
- Develop operating concepts in consultation with the owner, designer, and other professionals for the restaurant and bar facilities, and assist them in selecting and establishing menus, pricing, uniforms, signage, collateral, etc.
- Prepare staffing tables, employment timetables, screening procedures, hiring and training guidelines for employees, and other programs relating to staffing of the hotel.
- Establish, in compliance with applicable law and regulation,

appropriate screening procedures for the recruitment and hiring of staff including engagement of recruiters for senior executive staff.

- Prepare pre-opening advertising, sales and marketing, and public relations budgets; write, update, and coordinate the marketing plan of the hotel.
- Hire sales and marketing personnel if needed based on property size and structure.
- Establish an ongoing sales and marketing program.
- Assist the owner and landlord in securing all required licenses necessary to open and operate the hotel, including occupational licenses, liquor licenses, health department licenses, and more.
- Establish appropriate payroll, internal financial controls, financial reporting systems, and either centralized or on-site accounting systems (as appropriate based on cost effectiveness).
- Assist the owner in procuring tenants and concessionaires.
- Develop and integrate hotel brand-specific touch points.
- Execute model room photo shoot and launch booking website.
- Develop community partnerships.
- Physically set up the hotel and prepare for transition or opening.



*Our process unveils a
unique identity tale for
each individual location.*

Lark Hotels' Capabilities: Post-Opening

This is where the rubber hits the road. From day one, the qualities we talk about in our tagline kick in and guests feel at home.

Amenities you desire.

Service you'll remember.

A touch of mischief.

Hotel Management

We've been operating boutique hotels since before the phrase "boutique hotels" was established, and have honed our ability to develop systems and staffing plans that maximize the service experience while minimizing overhead. We do this by providing a suite of centralized services so that our on-property crews can focus on the big picture and the details of operating experience-based hotels.

Our hotel operations services include, but are not limited to:

- General hotel operations team supervision
- On-site branding transition/implementation including removal of old materials
- Vendor relationships
- On-site training of staff
- Training manuals and operating procedures
- Staffing models and schedules
- Staff support and coverage during periods of need/change
- Ongoing staff support and guidance
- Property upkeep and routine maintenance
- Implementation of brand standards for touch points (such as lighting and music)
- Scheduling and coordination of larger maintenance issues



Restaurant & Bar Operations Management

Our Restaurant and Bars team has a depth of experience in fine and casual dining in both full-service restaurants and hotels. They are passionate, smart, and constantly on the lookout for new and creative ways to enhance the dining experience. They are always ready to take on the next challenge and provide unique culinary offerings and events to draw in the public.

Restaurant and bar operations services include but are not limited to:

- Management and direction of the general manager and the chef
- Refine restaurant operations, implementation of processes & systems to improve financial outcome
- Menu creation and menu engineering including crafted cocktails, wine, and beer menus
- Hire, train and develop restaurant team
- Implementation and maintenance of cost control processes
- Elevation of the guest experience
- Financial oversight and budgeting

Human Resources

Hospitality is all about *people* and we work hard to attract and keep the best employees. Lark Hotels' in-house human resources team manages the oversight of all hiring, placement, and onboarding of staff, including, but not limited to the following:

- Recruitment ads placed on various placement sites depending on position, as well as the Lark Hotels website
- Complete reference checks on all candidates
- Staffing guidelines and classification of employees to ensure compliance with Department of Labor standards
- Compliance with all federal and state employment laws
- Ensure that all employment paperwork (including employment contracts) is collected and updated as necessary
- Work with federal Visa programs, including H-2B temporary workers and J-1 students
- Develop employee benefits and incentive packages



- Ethical and fair disciplinary oversight
- Review employment laws including minimum wage changes, health care modifications, and overtime laws
- Employee performance appraisals

Complete “Back of House” Services

In order to allow our on-property teams to focus their energies on creating impactful experiences for our guests and care of our properties, the people on the front lines must be supported by a strong “behind the scenes” team of professionals and systems. Our team at the Lark Hotels “Nest” is comprised of industry professionals who specialize in the details of running a business. From budgeting and bill paying, to revenue management and systems administration, we are a staff of hotel geeks dedicated to ensuring that your business is in good order and that our on-property teams have all of the resources they need to soar.

Accounting services:

- Financial statement and balance sheet production and analysis
- Budget development, review, and approval
- Cash management
- Capital expenditures budget
- Production and distribution of all reports requested by owners or their representatives

Hotel Revenue Management:

- Implement revenue management operations, procedures, and best practices
- Rate analysis, building, and monitoring
- Manage day-to-day yield strategy
- Optimize and expand distribution partnerships
- Embed a revenue management culture within the property
- Analyze competition and identify market trends
- Create revenue and occupancy budgets

Hotel Systems Management:

- Maintenance of hotel operational systems
- Upkeep of hotel WiFi, TV, PMS, and any other on-site technological system

Payroll Administration:

- Set-up of accounts
- Weekly and bi-weekly payroll reporting
- Importing all new hires
- Accurate reporting of tipped and non-tipped employees
- Tax accounts set up with state agencies for proper payment of taxes

Account Management:

- Apply for all licenses as required by state and city
- Set up all utility accounts
- Credit applications for all vendors
- Bank accounts set up for operating, payroll, petty cash, money market, and holding accounts
- Insurance policies set up
- Audit information and completion of annual audits
- Troubleshoot utility issues





*A connection to the
neighborhood, to
history and to people,
to the grit and beauty—
this is what fuels a
memorable experience.*



Lark Leadership Team

Hear from our team here —>

Rob Blood

FOUNDER & OWNER · NEWBURYPORT, MASSACHUSETTS

Rob began his hospitality career at the age of 26, as the innkeeper of an eight room bed and breakfast on Nantucket Island in Massachusetts. It was there that he first developed an affinity for creating experiences for guests, tight hospital corners, and freshly baked scones. It was also there that he learned that smaller, well located, and carefully conceived hotels could be profitable.



In 2004, just a year later, he purchased his first lodging property in Kennebunkport, Maine. Now after nearly 20 years, he is involved with the management and ownership of more than 50 thoughtfully considered hotels and over a dozen restaurants throughout the United States. Rob takes pride in having worked every position in his hotels, from toilet scrubber to line cook to general manager, and attributes the success of Lark not only to his ability to learn on his feet, but mostly to his knack for bringing amazing people together.

As the founder of Lark, Rob is the steward of a portfolio of real estate valued at over \$500MM with an annual revenue stream nearing \$100MM. His devotion to creating great experiences extends beyond the obvious experiences that guests have to Lark's crew and the many investors that make our hotel development possible.

In addition to his role at Lark Hotels, Rob is a partner in the design studio Elder & Ash and a principal at Lark's affiliate development firm, Lark Capital.

Peter Twachtman

CHIEF EXECUTIVE OFFICER · PORTLAND, MAINE

A consummate hotelier and stickler for the details, Peter has been a student of hospitality for his entire life. Although always looking for opportunities to learn, Peter's focus as CEO is now as the professor, a role to which he brings 30 years of management and leadership experience. Peter's keen financial and operational eyes, coupled with a curiosity and laser focus are complemented by his ability to effectively

communicate in this multi-faceted and complex business. He believes in the power of keeping things simple and that the vast majority of opportunities can be overcome and exploited the right way when focus is kept on the team, the guest and accountability in results. Peter often says, "focus on the people we work with and they will focus on our guests, and I will work to allow all of us to be accountable to each other."



Megan Kennedy

CREATIVE DIRECTOR · NEWBURYPORT, MASSACHUSETTS

Can you pick a tissue box cover that helps tell part of the story of a new hotel concept? Do you want to? Meg can, and does. A firm believer that bespoke is better than uniform, that individualized is better than efficient, that the story is the thing that makes us unique, Meg is on a quest to bring Lark's creative concepts to life. She finds pleasure in deriving a hotel identity out of the beauty and grit in our neighborhoods, in identifying community brand partners to strengthen our story, and in developing programs that help our people get out and experience our locations.

In her time with Lark she has proven to be a skilled organizer of small and large projects, mentor to staff, manager of chaos, defender of the Lark mission, and a dynamic part of the leadership team. In her role as Creative Director she oversees the creative work that supports and defines the company brand as well as the identity of individual hotels and restaurants. By focusing on cultivating the unique personalities of each hotel through specialty amenities, relevant programming, local partnerships, and individualized service style, she is responsible for all products or experiences that guests interact with either consciously or subconsciously during their time at our hotels and restaurants. Meg leads the team that brings our creative concepts to life and defines how to operationalize the marketing strategy for the brand and individual hotel identities.



Alison South

VICE PRESIDENT OF FINANCE · NEW ORLEANS, LOUISIANA

Alison brings to Lark an enthusiastic can-do attitude with a passion for error-free, on-time financials. Prior, she spent 10 years with Marriott International in a number of above property roles across finance, development, and brand leveraging her strong financial acumen. She started her career with Exclusive Resorts, a luxury destination club, based in Denver, CO and is excited to return to her entrepreneurial roots while supporting the Lark team's future success. She received her finance and French degrees from the University of Colorado and holds an MBA from Vanderbilt University.





Alison Briggs

VICE PRESIDENT OF HUMAN RESOURCES · PORTLAND, MAINE

Alison has over 25 years of experience in HR with 17 of those being in hospitality. She is a hands-on, creative HR Professional who truly loves what she does, and is passionate about helping others achieve their goals. She loves being part of a team who challenges themselves and others to do great things while having fun along the way. She enjoys building work relationships by serving as an HR Business Partner and Employee Relations champion. She is proficient in employment law, coaching, counseling and mentoring executives, managers and employees. Alison graduated Magna Cum Laude from Boston College as a division 1 track and field scholarship athlete.

Doug Klein

VICE PRESIDENT, MARKETING & COMMUNICATIONS · SAN LUIS OBISPO, CALIFORNIA

Doug grew up in Pennsylvania and moved to California as a teenager, trading in his rural outdoor life for the concrete jungle of Orange County. In college he studied Aerospace Engineering and Music before graduating with an English degree and teaching credential. Shortly after college he was recruited by Walt Disney Imagineering where he designed and built theme parks around the world. Since 1999, Doug has been a marketing agency executive, building branding, digital, and social good teams. He notably led the innovation of Princess Cruises online marketing that increased bookings by 4x, and the strategy that garnered San Luis Obispo “The Happiest City in North America,” according to National Geographic. He has worked with TBIDs, regional and state tourism councils, and hotel groups building attractions and out-of-the-box branding and marketing campaigns that have grown revenue, loyalty, and brand love.

In his spare time he writes, cooks farm-to-table meals for friends, and explores the wine and spirits of the Central Coast of California with his Sommelier wife, Hillary, and foodie daughter, Devin. Doug is ecstatic to bring his enthusiasm and passion for doing well by doing good in the world to Lark Hotels.





Scot Hopps

VICE PRESIDENT OF OPERATIONS · PORTSMOUTH, NEW HAMPSHIRE

One could call Scot's first job choice whimsical—he finished college and, rather than exploring the corporate world, relocated to the Caribbean to teach SCUBA diving. That choice turned out to be the start of a nearly two-decade career in the travel and tourism industry. Along the way he's managed teams from 13 room boutique hotels to 300 room luxury properties with an enthusiasm for taking care of people. Not many individuals would have later pursued an engineering degree, only to leverage it as a way of more richly delivering memorable experiences, but Scot is a lifelong learner and teacher. His ability to dive deep applies to people and numbers, systems as well as chaos. He is calm in a storm and steadfast in his dedication to the destination—but he most certainly ensures that each person around him enjoys the journey!

He and his wife live by two tenants when it comes to travel: drop everything to travel for a good reason; and when you want to truly understand a new place, you need to eat with the people, drink with the people, and dance with the people. Their three little girls have embraced their parents' love of adventure at an early age, committing to one another to visit all seven continents. Scot brings a zeal for people, a work ethic that both pushes and pulls others along, and the ability to translate a beautiful vision into a daily reality, year after year. In Scot's role as Vice President of Operations, he is globally responsible for all matters relating to our organization's hotel operations.

Nikola Jasprica

VICE PRESIDENT OF REVENUE · MONTREAL, QUEBEC, CANADA

Nik brings to Lark the unique combination of nerdy computer geek and confident leader. A rare breed of Croatian and South African, he is calm and steady and always knows when to take action. Nik has a lengthy background in hospitality and has held many roles in operations management around the world.

As our Director of Revenue Management, Nik is responsible for global revenue management for Lark and overall implementation, and maintenance of our technology and systems. Nik believes that technology has a great influence on the guest experience, and on our company as a whole and is always on the lookout for the next gadget or app that will take the Lark experience to the next level.



Jeffrey Holihan

DIRECTOR OF ACCOUNTING · PORTSMOUTH, NEW HAMPSHIRE

Holihan is derived from a Celtic word meaning “proud”, and Jeffrey Holihan is indeed the proud captain of the accounting team. When the seas get a little choppy inside the dynamic Lark world, he always provides a steady hand and keeps morale up. He has spent the majority of his working life in hospitality on both the operations and accounting sides. Starting out as a teenager working at a couple of Victorian hotels on the New Hampshire seacoast, he went on to work in many positions from short order cook to hotel general manager before “changing careers” to pursue accounting, and, as fate would have it, ending up back in hospitality, this time as a Controller for Hotel Development, Hotel Construction, and Hotel Operations for both limited and full service hotels. With degrees in Hotel and Restaurant Management as well as Accounting, and years of experience to draw from, Jeffrey is well seasoned and well equipped to roll up his sleeves and work with everyone from GMs to bookkeepers to ensure that our accounting stays on course. A spare-time avid waterman, Jeffrey is very happy being either on top of or under water and loves to travel especially to warm remote seaside locations.



