

# Historic Meeting House <sup>1839</sup>

3 Bacon Street, Westminster, MA 01473

Proposal for:

Purchase, Renovation & Redevelopment  
of Property Owned by The Town of  
Westminster, Massachusetts  
The Historic Meeting House

Prepared by:

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Prepared for:

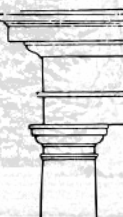
Select Board, Town of Westminster

Westminster Town Hall

11 South Street

Westminster, MA 01473

**PILLAR & POST**



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# Introduction/Cover Letter

Members; Westminster Select Board,

The following proposal is drafted with the underlying premise that in order to protect and preserve historic properties, they must not only be kept in good repair, but they must also remain relevant.

**The best way to save a historic structure is to use it.**

The historic Westminster Town Meeting House, located at 3 Bacon Street in Westminster, MA is without question, a historic asset worthy of restoration and preservation. We have drafted a proposal with an eye for not only restoring this structure in such a way as to honor its long and well documented past, but also with a plan for protecting its future for years to come.

This proposal, outlined in detail in the following pages, is a multi-faceted approach tailored to meet the requirements of the “Request For Proposals for the Purchase, Renovation & Redevelopment of Property Owned by the Town of Westminster, Massachusetts The Historic Meeting House, August, 2023”, issued by the Town of Westminster. It details our restoration plan which would meticulously restore the buildings exterior to its former splendor, respectfully transform the interior, and provide an adaptive re-use scenario which will safeguard this historic treasure well into the future.

We come to this project with 30 years of experience in the construction, renovation, and historic preservation arenas and we have had the honor of working with countless experts in many fields essential in the successful completion of a project of this importance. Our “team” reigns from all over the country, with expertise in preservation technology, construction/restoration, historic architecture, photo and video documentation, and adaptive reuse scenarios.

We appreciate the opportunity to submit a proposal for this project. Please feel free to contact us with any questions you may have. We look forward to your response.

Sincerely,

Thomas Paquette  
Managing Partner  
Pillar & Post LLC

Byron James  
Managing Partner  
Pillar & Post LLC

Pillar & Post LLC  
137 Kendall Pond Road  
Windham, NH 03087  
703-969-2647  
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WESTMINSTER TOWN MEETING HOUSE  
CIRCA 1839



# Financial

Our plan to properly restore and renovate the Historic Meeting House will require not only experience and knowhow, but also significant financial resources, research, and planning.

In the process of ensuring that this project is viable we have done extensive market research to ascertain current rental rates, economic trends, and the local rental inventory as it relates to supply and demand. We've spoken to local real estate agents and commercial appraisers to ensure we have a well rounded perspective in our rental estimates.

The budget we've created for this project is entirely based on "real" numbers. All line items are based on actual product costs and subcontractor/vendor quotations obtained specifically for this project. In many cases we've secured several quotes for a given aspect of the project to ensure accuracy in our figures. For all quotes obtained, we have rounded up costs and in some cases we've added additional cushion to the prices quoted us to further ensure project viability.

**NOTE:** See attached pre-approval funding letter in the Attachments/Qualifications section at the end of this proposal.

Combined Financial Statement: Pillar & Post LLC, Thomas G. Paquette, Byron S. James			
Assets	Value	Liabilities	Debt
Cash on Hand	\$32,427		
Retirement Funds - Thomas Paquette	\$12,383		
Retirement Funds - Byron James	\$10,756		
761 Mammoth Road, Dracut, MA	\$600,000	Mortgage - 761 Mammoth Road, Dracut	\$290,000
137 Kendall Pond Road, Windham, NH (pre-paid 20 year lease equity)	\$414,000		
<b>Total Assets:</b>	<b>\$1,069,566</b>	<b>Total Liabilities:</b>	<b>\$290,000</b>
<b>Net Worth</b>			<b>\$779,566</b>

## Project Budget

Below is a consolidated budget for the project using figures from our subcontractor quotes and market research. If you have any questions about this budget, we would be happy to clarify.