Stefanie Tannenbaum

DIRECTOR OF ASSET MANAGEMENT
HAMILTON, MASSACHUSETTS & NOSARA, COSTA RICA

Stefanie comes to Lark after a decade in New York City working on one of the world’s most visited properties: Rockefeller Center. In striving to elevate the experience of her tenants, visitors and broader community, she came to appreciate the destination-building aspect of her work above all. This innate passion is what brought her and quickly aligned her with Lark’s mission.

With a Masters degree in Asset Management, Stefanie is energized by collecting facts and opinions and in return, presenting them to the world the way she sees it and without reservation. Stefanie, with her inquisitive eyes, will ask you a question and listen so intently. This intensive listening turns into knowledge, and she has mastered the fine art of turning knowledge into action.

At Lark, Stefanie is responsible for the financial performance of each property. She achieves this by a laser-focus on multiple and timely task execution along with an authentic ability to integrate into diverse teams which in turn makes her one of most introspective yet outgoing people.

Amanda Flanagan Wallace

DIRECTOR OF INTEGRATION & ADMINISTRATION · PORTLAND, MAINE

Amanda's maxim is "organizational savvy through creative thinking" (or the other way around, depending on the day). When an online quiz told her she was 50% right- and 50% left-brained, it made complete sense. Hence her science education, but passion for working in the creative fields. She loves making beautiful food, but only by following a *Cook's Illustrated* recipe to the letter. Get the picture?



With a background as varied as the states she's lived in, Amanda spent over a decade in the nonprofit sector before making her way to Lark. Her unique mix of creativity and structure had her spanning disciplines such as project and program management, strategic organization, project development, and marketing & communications. Her years of hands-on application—as well as her dedication to living out her connection to place—make her perfectly situated to help lead Lark through its exceptional growth.

In Amanda's time with the company she has seen Lark grow from managing 6 small hotels to its current place as a leader in the boutique hotel management space. She now helps steer the company through the integration of new properties and new projects, formalizing processes, and holding hands across departments during transitions.

Philip Harris

GENERAL COUNSEL · LARKSPUR, CALIFORNIA

Born in the UK and raised in New York, Philip graduated from Cornell's Hotel School and spent five years in hotel and restaurant ops before going to law school, and is now Lark's General Counsel. Philip brings over 25 years of experience of advising hotel owners and hotel management companies on the enormous variety of legal issues that face the hospitality industry, and when you add in his wife and law partner, Tamsen McCracken, who does what Philip does, but backwards while wearing high-heels (for you Fred Astaire/Ginger Rogers fans), it means Lark enjoys the benefit of over 50 years of legal wrangling, calming, settling, negotiating, guiding, drafting, re-drafting, re-re-drafting, and deal-making. An avid photographer, when he's not working his way through our latest acquisition, you'll find Philip with Tamsen hiking around the lakes near their Northern California home.





Jamie Rebello

REGIONAL DIRECTOR OF HOTELS · NEWPORT, RHODE ISLAND

Growing up, Jamie listened closely as her father shared countless travel woes from his weekly business trips. Even as a child, she couldn't help but think, "I could do better than that." After several family trips to Disney World, Jamie learned what it meant to create memorable experiences, and her passion for hospitality slowly turned into an obsession.

For over a decade, Jamie has been working in Boston's hospitality industry. Determined to learn every aspect of the business, she has excelled as a Front Office Manager, Director of Housekeeping, Hotel Manager, and more. She enjoys any opportunity to mentor and develop leaders, create sustainable operational practices, and push the needle on the guest experience through sensational creativity. Notably, Jamie was awarded the Stevan Porter Award recognizing her as a top emerging leader under the age of 30 by the Massachusetts Lodging Association.

During her free time, you can find Jamie laughing with her daughter and husband, spending time with her sister and parents in Rhode Island, planning a trip, reading a book, or hunting for a sweet chocolate treat.

Steve Cook

REGIONAL DIRECTOR OF HOTELS · TAMPA, FLORIDA

A storied career in the hospitality industry that has spanned three decades, Steve's passion for hospitality continues to fuel his fire and keep the story going. A career that started as a night auditor in Chicago, has since taken Steve to various leadership roles for multiple hotel management companies comprised of independent, branded hotels as well as restaurants, bars and nightclubs, eventually landing him with Lark as our Regional Director of Hotels for our southern properties. Steve is passionate about the hospitality journey, its rewards, challenges and the moments it can create in a person's life. He loves to share his story to newbies into the industry, and even some oldies as well.

Having grown up in Argentina, he is an avid soccer fan, enjoys biking 20–50 miles a week and finding the best Cabernet under \$20. His passion for others goes beyond our hotel walls, as he sits is on the board of a non-profit that provides construction training for men in Haiti. Steve is married to his best friend Sue, has two grown children, thinks that any temperature below 70° is frigid.



Korina Lopez

DIRECTOR OF LEARNING AND DEVELOPMENT · PORTSMOUTH, NH

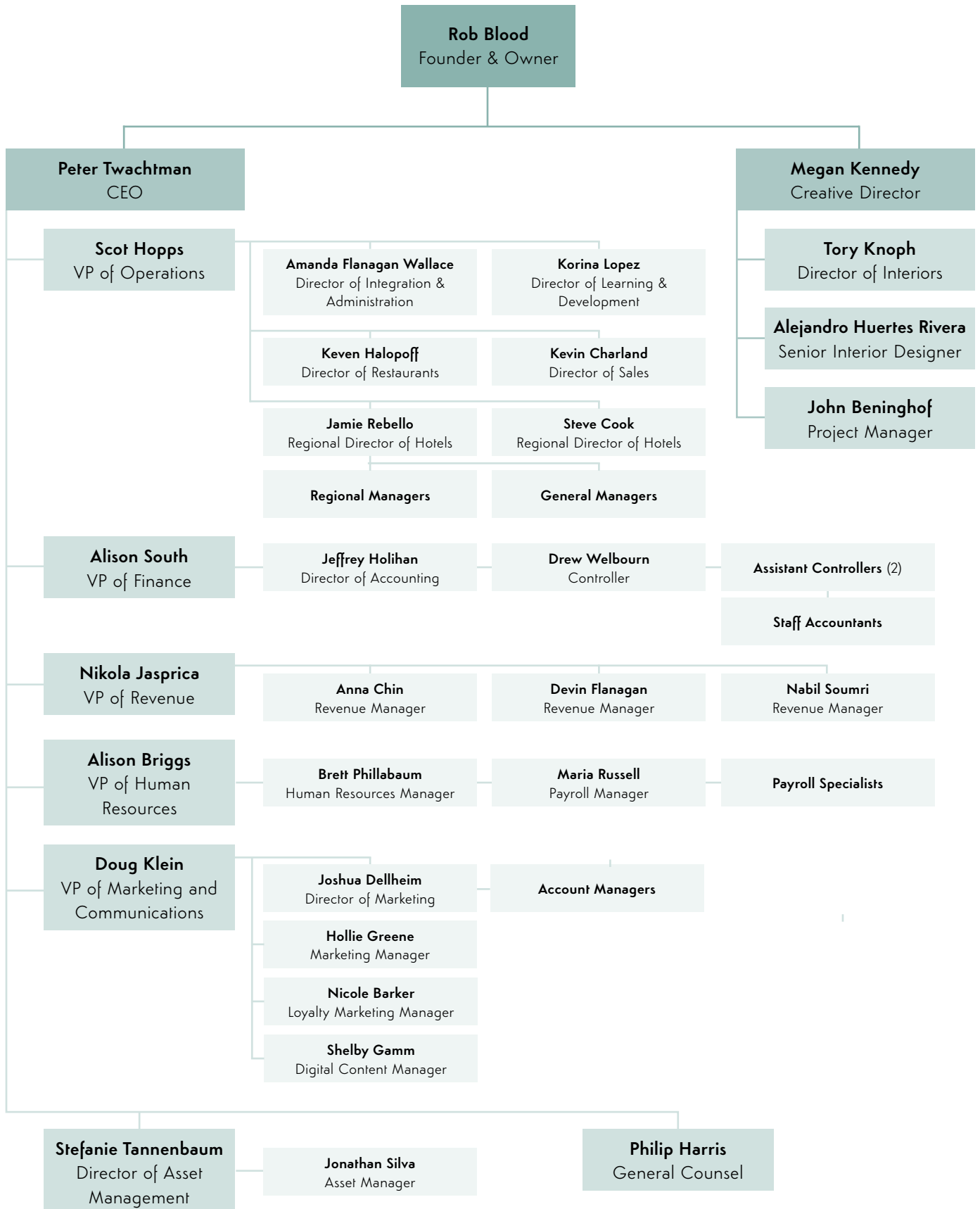
Korina started with Lark in 2015 and has gained the knowledge, through osmosis, that has prepared her for success as Lark's Director of Learning and Development. She has worked at five Lark hotels in Rhode Island and Massachusetts, having held positions as Guest Services Associate, Assistant Manager, and Rooms Division Manager. In addition to these properties, Korina has assisted in coverage and training at more than half of our hotels as well as being part of the opening team for new properties. Through all of these experiences, she has mastered everything from our reservation system to brand standards, hotel policies to housekeeping practices, and everything that falls between.



As our Director of Learning and Development, Korina serves as the synapse connecting our various departments at Lark to ensure that we remain one team. Whether it's updating the organization with our internal monthly newsletter, driving our on-boarding process for every team member, or leading our Lark Mentor and Mentee development program, she completes all with ease (and rest assured she'll have checklists and spreadsheets tracking progress on all of these simultaneous projects). Korina is our go-to person for organizational practices and flow of communication as the Lark team grows, creating structure in the wonderfully chaotic world of hospitality.



Current Org Chart





Every aspect of the hotel comes back and relates to the story—this is what drives the guest connection over a comfortable bed or fast wifi.



Our Brands & Hotels



No detail escapes attention at a Lark Hotel, and each property offers a highly specific sense of place. Created to capture the true spirit of independent hotels, Lark offers high design and impeccable quality, paired with a personalized guest experience. Think: the best amenities and a sense of luxury, paired with a relaxed neighborhood feel, and no stuffiness in sight. All of this is supported by Lark Hotels' trusted and well-earned reputation.





Tradewinds

Mission St at 3rd Ave, Carmel-by-the-Sea, CA
tradewindscarmel.com | 831-624-2776 | @tradewindscarmel

Our beachfront hotel in Carmel, CA is a serene sanctuary nestled among tree-lined streets, radiating calm and comfort. Originally built in 1959, this ideally-located boutique hotel incorporates Japanese, Balinese, and Chinese décor elements in its 28 rooms and throughout the premises. With a backdrop of the Pacific Ocean and just steps from the town's shops, galleries, and restaurants, guests will enjoy beautifully-appointed rooms with luxurious linens and high-end amenities.

ESTABLISHED: June 2020



The Stilwell

San Carlos Street at 5th Avenue, Carmel-by-the-Sea, CA

Escape to a beautiful oasis and indulge in timeless luxury at The Stilwell, in the midst of Carmel-by-the-Sea. The Stilwell Hotel's handsome, crisp design soothes with natural materials and neutral tones, and excites with architectural drama. The hotel is a study in balance—low slung, with dramatic vertical elements; serene and composed with wood, stone, and iron adding rustic texture that feels perfectly Carmel, and thoroughly modern.

A warm welcome awaits in The Stilwell's striking lobby. Spacious and restful rooms face luxuriant courtyards brimming with lush greenery, brushed by sea winds, and filled with the calming trickle of cascading fountains.

OPENING: 2024



Whitehall

52 High Street, Camden, ME
whitehallmaine.com | 207-236-3391 | @whitehallmaine

Whitehall is an ideal spring, summer, and early fall destination for those in search of an artisanal, authentic Maine experience. The property boasts rambling front porches and a patio perfect for enjoying a glass of wine or fresh lemonade, a fire pit for late-night hangouts, and outside-of-the-box spaces for your unique, intimate wedding or other event.

ESTABLISHED: June 2015



AWOL – KPORT

34 Maine Street, Kennebunkport, ME
awolkport.com | 207-236-3391 | @awolkport

An in-town oasis, set in the midst of a pine grove and just a short walk to the harbor, AWOL – KPORT promises privacy but also a communal spirit. Three fire pits in the beach forest invite guests to pull up a stump and gather over s'mores and ghost stories, while modern rooms and cottages provide a sanctuary after a day of adventuring. Come as you are—escape to reality!

ESTABLISHED: July 2021



Kennebunkport Captains Collection

6 Pleasant Street, Kennebunkport, ME
kennebunkportcaptains.com | 207-967-3141 | @kennebunkportcaptains

The Kennebunkport Captains Collection (KCC) is a piece of living history—firmly rooted in the culture and tradition of Kennebunkport. KCC is a modern collection of four historic Maine homes formerly owned by leading sea captains. Located steps away from the Kennebunk River, this luxury village resort is the perfect place to escape for your Maine getaway. Join us at the mansion for breakfast in the garden, cocktails in the drawing room, or relaxing treatments at the spa—the resort is yours to explore.