Pillar & Post - Budget Summary	
Westminster Meeting House, 3 Bacon Street, Westminster, MA	
Category	Cost
Appliances	\$29,762.40
Bathrooms	\$67,913.60
Building (General)	\$252,960.00
Electrical	\$133,760.00
Elevator	\$96,000.00
Fees	\$3,600.00
Finishes	\$139,456.00
Fire Systems	\$104,000.00
HVAC	\$120,000.00
Kitchens	\$46,400.00
Landscape	\$105,360.00
Plumbing	\$116,000.00
Utilities (Connections)	\$12,800.00
<b>TOTAL</b>	<b>\$1,228,012.00</b>

## Pro Forma Overview

Below is a consolidated pro forma reflecting projections on expenses and income over a 10 year period. If you have any questions about this pro forma, we would be happy to clarify.

PILLAR & POST - PRO FORMA FOR MIXED USE DEVELOPMENT											
Westminster Meeting House, 3 Bacon Street, Westminster, MA											
Annual Cash Flow											
Year Ending	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		3/31/25	3/31/26	3/31/27	3/31/28	3/31/29	3/31/30	3/31/31	3/31/32	3/31/33	3/31/34
<b>Acquisition Costs</b>											
Purchase Price	10,000										
Closing Costs	15,000										
Total Acquisition Costs	1,225,000										
<b>Rental Revenue</b>											
Gross Rent				251,109	258,642	266,401	274,393	282,625	291,104	299,837	
Concessions											
Total Rental Revenue				251,109	258,642	266,401	274,393	282,625	291,104	299,837	
<b>Effective Gross Revenue</b>											
Gross Revenue				251,109	258,642	266,401	274,393	282,625	291,104	299,837	
General Vacancy				(12,555)	(12,932)	(13,320)	(13,720)	(14,131)	(14,555)	(14,992)	
Credit Loss				(2,511)	(2,586)	(2,664)	(2,744)	(2,826)	(2,911)	(2,998)	
Total Effective Gross Revenue				236,042	243,123	250,417	257,930	265,668	273,638	281,847	
<b>Expenses</b>											
<b>Controllable</b>											
Repairs and Maintenance				5,384	5,519	5,657	5,798	5,943	6,092	6,244	
Contract Services				12,923	13,246	13,577	13,916	14,264	14,621	14,986	
Turnover				538	552	566	580	594	609	624	
Administrative				2,154	2,208	2,263	2,319	2,377	2,437	2,498	
Advertising and Marketing	500	513	525	538	552	566	580	594	609	624	
Payroll											
Utilities	6,000	6,150	6,304	6,461	6,623	6,788	6,958	7,132	7,310	7,493	
<b>Fixed</b>											
Property Taxes	7,000	7,175	7,354	7,538	7,727	7,920	8,118	8,321	8,529	8,742	
Insurance	5,000	5,125	5,253	5,384	5,519	5,657	5,798	5,943	6,092	6,244	
Property Management				7,081	7,294	7,513	7,738	7,970	8,209	8,455	
Capital Reserves											
Total Expenses	18,500	18,963	19,437	48,003	49,239	50,506	51,806	53,140	54,508	55,912	
<b>NOI</b>	<b>(18,500)</b>	<b>(18,963)</b>	<b>(19,437)</b>	<b>188,039</b>	<b>193,885</b>	<b>199,911</b>	<b>206,123</b>	<b>212,527</b>	<b>219,129</b>	<b>225,934</b>	
<b>Capital Expenditures</b>											
Major Cap Ex Projects (units)		350,000	550,000								
Major Cap Ex Projects (non-unit)	200,000	83,333									
Total Capital Expenditures	200,000	433,333	550,000								
<b>CFO</b>	<b>(218,500)</b>	<b>(452,296)</b>	<b>(569,437)</b>	<b>188,039</b>	<b>193,885</b>	<b>199,911</b>	<b>206,123</b>	<b>212,527</b>	<b>219,129</b>	<b>225,934</b>	
<b>Debt Service</b>											
	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	
<b>CFAF</b>	<b>(321,285)</b>	<b>(555,080)</b>	<b>(672,221)</b>	<b>85,255</b>	<b>91,100</b>	<b>97,127</b>	<b>103,339</b>	<b>109,743</b>	<b>116,345</b>	<b>123,150</b>	
<b>Loan</b>											
Loan Proceeds	1,212,750										
Loan Repayment											1,061,318
<b>Disposition</b>											
Sale Price											3,105,997
Sale Costs											62,120
Net Proceeds (unlevered)											3,043,877
<b>Unlevered Cash Flow</b>	<b>(1,225,000)</b>	<b>(218,500)</b>	<b>(452,296)</b>	<b>(569,437)</b>	<b>188,039</b>	<b>193,885</b>	<b>199,911</b>	<b>206,123</b>	<b>212,527</b>	<b>219,129</b>	<b>3,269,812</b>
IRR	7.89%										
EM	1.82x										
<b>Levered Cash Flow</b>	<b>(12,250)</b>	<b>(321,285)</b>	<b>(555,080)</b>	<b>(672,221)</b>	<b>85,255</b>	<b>91,100</b>	<b>97,127</b>	<b>103,339</b>	<b>109,743</b>	<b>116,345</b>	<b>2,105,709</b>
IRR	7.88%										
EM	1.74x										
<b>Free and Clear</b>	<b>-6.71%</b>	<b>-26.23%</b>	<b>-45.31%</b>	<b>-54.88%</b>	<b>6.96%</b>	<b>7.44%</b>	<b>7.93%</b>	<b>8.44%</b>	<b>8.96%</b>	<b>9.50%</b>	<b>10.05%</b>
<b>Cash on Cash</b>	<b>-671.45%</b>	<b>-2622.73%</b>	<b>-4531.27%</b>	<b>-5487.52%</b>	<b>695.96%</b>	<b>743.68%</b>	<b>792.87%</b>	<b>843.58%</b>	<b>895.86%</b>	<b>949.75%</b>	<b>1005.31%</b>
<b>Debt Yield</b>	<b>11.45%</b>	<b>-1.53%</b>	<b>-1.56%</b>	<b>-1.60%</b>	<b>15.51%</b>	<b>15.99%</b>	<b>16.48%</b>	<b>17.00%</b>	<b>17.52%</b>	<b>18.07%</b>	<b>18.63%</b>
<b>DSCR</b>	<b>1.35x</b>	<b>-0.18x</b>	<b>-0.18x</b>	<b>-0.19x</b>	<b>1.83x</b>	<b>1.89x</b>	<b>1.94x</b>	<b>2.01x</b>	<b>2.07x</b>	<b>2.13x</b>	<b>2.20x</b>

**PILLAR & POST - PRO FORMA FOR MIXED USE DEVELOPMENT**  
Westminster Meeting House, 3 Bacon Street, Westminster, MA

**Summary**

<b>General Info</b>	Westminster Meeting House	
Project Address	3 Bacon Street	
City, State	Westminster, MA	
Version	2.0	
<b>Timing</b>		
Acquisition Date	01/03/2024	
Month	3	
Year	2024	
Hold Period	10 Years	
Exit Date	01/03/2034	
<b>Renovations</b>		
Start	01/09/2025	
Completion	01/02/2027	
Total Time	18 Months	
<b>Acquisition Costs</b>		
Purchase Price	10,000	
Immediate CapEx - Units	900,000	
Immediate CapEx - Building (non-units)	300,000	
Closing Costs	15,000	
Total	1,225,000	
<b>Debt</b>		
LTC	100%	
Loan Type	Disburse All at Once and Amortizing	
Loan Amount	1,225,000	
Int	7.50%	
Interest Only Period (Months)	0	
Amortization (Years)	30	
Loan Payment - Fully Funded (Monthly)	8,565	
Repayment Month	120	
Loan Costs	12,250	
Loan Proceeds	1,212,750	
Loan Repayment	1,061,318	
Avg. Debt Yield	11.45%	
Avg. DSCR	1.35x	
<b>Exit Assumptions</b>		
Exit Cap	7.50%	
Sale Price	3,105,997	
Sale Costs	62,120	