ESTABLISHED: February 2021



Blind Tiger Portland

163 Danforth Street, Portland, ME
blindtigerportland.com | 207-879-8755 | @blindtigerportland

Blind Tiger is inspired by the people that have shaped Portland, Maine into one of America's coolest small cities. The newly renovated nineteenth century mansion is nestled between the artsy West End neighborhood and the happening Old Port. Each room in the guest house is individually curated to include found pieces from near and far and the contemporary comforts of a stylish Portland friend's home.

ESTABLISHED: February 2020



AWOL – P'TOWN

59 Province Lands Road, Provincetown, MA
awolhotel.com | 508-930-2098 | @awolhotel

Contemporary décor, lively vibes, and unobstructed views of the moors at this fully renovated Provincetown inn will leave you wanting for nothing. Relax by the outdoor pool, take in the scene from your private balcony, or immerse yourself in the soul of P-town. All are welcome—escape the ordinary.

ESTABLISHED: June 2018



The Coonamessett

311 Gifford Street, Falmouth, MA
thecoonamessett.com | 508-548-2300 | @thecoonamessett

The Coonamessett radiates simple New England elegance, with buildings dating back to 1796 and idyllic frontage on Jones Pond. Explore the nearby downtown, bike to the beach, or hop over to Nantucket or Martha's Vineyard. With spacious suites, beautiful gardens, and gorgeous event spaces, there is plenty of room for guests seeking a Cape Cod vacation, destination wedding, or simply a quick getaway from Boston.

ESTABLISHED: May 2018



ON-SITE DINING

Eli's Tavern

elistavernfalmouth.com | 508-548-2300

A fresh take on New England fare with good drinks and no nonsense, this laid-back establishment is the perfect place to soak up the character of the Cape. Join us at the bar for drinks, settle in for intimate occasions, or plan a big family dinner.



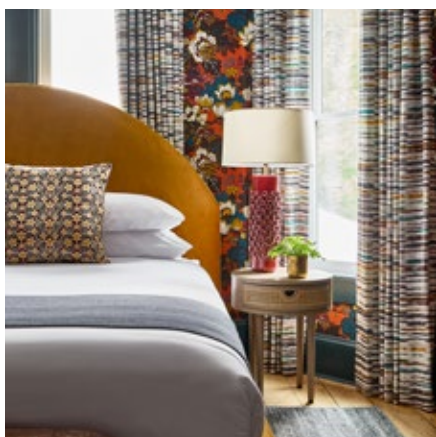
The Christopher

24 S Water Street, Edgartown, MA

thechristophermv.com | 508-627-4784 | @thechristophermv

With breezy blues, purples, and bright pops of coral, the color scheme at The Christopher feels distinctly coastal and very "Vineyard meets St. Barths." Guests can't help but relax and shift into island time. A back courtyard features both sunny and shady spots to lounge and enjoy the BYOB mixer bar. Edgartown Harbor, the shops and galleries of Main and Water Streets, and world-class restaurants are just outside the front door.

ESTABLISHED: May 2016



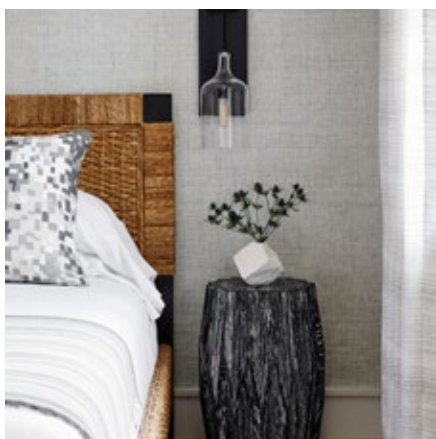
The Coco

22 N Water Street, Edgartown, MA

508-939-9299

Formerly a Victorian home built in 1892 by whaling captain Charles W. Fisher, this historic property features layered fabrics and textures in an intimate setting.

OPENING: Summer 2023



The Edgartown Inn

56 N Water Street, Edgartown, MA

theedgartowninn.com | 508-627-4794 | @theedgartowninn

Inspired by Martha's Vineyard's farms and gardens, The Edgartown Inn features relaxed modern farmhouse style in a classic coastal captain's home. Breezy, organic design and a convenient location in the heart of Edgartown Village means peaceful relaxation is just steps away from restaurants, boutiques, the Chappaquiddick Ferry, and the beach.

ESTABLISHED: June 2020

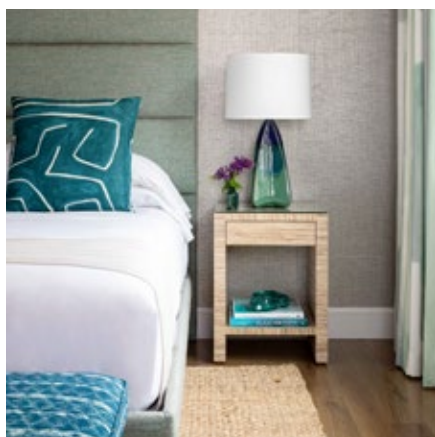


The Richard

104 Main Street, Edgartown, MA
therichardhotel.com | 774-310-1055 | @therichardhotel

Let this boutique hotel be your exclusive island home. Relax on the expansive front porch, step out to the shops and restaurants of historic Edgartown, or explore all of Martha's Vineyard from its central Main Street location. Lush yet unexpected, The Richard exudes a crisp, modern feel with a distinctly royal edge.

ESTABLISHED: June 2018



The Sydney

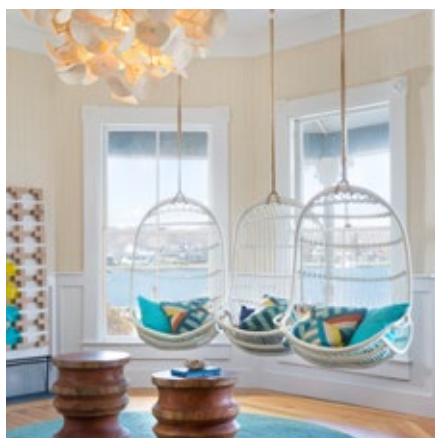
22 Winter Street, Edgartown, MA
thesydneyhotel.com | 508-939-9299 | @thesydneyhotel

This chic jewel is the key to an exclusive and relaxing Martha's Vineyard vacation. Step outside the front door to Water Street, one of the village's most sought-after addresses. Specialty shops, galleries, and gourmet restaurants line the street. Edgartown Harbor is one block away.

ESTABLISHED: May 2016

MARTHA'S VINEYARD, MASSACHUSETTS

OAK BLUFFS



Summercamp

70 Lake Avenue, Oak Bluffs, MA
summercamphotel.com | 508-693-6611 | @summercamphotel

Be a kid again at this whimsically renovated hotel. Designed as a nod to Oak Bluffs' history as a family summer "camp" destination for the Methodist Church, Summercamp reflects the rustic, retro, and nostalgic touches that any former campgoer (or former child) can embrace. Gaze at the harbor from the deck chairs, grab a snack from the Canteen, or play table tennis in the rec hall. Located across from Oak Bluffs Harbor.

ESTABLISHED: May 2016



21 Broad

21 Broad Street, Nantucket, MA
21broad.com | 508-228-4749 | @21broad

Nantucket meets Manhattan at this stunning boutique hotel. With soothing white-on-white tones and bright pops of citrus color, this is where urban style embraces island sensibility. Spin tunes on the turntable in the lounge, unwind in the steam room, or enjoy a beverage on the back deck around the fire pit. 21 Broad spoils with luxuries that intrigue and indulge in equal measure.

ESTABLISHED: July 2014

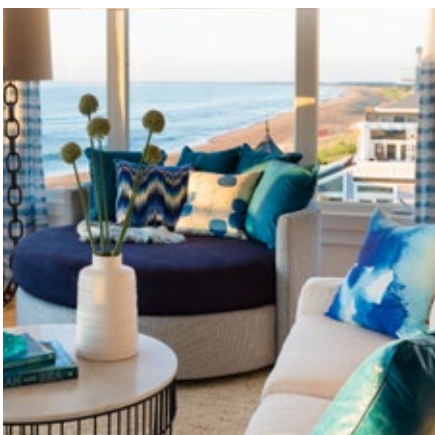


76 Main

76 Main Street, Nantucket, MA
76main.com | 508-228-2533 | @76main

This tony, design-driven Nantucket boutique hotel is located in the town's premier landmark neighborhood. A desired address with modern, tailored rooms and a secluded and spacious courtyard, 76 Main feels like an upscale private home (only bigger and with loads of amenities).

ESTABLISHED: June 2013



Blue – Inn on the Beach

20 Fordham Way, Plum Island, Newbury, MA
blueinn.com | 978-465-7171 | @blueinnonthebeach

About as oceanfront as you can get, this property is set right on the beach on the hideaway of Plum Island. A stone's throw from the charming town of Newburyport, Blue – Inn on the Beach offers a luxury cottage experience with modern amenities. Discover rooms, suites, and private cottages dressed in crisp summer whites with pops of our signature color. Breakfast baskets and beach loungers will leave you feeling anything but blue.

ESTABLISHED: June 2016



The Hotel Salem

209 Essex Street, Salem, MA

thehotelsalem.com | 978-451-4950 | @stayhotelsalem

Housed in a former high-end department store, The Hotel Salem features mid-century modern décor with vintage, retail-inspired touches that hint at its stylish past. From micro-rooms to spacious loft-style suites, guests can find a room for any need or budget. Each room offers a private bath, vaulted ceilings, and all the amenities you expect from a Lark Hotel.

ESTABLISHED: November 2017



ON-SITE DINING

The Roof

theroofofsalem.com | 978-451-4814 | @theroofofsalem

The Roof offers Salem's only rooftop bar and restaurant serving the necessities—strong drinks and simple food. Expect to find some of the best-crafted cocktails in the area, as well as tacos, ceviche, and oysters. Open seasonally.

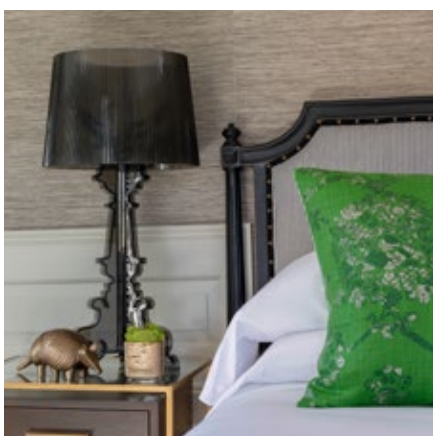


ON-SITE DINING

Counter

countersalem.com | 978-451-4818 | @countersalem

Set in the historic Newmark building in the heart of downtown Salem, Counter is our modern take on a lunch counter with a dining experience rooted in fresh, simple, modern food. Eat in or take your meal to go.



The Merchant

148 Washington Street, Salem, MA

themerchantsalem.com | 978-745-8100 | @themerchantsalem

Built by acclaimed 18th-century architect Samuel McIntire, our intimately-sized hotel brings a stylish side to this historic North Shore enclave. With past lives as a home, a tavern, an office building, and a rare book shop, The Merchant has been restored as a luxurious boutique hotel. Located in the heart of downtown, the hotel offers large, elegant guest rooms that retain much of their original woodwork and exquisite detail, yet offer the best of today's amenities.

ESTABLISHED: November 2015

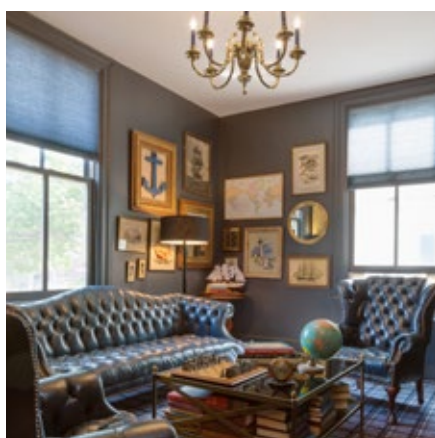


Ale House Inn

121 Bow Street, Portsmouth, NH
alehouseinn.com | 603-431-7760 | @alehouseinn

A boutique urban inn with brick-walled spaces and a contemporary, loft-like feel, Ale House Inn is centrally located in Portsmouth's Market Square district—the hub of all things hip. Occupying one floor of a former brewery warehouse, guest rooms offer a blend of city chic and refined comfort.

ESTABLISHED: November 2013



The Hotel Portsmouth

40 Court Street, Portsmouth, NH
thehotelportsmouth.com | 603-433-1200 | @thehotelportsmouth

Located just steps from bustling Market Square, The Hotel Portsmouth is a short walk from all the shopping, restaurants, historical sites, and waterfront attractions that make Portsmouth so special. Guests have access to personalized service 24 hours a day, common-area spaces for relaxing or gathering, and meeting rooms to accommodate small functions and events.

ESTABLISHED: March 2013



Blind Tiger Asheville

173 E Chestnut Street, Asheville, NC

Blind Tiger Guest Houses are designed to make you feel like a true local. With the help of some of the city's most influential tastemakers, our hosts at Blind Tiger Asheville provide the knowledge and access to unique perspectives on how to best explore the transformative North Carolina city.

Whether you're here for a concert downtown, exploring trails amongst the Appalachian mountains or seeking an eye-opening dining experience with industry maven, staying at Blind Tiger will provide the thrill and comforts of staying with a well-connected friend, who wants you to discover the best of the city they love. So let us be your jumping off point for exploration of Asheville, and your exclusive home to return to.