<b>Returns</b>	<b>Equity Multiple</b>	<b>Cash In</b>	<b>Profit</b>	<b>Avg. Ann. Yield</b>
Unlevered	1.82x	(2,465,232)	2,024,194	-6.71%
Levered	1.74x	(1,560,836)	1,147,780	-671.45%

<b>Unit Mix Summary</b>						
	<b>Units</b>	<b>Average SF</b>	<b>Pre Reno Rent</b>	<b>Post Reno Rent</b>		
Studio	-	-	-	-	-	-
1 Bed	6	612	-	-	1,567	-
2 Bed	1	1,440	-	-	3,250	-
Retail	1	1,440	-	-	3,250	-
Office	1	1,440	-	-	3,250	-
<b>Total</b>	<b>9</b>	<b>888</b>	<b>-</b>	<b>-</b>	<b>2,128</b>	<b>-</b>

**Annual Cash Flow Summary**

	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Total Acquisition costs	1,225,000										
Gross Revenue				251,109	258,642	266,401	274,393	282,625	291,104	299,837	
Vacancy & Credit Loss				(15,067)	(15,519)	(15,984)	(16,464)	(16,958)	(17,466)	(17,990)	
Effective Gross Revenue				236,042	243,123	250,417	257,930	265,668	273,638	281,847	
Total Expenses		18,500	18,963	19,437	48,003	50,506	51,806	53,140	54,508	55,912	
<b>NOI</b>		<b>(18,500)</b>	<b>(18,963)</b>	<b>(19,437)</b>	<b>188,039</b>	<b>199,911</b>	<b>206,123</b>	<b>212,527</b>	<b>219,129</b>	<b>225,934</b>	
Cap Ex		200,000	433,333	550,000							
<b>CFD</b>		<b>(218,500)</b>	<b>(452,296)</b>	<b>(569,437)</b>	<b>188,039</b>	<b>199,911</b>	<b>206,123</b>	<b>212,527</b>	<b>219,129</b>	<b>225,934</b>	
Debt Service		(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	(102,785)	
<b>CFAF</b>		<b>(321,285)</b>	<b>(555,080)</b>	<b>(672,221)</b>	<b>85,255</b>	<b>97,127</b>	<b>103,339</b>	<b>109,743</b>	<b>116,345</b>	<b>123,150</b>	
Loan Proceeds and Repayment											(1,061,318)
<b>Net Proceeds From Sale</b>											<b>3,043,877</b>
Unlevered Cash Flow		(18,500)	(18,963)	(19,437)	188,039	199,911	206,123	212,527	219,129	225,934	3,269,812
Levered Cash Flow		(321,285)	(555,080)	(672,221)	85,255	97,127	103,339	109,743	116,345	123,150	2,105,709



# Qualifications

## General

Pillar & Post LLC is a NH Limited Liability Corporation, formed in 2017. We have over 30 years of experience in the industry, with extensive knowledge of renovation, restoration, preservation, and adaptive re-use scenarios. We have worked hand in hand with the National Center for Preservation Technology and Training, The New Hampshire Preservation Alliance, and countless other preservation organizations and individuals.

We have held construction licenses in Louisiana, Virginia, and Washington DC, and have completed prominent restoration projects in Louisiana, New Hampshire and Massachusetts. We specialize in seeking out historically significant properties that are in need of a solution, and have worked hand in hand with local municipalities to find creative and successful adaptive re-use solutions for historically significant properties.

We understand the processes associated with historic preservation restrictions, and properly restoring a historic property to comply with the *Secretary of the Interior's Standards for the Treatment of Historic Properties*. We have an intimate knowledge of the ins and outs of building standards, code compliance, and interacting with various local, state, and federal agencies and departments.

We have navigated the local RFP process in several communities, successfully winning the bidding process on several projects in recent years. We know how to get projects of this type done and have a track record of doing so. We have a reputation for successfully completing projects, and have been asked to provide for solutions on several upcoming projects.

**NOTE 1:** We *encourage* you to reach out to our contacts in the organizations that we have worked with, listed in the References section of this proposal. They are familiar with our work!

**NOTE 2:** Please see our project managers CV located in the Attachments/Qualifications section at the end of this proposal

**NOTE 3:** Please see our Prior Comparable Projects in the Attachments/Qualifications section at the end of this proposal.

**NOTE 4:** Please see our NH Limited Liability Certificate in the Attachments/Qualifications section at the end of this proposal

# Price Proposal

**NOTE:** Please see the attached “Purchase Price Proposal Form” in the forms packet attached to this proposal.

# References

We are pleased to share with you the following references for for your verification. We **encourage you to contact any and all references listed here**. To make it easier, we have broken the list into categories according to each individuals level of involvement, and noted on each reference the persons area of expertise and relevance to the project.

**Name/Contact Information**

**Relevance to Project**

**Thomas Paquette**  
Pillar & Post LLC  
703-969-2647  
paquettet@yahoo.com

Proposer/Project Manager

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**Kirk Cordell**  
Executive Director  
National Center for Preservation,  
Technology & Training  
(NCPTT)  
318-356-7444 x222  
kirk\_cordell@nps.gov

Highest level Preservation expert in the United States. Mr. Cordell has first hand knowledge of projects that we have completed.

**Andrew Farrell**  
Deputy Director  
National Center for Preservation,  
Technology & Training  
(NCPTT)  
318-356-7444 x256  
andrew\_farrell@nps.gov

Preservation expert. Deputy to Kirk Cordell (above). Has worked intimately with us on projects in Louisiana. Has advised us in the past on preservation related issues.

**Jennifer Goodman**

Executive Director  
New Hampshire Preservation Alliance  
603-224-2281  
jg@nhpreservation.org

NH Preservation Expert.  
Has first hand knowledge of  
our work on Campbell Farmhouse  
in Windham, NH and other preservation

**Ann Vandal**

Town Manager  
Dracut, Massachusetts  
978-452-1227  
avandal@dracutma.gov

First hand knowledge of our ability  
to work with town government.  
Worked with us to secure  
municipal owned property in Dracut,  
Massachusetts.  
Richardson Farmhouse, Circa 1735.

**Wayne Morris**

Windham Conservation Commission  
603-204-0943  
mod52wm@aol.com

First hand knowledge of our ability  
to work with town government.  
Worked with us to secure  
municipal owned property in Windham,  
New Hampshire. Familiar with our  
knowledge of historic restoration  
and the quality of our work.  
Campbell Farmhouse, Circa 1868

# Description of Project

## General

In considering the most appropriate use for the Historic Meeting House, we weighed many factors. Using **(Section VI, Redevelopment Goals) of the RFP** as a guide, we explored several possibilities that are cited as preferred uses **(Section IV, Redevelopment Options)** before choosing what we felt is the best fit for the property, and most likely to ensure long-term sustainability of the historic structure.

Major considerations factored into our proposed use of the Historic Meeting House include:

- 1) **Location:** We considered location, to include proximity to major metropolitan areas, access to interstate highways, public transportation, local amenities, and immediate surrounding neighborhood.
- 2) **Renovation Impact:** We considered appropriateness of the chosen use in a historic structure and how the use would impact the structure with regard to necessary changes/upgrades during renovation.
- 3) **Neighborhood:** We considered how the use would impact the neighborhood, and how it would be in keeping with the surrounding area.
- 4) **Zoning Compatibility:** We investigated the governing Village Center Bylaw and specifics of the Village Center zoning district to ensure that our proposed use aligns with current allowed uses.
- 5) **Financial Sustainability:** Lastly, we considered the longterm financial stability of the use, and how it would help or hinder the preservation of the historic structure, and further, how it would effect the feasibility of us taking on this project. We conducted a thorough market analysis, investigated relevant census data, and consulted with local real estate experts to ensure we understood likely market trends.

## Planned Use

After considerable research and analysis we propose restoring/renovating the Historic Meeting House to serve as a **Mixed Use Development containing 1 retail space and build to suit office space on the first floor, and 7 residential rental units on the second and third floors.**

We are confident that this use of the structure would accomplish many things to include the major goals as stated in the RFP and outlined in the following paragraphs.