ESTABLISHED: May 2023



Block Island Beach House

32 Dodge Street, New Shoreham, RI
 blockislandbeachhouse.com | 401-466-5500 | @blockislandbeachhouse

Located directly on the beach in the heart of the island, Block Island Beach House is a place that's easy to get to but hard to leave. It's a place for escaping, celebrating, and making memories forever tinged by the color of the sun, surf, and sand. With 31 renewed rooms, weekly clam bakes, and rum punch at the Beach Bar, discover the island's unique charm at this lively but laid-back destination.

ESTABLISHED: July 2019



ON-SITE DINING

The Surf

The Surf is your summer kitchen and oceanfront porch, offering barbeque, fresh fish, sandwiches, salads, local beers, wine, and cocktails, along with the best sunset views on the island.



ON-SITE DINING

Beach Bar

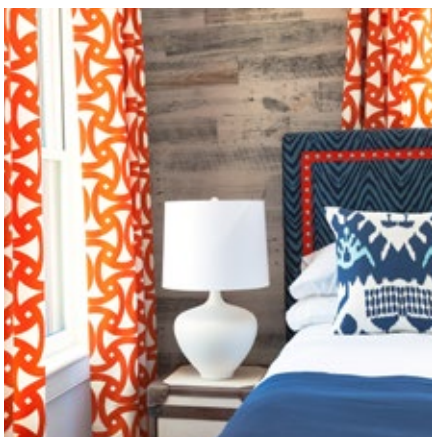
A short walk from the ferry, Beach Bar offers rosé all day, classic summer cocktails, and a laid-back vibe from above Crescent Beach. Serving daily lunch, dinner, and snacks.



ON-SITE DINING

Coffee & Cocktails

This is where coffee and classic cocktails meet breakfast sandwiches, housemade granola, lobster rolls, and summer salads. Grab and go or pull up a stool at the counter.



The Attwater

22 Liberty Street, Newport, RI
 theattwater.com | 401-846-7444 | @theattwater

Steeped in the area's nautical history—yet with a vibrant dash of the unexpected—this boldly original Newport hotel offers coastal-chic rooms and super-spacious suites. The Urban Beach House (located next door to the main hotel) brings the vibe of the beach to the heart of town. A design-driven guest lounge and a curated small-plates breakfast round out this award-winning property.

ESTABLISHED: June 2012

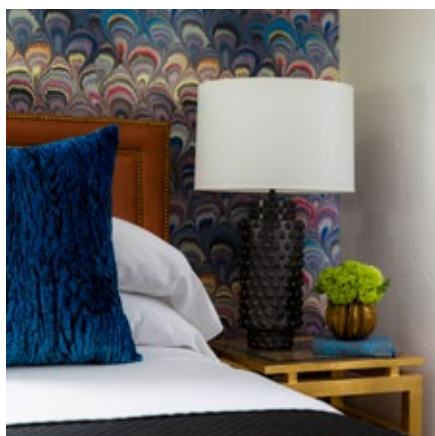


The Cliffside Inn

2 Seaview Avenue, Newport, RI
 thecliffsideinn.com | 401-847-1811 | @thecliffsideinn

The Cliffside Inn's updated interiors, thoughtful amenities, and captivating details recollect the enchanting Victorian mansion's history as the home of painter Beatrice Turner. Discover uniquely decorated rooms, enthusiastic hospitality, and impressive access to the stunning scenery of Rhode Island. The Inn is just a few hundred steps from the famed Cliff Walk—the best place to experience the classic architecture of Newport juxtaposed with incredible sea views that first inspired summer guests to build their homes here.

ESTABLISHED: May 2019



Gilded

23 Brinley Street, Newport, RI
 gildedhotel.com | 401-619-7758 | @gildedhotel

This Newport boutique hotel is a modern, irreverent take on the decadent style of the Gilded Age. Guests can revel in this homage to Newport's rich history while enjoying all the modern splendor Gilded and this iconic destination have to offer. The property has rooms and suites perfect for soaking, sipping champagne, and sleeping like a Carnegie.

ESTABLISHED: May 2015

BURLINGTON, VERMONT



Blind Tiger Burlington

349 S Willard Street, Burlington, VT

Originally built in 1881 and set on a tree lined street and among other gorgeous historic homes, Blind Tiger is a grand brick mansion just a short stroll to Church Street, Lake Champlain waterfront and other lively neighborhoods in downtown Burlington. The residential neighborhood of Burlington Heights is one of the most desirable in the city and where you can have access to it all, including peace and quiet if you want it.

Our guesthouse and gathering space is your key to uncovering what Burlington is really about. We are allergic to tourist traps and inauthenticity, believe that the locals know best, and are continually inspired by community and creation. We've taken the guesswork out of your trip to Vermont. Let your local hosts provide an insider's perspective on the city and surrounding areas, both well-traveled and delightfully off the beaten path.

ESTABLISHED: May 2023



AWOL Stowe

511 Mountain Road, Stowe, VT
awolstowe.com

Just a short stroll from the bustle of Stowe village, but remotely tucked into the side of Cady Hill Forest, AWOL is your private alpine retreat. Whether you choose the serenity of your own space, a solo hike or the activity of our communal fire pits, cedar plunge pools and new friends, AWOL is here to experience your way.

OPENING: 2024



Field Guide Lodge

433 Mountain Road, Stowe, VT
fieldguidestowe.com | 802-235-8088 | @fieldguidestowe

Field Guide Lodge's onsite trail access, proximity to town, spacious lounge, and seasonal pool and hot tub make it the perfect spot to enjoy the mountains for couples, friends, families, and groups. With 30 rooms and suites spread across two separate and unique buildings, Field Guide Lodge is an unexpected and delightful basecamp for exploring Stowe, VT all year long.

ESTABLISHED: May 2015



ON-SITE DINING

Après Only

At Après Only it's a celebration of 80's nostalgia and classic Vermont ski culture. Come as you are from your local adventures. Grab an IPA on draft or a glass of bourbon. Enjoy snacks and curated boards like charcuterie and cheese, warm Bavarian pretzels, and slices of cake. Did we mention our shot ski?



BLUEBIRD BY LARK

Inspired by the idea of the great American road trip, each Bluebird by Lark property offers the warm welcome and carefully chosen amenities guests have come to expect from us, with a more relaxed, free-spirited attitude. Often purpose-built properties like motels, ski chalets, and surf lodges, we've captured the nostalgic spirit of these locations and repositioned them for a modern audience.

Designed to feel like an unexpected discovery guests will rave about to friends after they get home, Bluebird hotels can capture the imaginations of a new generation of roadtrippers, intent on exploring both hidden gems close to home and far-flung corners of the country further afield. It's flexibility, freedom, and the spirit of the open road.





Bluebird Ocean Point

191 Shore Road, East Boothbay, ME

bluebirdoceanpointinn.com | 207-633-4200 | @bluebirdoceanpointinn

Bluebird Ocean Point Inn is an idyllic coastal Maine summer getaway. Perched on the rocky shoreline and backed by pine forests and rolling hills, the summer village of Ocean Point is about relaxing outdoors: paddling, fishing, and swimming in the pristine waters, taking an easy hike to one of many scenic vistas, or just relaxing by the pool on a sunny day, soothed by the sounds of the Atlantic's crashing waves. Venture into Boothbay Harbor for local shops, the Maine State Aquarium, and the nationally acclaimed Coastal Maine Botanical Gardens. Ocean Point's accommodations are comfortable, laid-back, and quaintly charming.

ESTABLISHED: May 2023



ON-SITE DINING

Ocean Point Kitchen

A casual New England eatery serving up classic coastal Maine dishes. Join us in the freshly renovated dining room, pull up a stool at the bar, or circle your chairs together on our ocean overlook, and savor summer in Maine with local beverages, seafood caught in our own waters, and farm-fresh seasonal salads and entrées.



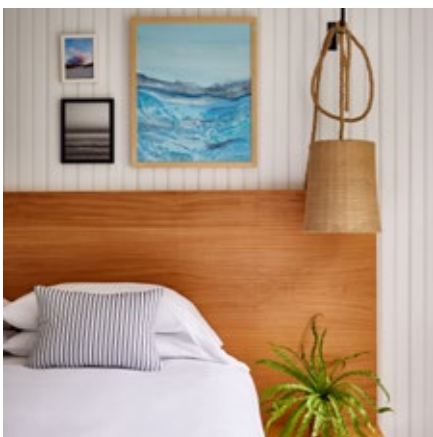
Bluebird Dennisport

426 Lower County Road, Dennis Port, MA

bluebirddennisport.com | 508-796-9777 | @bluebirddennisport

The village of Dennisport is found right on the Nantucket Sound in the heart of Cape Cod. The warm ocean temps beckon swimmers, boaters, and surfers from far and wide, and the nearest beaches and waterfront dining are just 1/2 mile from our front door. Stay in the heart of Cape Cod at Bluebird Dennisport.

ESTABLISHED: May 2022



Bluebird Parker Beach

192 S Shore Drive, South Yarmouth, MA

parkerbeachlodge.com | 508-694-7688 | @parkerbeachlodge

Discover the timeless appeal of Cape Cod, just steps from the beach in Yarmouth. A modern, sea-inspired escape for connecting with the serenity of the ocean, and exploring the charming restaurants and shops of Cape Cod.

ESTABLISHED: August 2021

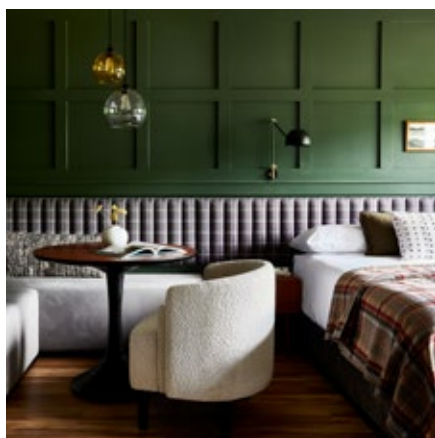


Bluebird Sunapee

1403 NH Route 103, Mt Sunapee, NH
bluebirdsunapee.com | 603-763-2010 | @bluebirdsunapee

The Sunapee area of New Hampshire is the quintessential 4-season New England destination. Located a short walk from the Mt. Sunapee State Park on Lake Sunapee and across the street from Vail's Mt. Sunapee Ski Resort, there is no shortage of classic, outdoorsy New Hampshire right outside our door.

ESTABLISHED: May 2022



Hunter Lodge, a Bluebird by Lark

7433 Main Street, Hunter, NY
thehunterlodge.com | 518-441-0523 | @hunterlodgebluebird

Just a few hours from New York City and surrounded by the vibrant small towns and lush nature of the Catskills, The Hunter combines sophisticated ski lodge vibes with spacious rooms and plenty of outdoor space. Ideal for a ski getaway to Hunter Mountain or an idyllic family getaway in the summer, complete with roaring fireplaces, clean alpine-inspired design, and balcony rooms for easy outdoor access.

ESTABLISHED: August 2022



ON-SITE DINING

Hunter Tavern

Gather around the fireplace with a cocktail, toast s'mores, and make new friends. Inhale that crisp mountain air and enjoy the view that's picture-perfect throughout the seasons.



Bluebird Lake Placid

2375 Saranac Avenue, Lake Placid, NY
bluebirdlakeplacid.com | 518-523-2587 | @bluebirdlakeplacid

At Bluebird Lake Placid, we want you to feel like you're part of something great while you're in town. Let our hotel be your home base, your jumping off point, the relaxing space you get to enjoy before all the action begins right outside your door. Find rooms and suites designed with Scandinavian and Japanese influence. Adventure awaits. Find yourself somewhere new on the map with a getaway to Lake Placid, NY.

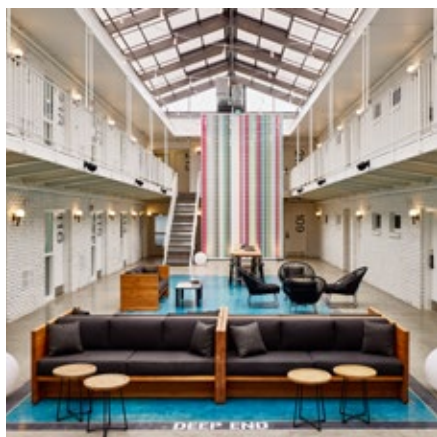
ESTABLISHED: January 2023



ON-SITE DINING

Après Only

A celebration of 80's nostalgia and classic New York ski culture. Come as you are from your local adventures. Grab an IPA on draft or a glass of bourbon. Enjoy snacks and curated boards like charcuterie and cheese, warm Bavarian pretzels, and slices of cake. Did we mention our shot ski?



Bluebird Spa City

413 Broadway, Saratoga Springs, NY
spacitymotorlodge.com | 518-306-4063 | @spacitymotorlodge

A transformed vintage motor lodge directly on Saratoga's main drag, Spa City Motor Lodge features 42 rooms, inspired by the artist culture and tradition of Saratoga Springs. Surrounding a shared interior courtyard, Spa City Motor Lodge is the perfect home base for exploring the cultural happenings and natural wonders of this magical corner of upstate New York—right on the most happening street in town.

ESTABLISHED: June 2021



Bluebird Cady Hill Lodge

511 Mountain Road, Stowe, VT
bluebirdcadyhill.com

Adventure the Bluebird way at Cady Hill Lodge, your launch pad for Vermont adventure. From hiking, to skiing, to world class mountain biking, Bluebird Cady Hill Lodge has everything you need to discover the best of the Green Mountain State. Our family- and group-friendly hotel is just a short walk to the village of Stowe and five miles from Vermont's highest ski mountain—plus it offers exclusive access to some of the area's best backcountry trails.

ESTABLISHED: June 2023



Tälta Lodge, a Bluebird by Lark

3343 Mountain Road, Stowe, VT
taltalodge.com | 802-253-7525 | @talta.lodge

Tälta Lodge is designed as a sanctuary for travelers that respect our wild spaces and seek to share in the adventure and experiences that Stowe Vermont has to offer. Whether you are relaxing by our fire pits, or nerding out in the bike shed with the other gear junkies, Tälta Lodge is a place to get out there and share it all with family and friends.

ESTABLISHED: October 2021



ON-SITE DINING

FjällBar

Our cozy cocktail lounge offers small bites, snacks, and a seasonal and sustainable cocktail program. Whether you're enjoying well earned libations after a long day on the hill, or gearing up for a night on the town, FjällBar is the perfect unique hideaway right in the middle of Mountain Road.



LARK INDEPENDENT

Independent hotels are often faced with the hard choice of going it alone or becoming just another cog in the wheel of a corporate chain. The Lark Independent way is different—we bring all of our signature support services and over a decade of expertise to the table, without smothering you with bland design requirements or miles of red tape. Not sure where you might fit in the Lark family? It's our job to guide you and find the best fit for both of us.



BIRMINGHAM, ALABAMA



The Painted Lady

2143 2nd Ave S, Birmingham, AL
thepaintedladyhotel.com | @thepaintedladyhotel

The Painted Lady is a 22-room and suite boutique hotel occupying the old Eyer-Raden Building in the Automotive Historic District. Legend has it that the “Louise Curtis” who operated a “boarding house” in the upper floors of this building was Louise C. Wooster, sex worker and brothel owner turned local celebrity when her selfless work as a nurse in the city’s cholera wards went public in the 1870’s. Despite her profession, Birminghamians remember Lou fondly to this day. The Painted Lady is a gentle nod to Louise, and to our building’s onetime use as a boarding house and brothel.

OPENING: 2024

MARCO ISLAND, FLORIDA



Olde Marco Inn & Suites

100 Palm Street, Marco Island, FL
oldemarcoinnandsuites.com | 239-260-0117 | @oldemarcoinn

Featuring spacious two-bedroom condo suites complete with fully outfitted kitchens, Olde Marco Inn & Suites is the ideal destination among Marco Island hotels for a family or group getaway. Located on the island’s inviting and quiet north end (away from the hustle and bustle), let Olde Marco Inn & Suites serve as your home base while you explore all that Marco Island has to offer, from fishing, boating, and golfing to shopping, dining, and family-fun activities.

NEW ORLEANS, LOUISIANA



Hotel Bonsai

848 Carondelet Street, New Orleans, LA
hotelbonsainola.com

Hotel Bonsai is a zen-like retreat, hidden in plain sight. In the midst of NOLA’s bustling Warehouse Arts District, Hotel Bonsai’s serene capsule-like rooms envelope you in restful vibes, while the building itself works double-time to generate solar power, purify the air, and draw drinking water out of the atmosphere. The Superdome, Pelicans basketball, The National WWII Museum, The Convention Center, music at the The Fillmore, House of Blues, or on Bourbon Street, and food, drinks, and revelry in the French Quarter—it’s all a walk or short streetcar ride away.

OPENING: 2024



Mid-Town Motel

96 McKown Street, Boothbay, ME
midtownmaine.com | 207-280-8639

Mid-Town Motel is a vintage motor lodge offering pet-friendly accommodations and located a short two minute walk to Boothbay's waterfront, shops, restaurants and more. Our motel is located right in town yet in a nice, quiet setting with beautifully landscaped grounds. Warm, friendly service and hospitality awaits you at Mid-Town Motel, as it has for over 66 years. If your plans include a visit to Boothbay Harbor, make Mid-Town Motel your home base and see why this small 1950's classic has truly stood the test of time.



Topside Inn

60 McKown Street, Boothbay Harbor, ME
topsideinn.com | 207-633-5404

Whether passing through or staying a while, attending a special event, or on vacation to get away from it all, you'll find a warm welcome waiting for you at our mid-coast Maine hilltop inn. Our goal is for all guests – whether visiting for the first time or returning again – to feel that they've arrived at their favorite seaside getaway. We fondly remember childhood visits to a special place that was eagerly anticipated each summer, and look forward to welcoming you to our place!

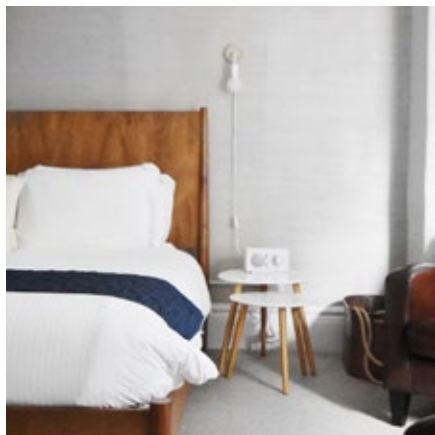


The Lightkeeper's Inn

25 Simpsons Lane, Edgartown, MA
thelightkeepersinn.com | 508-627-4600 | @thelightkeepersinnmv

Located in the historic heart of Edgartown, The Lightkeeper's Inn is a short walk to the area's best restaurants, shops, and beautiful, scenic beaches. In the summer, get out on the water, stroll along picturesque Main Street, and enjoy the hustle and bustle of Martha's Vineyard in its prime. During the winter months, indulge in the peace and serenity of island life while soaking in the sights or just kicking back to relax. Each of our suites offer a full kitchen, living room, bedroom, bath, and private entrance. We even offers complimentary parking, a rarity on the island. Everything you need for a relaxing getaway is waiting for you at The Lightkeeper's Inn.

MARBLEHEAD, MASSACHUSETTS



The Hotel Marblehead

264 Pleasant Street, Marblehead, MA
thehotelmarblehead.com | 781-639-9999 | @hotelmarblehead

The Hotel Marblehead is a fresh take on historic accommodations just 16 miles north of Boston. This 14-room boutique hotel has all the modern accommodations you desire while preserving the rich history of the home and the great town of Marblehead. Guests will find a delightful mix of modern features in a historic New England home—in a historic New England town. Marblehead is a place for adventure on Massachusetts' North Shore.

NORTHAMPTON, MASSACHUSETTS

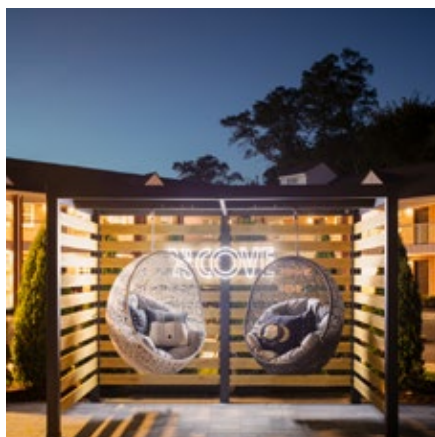


The Ellery

259 Elm St, Northampton, MA
elleryhotel.com | 413-584-7660 | @elleryhotel

The Ellery's prime location puts you on the edge of Smith College and within walking distance of a vibrant downtown brimming with shops, restaurants, cafés, and renowned entertainment venues. Unwind in our recently renovated rooms and suites or relax in our inviting living room with a wood-burning fireplace and workspace, perfect for reading the newspaper or enjoying a cup of fresh, local coffee from Esselon Cafe.

SALEM, MASSACHUSETTS



The Cove

40 Bridge Street, Salem, MA
coveatsalem.com | 978-955-7795 | @thecoveatsalem

The Cove at Salem, a modern boutique hotel with a twist, is immersed in Salem's rich local culture and community. Located in the heart of the historic Bridge Street Neck district, our 57-room boutique Salem hotel is a captivating blend of history and hospitality. Immerse yourself in Salem's original settlements dating back to the 1630s, all while being less than a mile from Salem Common and the renowned Salem Witch Museum.



Asheville River Cabins

318 Wanderlust Ridge, Arden, NC 28704

ashevillerivercabins.com | 828-684-9147 | @asheville.river.cabins

At Asheville River Cabins, experience the scenic beauty of the Blue Ridge Mountains, surrounded by lush forests, remote woodlands, and nature. Be within minutes of scenic outdoor adventures and the lively energy of downtown Asheville that includes eclectic dining, craft breweries, art galleries, and boutique shopping.

Our accommodations feature newly renovated cabins with modern amenities, and vintage Airstreams for contemporary travelers. It's everything you would expect from a boutique lodging experience, but is designed as a private living space while nestled in nature. Discover postcard-worthy views of our secluded gardens and the French Broad River and celebrate the wonder and serenity of such an exciting destination.

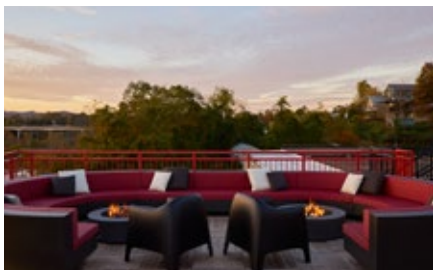


The Radical

95 Roberts Street, Asheville, NC

theradicalavl.com | 828-412-0200 | @theradicalhotelavl

The Radical is more than a hotel, it's a living organism—an unexpected collection of uses, spaces, and personalities—buzzing with creative energy, and grounded in collective consciousness. Come as you are, stay in the present, and join us in being fearlessly Radical.



ON-SITE DINING

The Roof

Dramatic sunsets, views over the French Broad River, cocktails, food, music, dancing, romancing, reveling, skygazing, getting into and out of trouble... Everyone's invited and united.



ON-SITE DINING

Golden Hour

Exactly what you need, plus the things you hadn't even considered. Focused on the simplicity of quality ingredients and beverages, but here for the fun.



ON-SITE DINING

Afterglow

Excellent espresso, drip coffee, housemade bread and pastries in the morning. Cocktails, light bites, and party vibes after noon and into the night.



Zelda Dearest

150 S Lexington Ave, Asheville, NC
zeldadearest.com | @zeldadearest

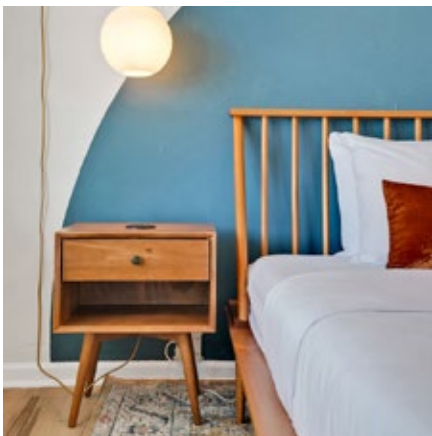
In the South Slope on Biltmore Avenue, a stunning and delightfully refined hotel comes to life with the spirit of Zelda Fitzgerald. At once graceful, thoughtful, intimate, and a terribly intoxicating delight.

CAROLINA BEACH, NORTH CAROLINA



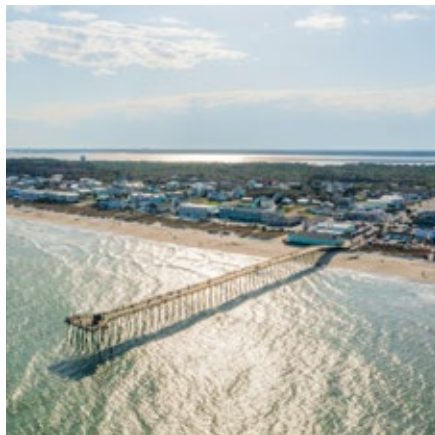
The Beach House

412 Carolina Beach Avenue N, Carolina Beach, NC



The Starlite Inn

201 Cape Fear Boulevard, Carolina Beach, NC



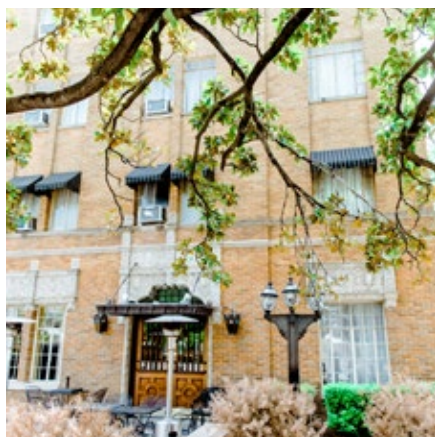
Admiral's Quarters

129 Fort Fisher Blvd S, Kure Beach, NC 28449



The Sand Dunes

133 Fort Fisher Boulevard S, Kure Beach, NC



The Faust Hotel

240 S Seguin Avenue, New Braunfels, TX
thefausthotel.com | 830-625-7791 | @the_faust_hotel

The Faust Hotel is ideally situated in the heart of New Braunfels within walking distance to everything downtown! Lounge in our beautiful, historic lobby, dine at our onsite bar and restaurant, and step back in time to relive the beauty and essence of this distinguished, unique property.



ON-SITE DINING

Magnolia Patio

Magnolia Patio Bar features a select menu of bold flavors to compliment local favorites. Savor our flavors, paired with a beverage, from the beauty of our outdoor space.

Similar Properties

*Examples of comparable facilities
developed and operated by Lark Hotels*

The Hotel Salem

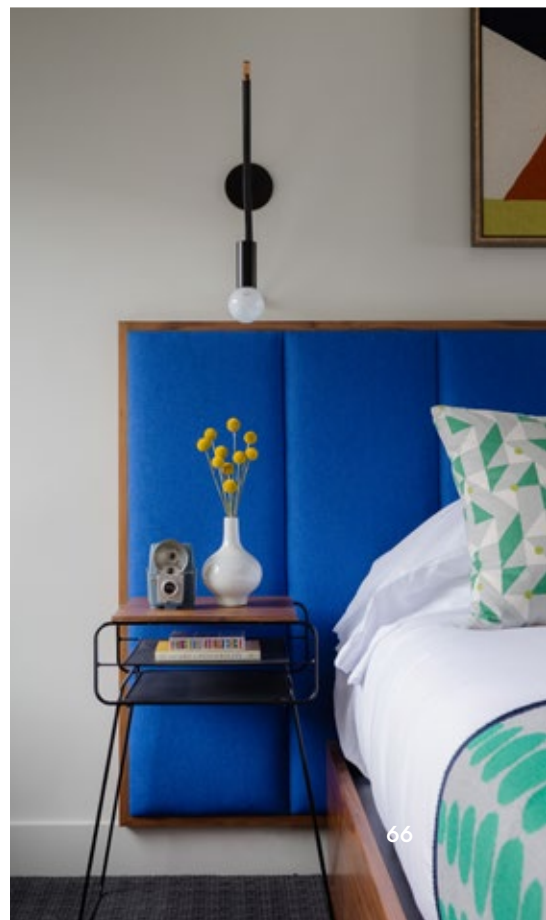
SALEM, MASSACHUSETTS

Opened: November 2017

Rooms: 44

F&B Outlets:

- The Roof: 175-seat rooftop bar and restaurant
- Counter: 36-seat restaurant
- The Cellar: 200-person event space



The Coonamessett

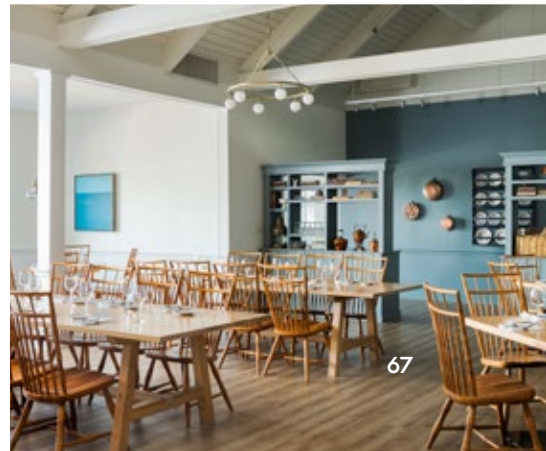
FALMOUTH, MASSACHUSETTS

Opened: May 2018

Rooms: 29

F&B Outlets:

- Eli's Tavern: 90-seat bar and restaurant
- The Cape Cod Room: 300-person event space



Field Guide Lodge

STOWE, VERMONT

Opened: May 2015

Rooms: 33

F&B Outlets:

- Après Only: 90-seat bar, music venue, and event space





*Guests travel for
experience and not just
for a product, and prefer
that we don't dictate
how they experience
their stay at our hotels.*

Contact

Rob Blood, Founder & President
rob@larkhotels.com

larkhotels.com
[@larkhotels](https://www.instagram.com/larkhotels)



HADLEY SCHOOL

HOTEL CONVERSION DESIGN PROPOSAL

24 REDINGTON STREET SWAMPSCOTT, MA 01907



1 Front Axon View Proposed

Sheet Number	Sheet Name	Sheet Number	Sheet Name
SD-0.1	FRONT AXON VIEW	SD-2.2	REAR ELEVATION
SD-0.2	REAR AXON VIEW	SD-2.3	SIDE ELEVATIONS
SD-0.3	RENDERED SITE PLAN	SD-3.1	BUILDING CROSS SECTION
SD-1.0	LOWER FLOOR PLAN	SD-3.2	BUILDING SECTIONS
SD-1.1	FIRST FLOOR PLAN	SD-3.3	SITE ENTRY PERSPECTIVE
SD-1.2	SECOND FLOOR PLAN	SD-3.4	FACADE PERSPECTIVE
SD-1.3	THIRD FLOOR PLAN	SD-3.5	MAIN ENTRY PERSPECTIVE
SD-1.4	FOURTH FLOOR PLAN	SD-3.6	CORNER PERSPECTIVE
SD-2.1	FRONT ELEVATION	SD-3.7	RESTAURANT PERSPECTIVE

FRONT AXON VIEW



1

Rear Axon View Proposed

REAR AXON VIEW

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS

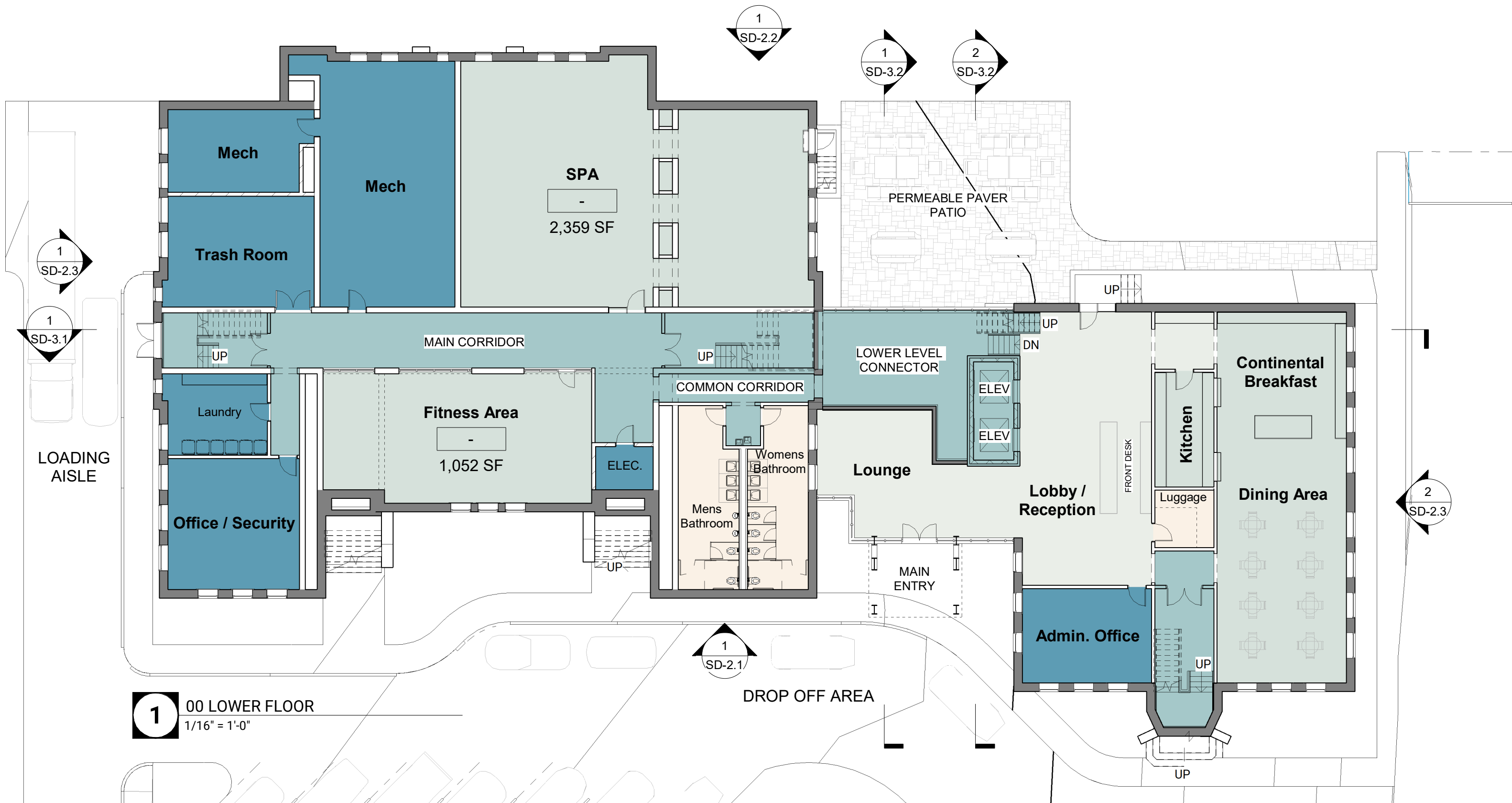
BA



SUSTAINABLE AND CLIMATE-FRIENDLY DESIGN

- 1. ON-SITE PHOTOVOLTAIC FOR BUILDING AND EV CHARGING
- 2. NATIVE PLANTING THROUGHOUT TYPICAL
- 3. PERMEABLE PAVERS AND PAVING
- 4. HIGH PERFORMANCE GLAZING

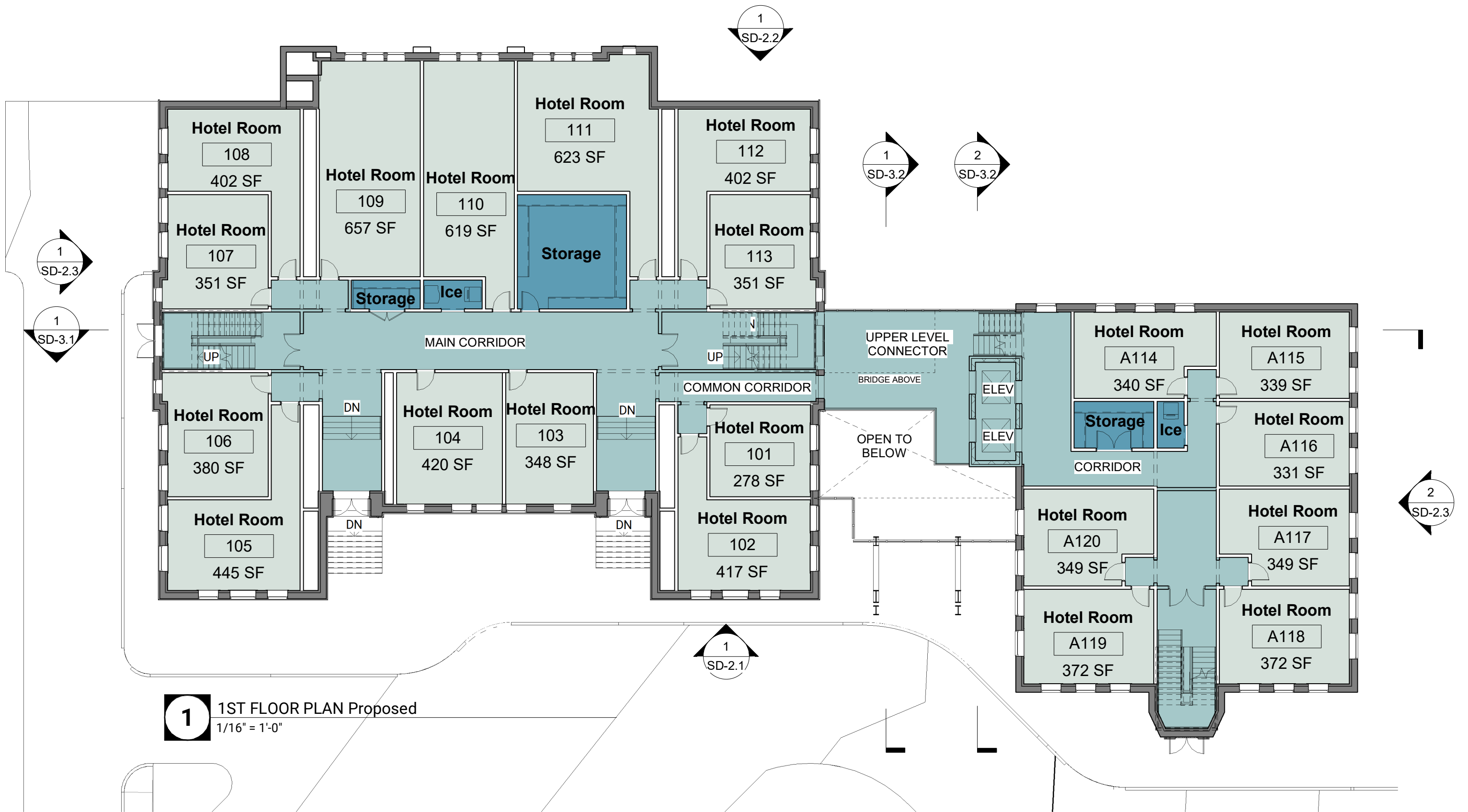
RENDERED SITE PLAN



LOWER FLOOR PLAN

HADLEY SCHOOL
12/20/23

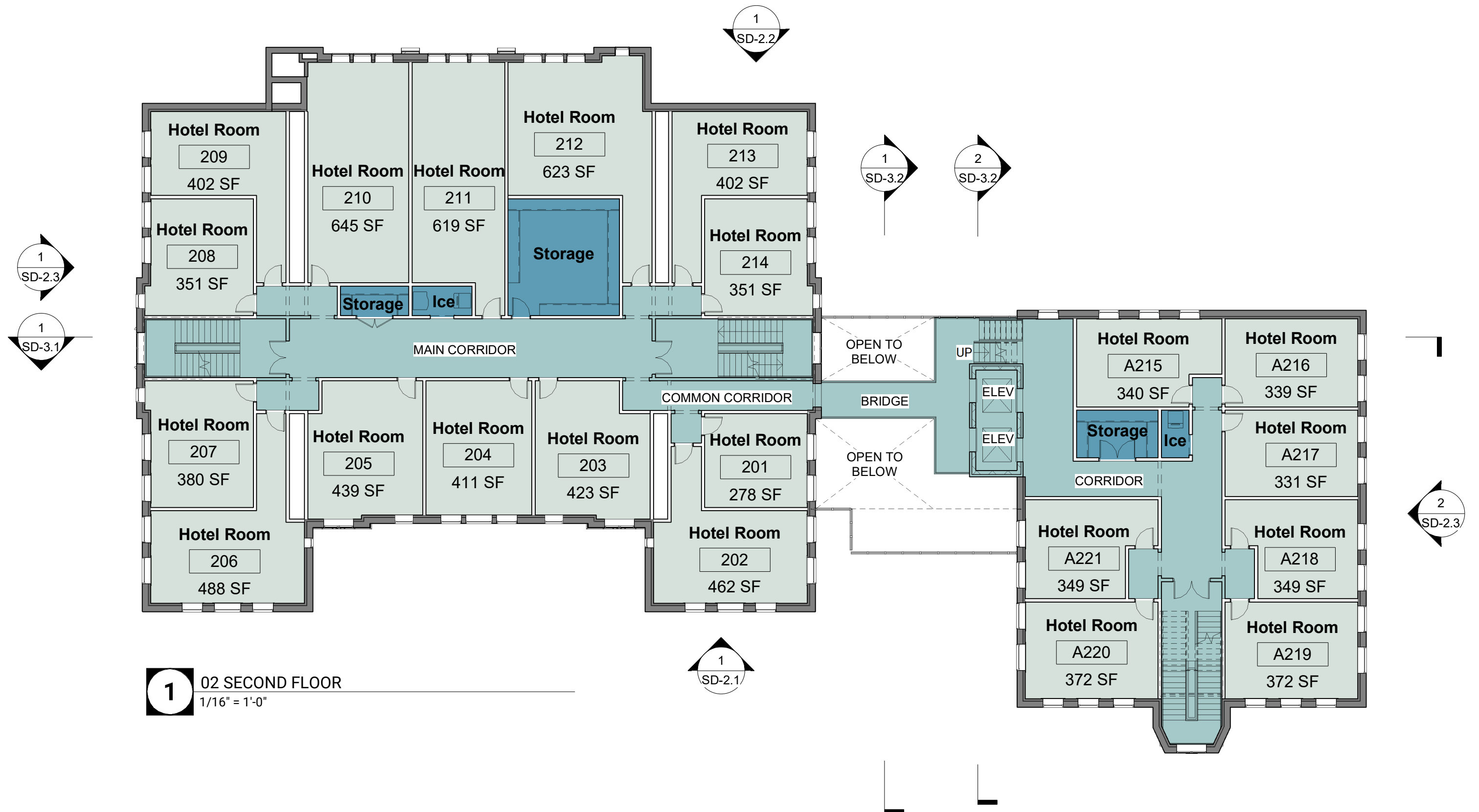
BALANCE
ARCHITECTS **BA**



FIRST FLOOR PLAN

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



SECOND FLOOR PLAN

HADLEY SCHOOL
12/20/23

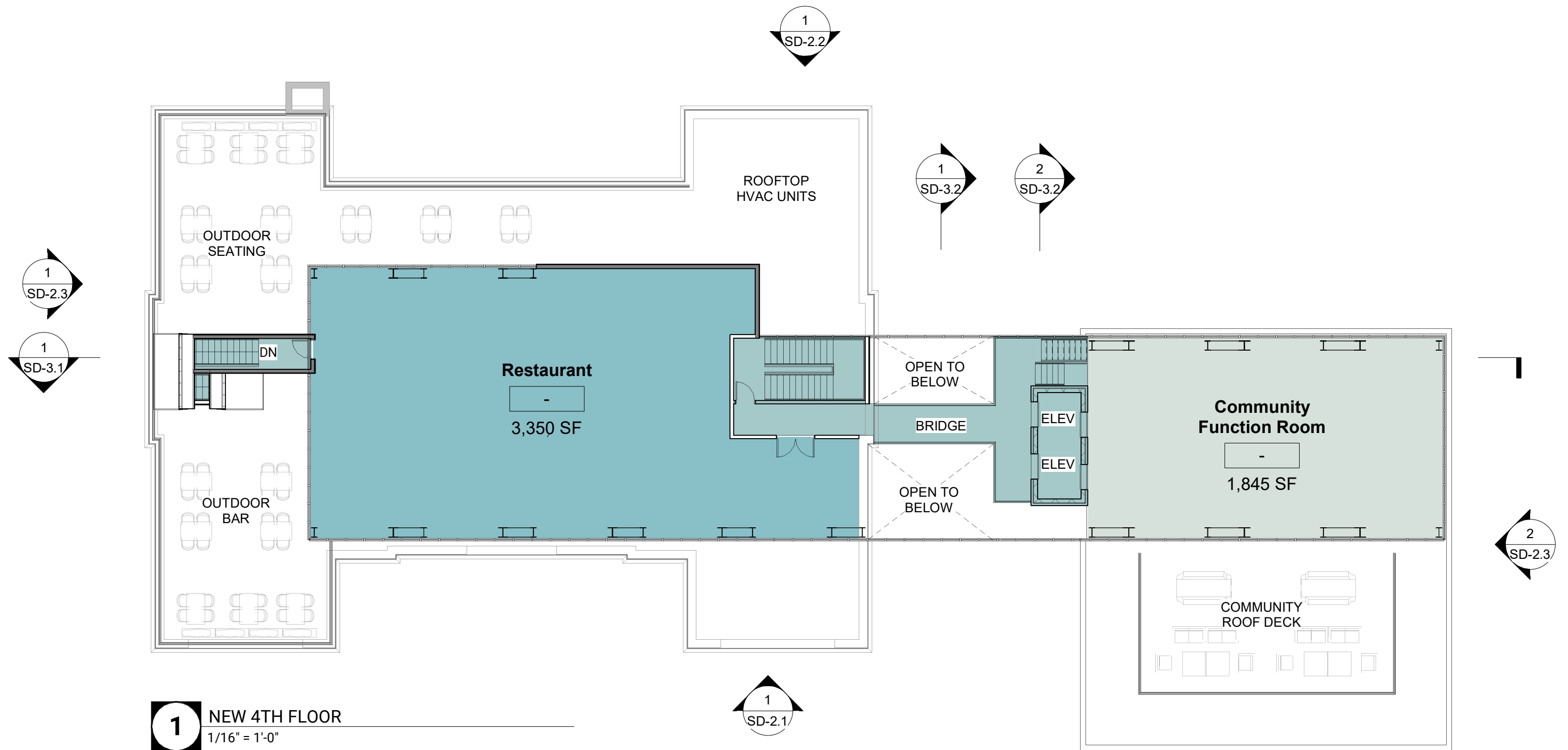
BALANCE
ARCHITECTS **BA**



THIRD FLOOR PLAN

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



FOURTH FLOOR PLAN

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



1

Proposed Front Elevation

1/16" = 1'-0"

ELEVATION NOTES:

ALL EXISTING MASONRY TO BE CLEANED AND RE-POINTED

ALL EXISTING PRECAST TO BE PAINTED CHARCOAL GRAY

ALL EXISTING WINDOWS TO BE REPLACED

NEW GLASS ATRIUM CONNECTOR WITH DOUBLE SIDED ELEVATORS AND INTERIOR WALKING BRIDGES

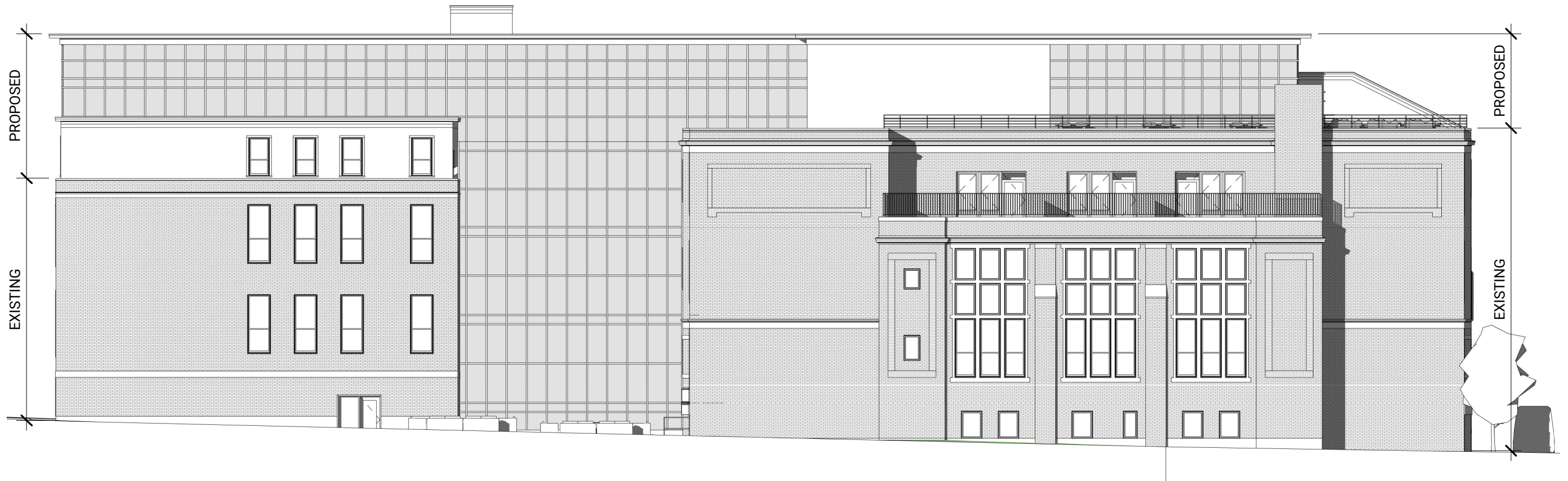
NEW GLASS PENTHOUSE LEVEL WITH RESTAURANT, ROOFTOP DINING, AND COMMUNITY FUNCTION ROOM

HIGH PERFORMANCE GLAZING TO BE INSTALLED THROUGHOUT

FRONT ELEVATION

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



1 Proposed Rear Elevation
1/16" = 1'-0"

ELEVATION NOTES:

ALL EXISTING MASONRY TO BE CLEANED AND RE-POINTED

ALL EXISTING PRECAST TO BE PAINTED CHARCOAL GRAY

ALL EXISTING WINDOWS TO BE REPLACED

NEW GLASS ATRIUM CONNECTOR WITH DOUBLE SIDED ELEVATORS AND INTERIOR WALKING BRIDGES

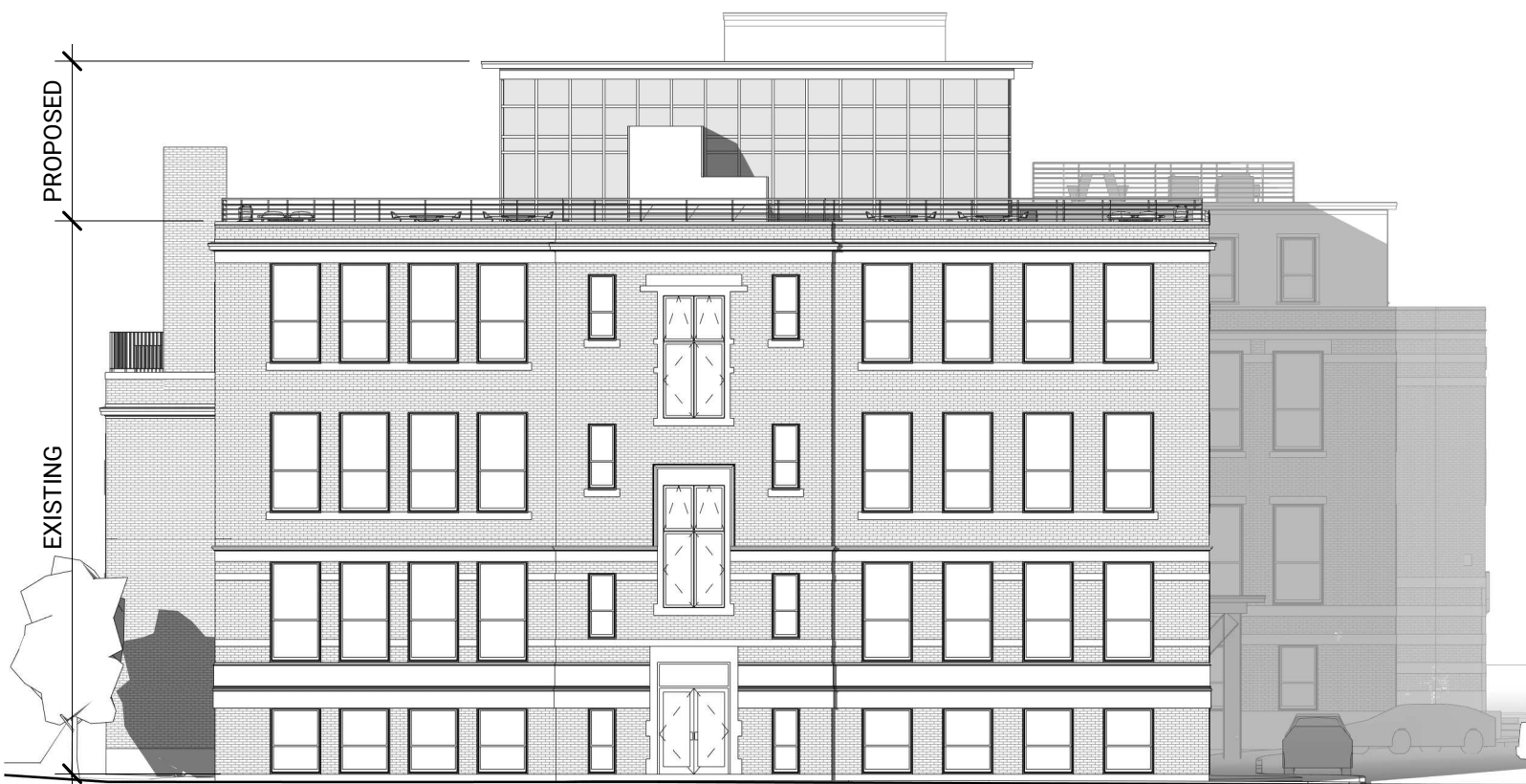
NEW GLASS PENTHOUSE LEVEL WITH RESTAURANT, ROOFTOP DINING, AND COMMUNITY FUNCTION ROOM

HIGH PERFORMANCE GLAZING TO BE INSTALLED THROUGHOUT

REAR ELEVATION

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



1 Proposed Southwest Elevation
1/16" = 1'-0"



2 Proposed Northeast Elevation
1/16" = 1'-0"

ELEVATION NOTES:

ALL EXISTING MASONRY TO BE CLEANED AND RE-POINTED

ALL EXISTING PRECAST TO BE PAINTED CHARCOAL GRAY

ALL EXISTING WINDOWS TO BE REPLACED

NEW GLASS ATRIUM CONNECTOR WITH DOUBLE SIDED ELEVATORS AND INTERIOR WALKING BRIDGES

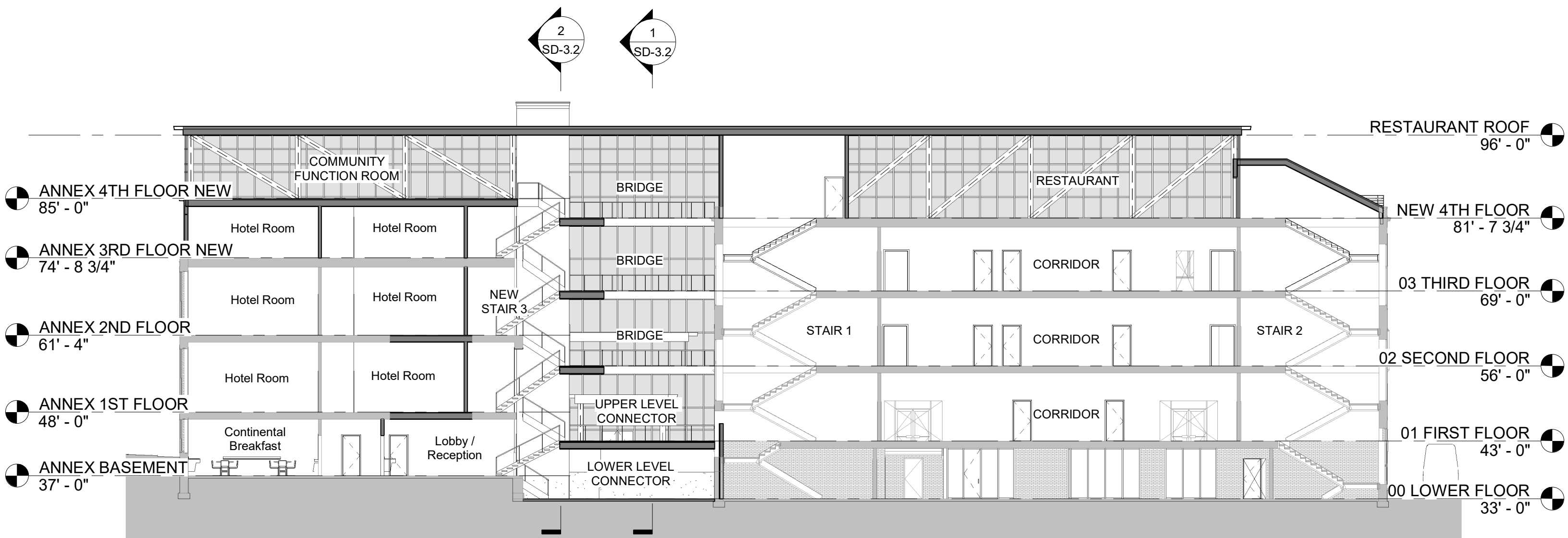
NEW GLASS PENTHOUSE LEVEL WITH RESTAURANT, ROOFTOP DINING, AND COMMUNITY FUNCTION ROOM

HIGH PERFORMANCE GLAZING TO BE INSTALLED THROUGHOUT

SIDE ELEVATIONS

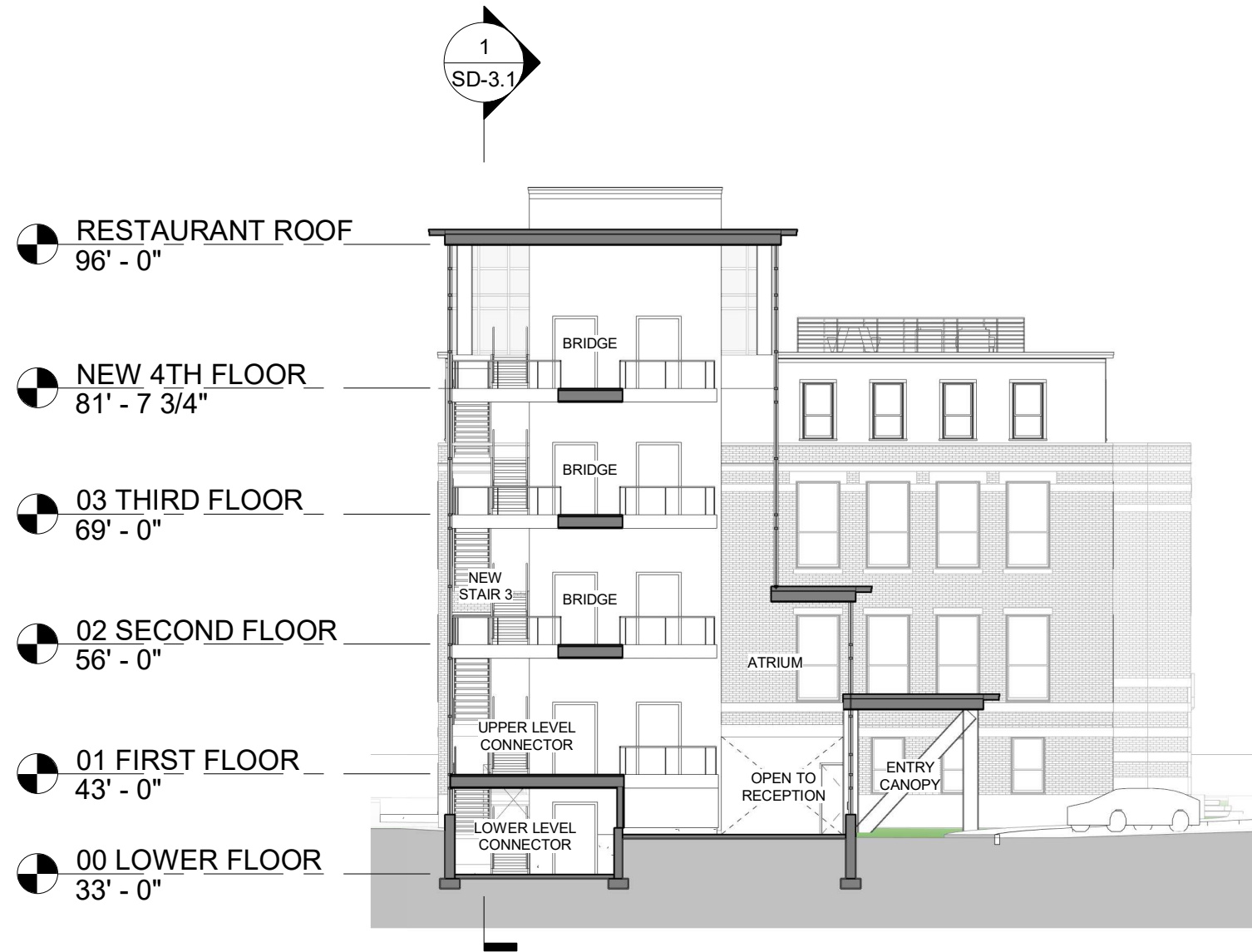
HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**

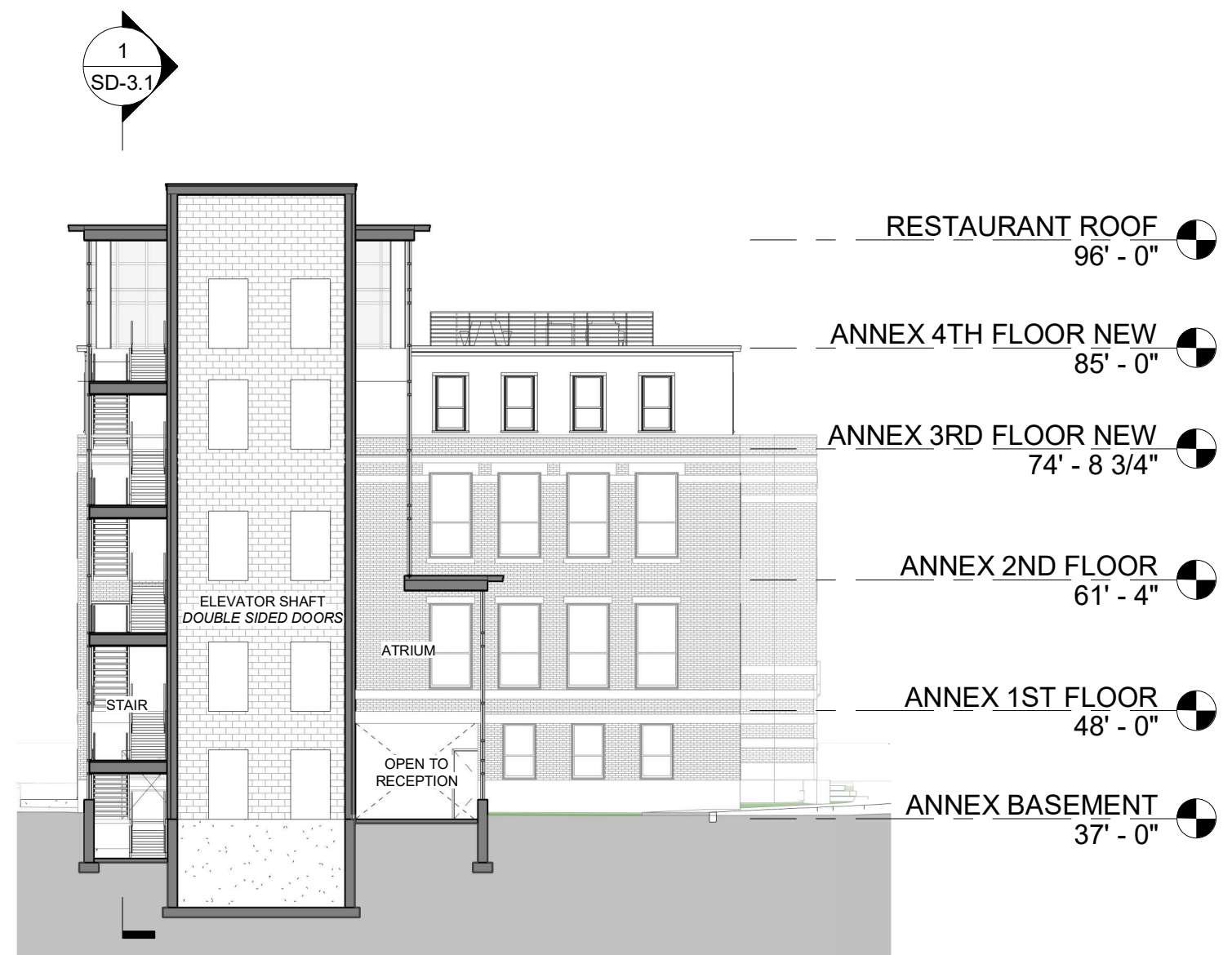


1 Cross Section - Proposed
1/16" = 1'-0"

BUILDING CROSS SECTION



1 Building Section Through Bridge
1/16" = 1'-0"



2 Building Section Through Elevator Shaft 2
1/16" = 1'-0"

BUILDING SECTIONS

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



SITE ENTRY PERSPECTIVE

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



FACADE PERSPECTIVE

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



MAIN ENTRY PERSPECTIVE

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



CORNER PERSPECTIVE

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**



RESTAURANT PERSPECTIVE

HADLEY SCHOOL
12/20/23

BALANCE
ARCHITECTS **BA**