## Objectives Achieved Through Planned Use

A mixed use scenario, completed properly, would not only meet the stated “Redevelopment Goals” of the RFP, but would go further to ensure the longterm protection and sustainability of the Historic Meeting House. We believe that sustainability is the key to a historic structure’s survival over the long term. Not only should the use be aesthetically appropriate for the structure, but it should also ensure the property remains viable well into the future.

We have identified the following “Redevelopment Goals” achieved through this use:

### RFP Redevelopment Goals Achieved

- 1) *Seamless integration into the Village Center and the Bacon Street/Pleasant Street/Main Street neighborhood:* This use, executed according to our plan would not only blend aesthetically into the surrounding neighborhood through thoughtful hardscape and landscape design, but would compliment the neighborhood on a functional level by promoting business activity and foot traffic in the surrounding area.
- 2) *Preservation of historic appearance of the Historic Meeting House:* This use would ensure preservation of historic elements of the structure to include a complete restoration of the exterior of the main section of the structure (including restoration of elements lost to time (IE: window shutters), reworking of the awkward/non-historic portions of the rear addition, and adaptive re-use of key interior elements as detailed in our Restoration Plan. All work would be done in accordance with the Secretary of the Interior Standards for the Treatment of Historic Properties.
- 3) *Stimulation of desirable economic, social, and cultural development in Westminster’s Village Center:* Through the introduction of 7 new households, retail, and office space, this use would contribute to the tax base, and spur positive momentum in the surrounding area. We’ve learned over time that positive development tends to spur more positive development.



- 4) *Asset to the Village Center and Town as a whole:* At its most basic level, this proposed use would put the property back on the tax rolls. Its inhabitants and business tenants would contribute to the local economy, and the external visual presence would help to elevate the neighborhood as a whole. Rather than being a weathering eye sore, the revitalized property would breath additional life into a Village Center that already has great bones.
- 5) *In keeping with the scale and appearance of uses typically found in Historic New England village centers:* As our planned use and subsequent restoration and renovation plans do not alter the scale of the structure, and further would bring it back to its original intended appearance, the “scale” is already set for us. We do however plan to improve how that scale seamlessly integrates into the surrounding neighborhood through thoughtfully chosen hardscape and landscape elements.

### **Additional Goals Achieved**

- 1) *Quality of Restoration/Renovation:* This use, since it generates income, would ensure that a proper restoration/renovation is well funded. This will enable us to take every step to properly restore the historic elements, and use the most advanced and high quality materials and workmanship in the renovation phase of the project.
- 2) *Sustainability:* A mixed use scenario would in essence support itself as evidenced in our pro forma . It will ensure the survival and relevance of the Historic Meeting House well into the future.
- 3) *Appropriateness:* A mixed use scenario would fit seamlessly into the surrounding neighborhood. Executed properly, this use would not alter the appearance of the structure from the street, maintaining the feel of the original Meeting House.

## Physical Effects to Structure Resulting from Planned Use

Regardless of what the Historic Meeting House is used for, the use must not detract from the historic significance and architectural integrity of the structure. A large part of this consideration depends on how the use is implemented, and how it plays out in the planning and restoration/renovation processes. When considering use as a mixed use facility, we have developed a list of conditions which we will apply to our process as follows.

### Exterior Considerations

We consider it a priority that the intended use not alter the exterior of the main structure in any way visible from the street. In keeping with its history, we intend for the building to maintain the appearance of a historic meeting house. No alterations will be made to the north, south, and east facing sides of the main building (right, left, and front facing sides) (with the exception of restoring lost elements, as detailed in our restoration plan). Any alterations necessary for accommodation of the intended use, would be restricted to the rear of the building and or non-street facing side, not visible from the street, and maintain the historic integrity of the structure. Essentially, any alterations should and will look as if they were always there.

### Interior Considerations

Our plan will ensure that key elements of the interior of the Historic Meeting House, as identified in the restoration plan will be repurposed if at all possible. These elements may include, but are not limited to the following:

- 1) Elements of the current staircase, such as bannisters and stair treads.
- 2) Doors and hardware.
- 3) Original window sash, casings, and glass.
- 4) Existing safe.
- 5) Existing vault and vault door.
- 6) Finish flooring.

**NOTE: Specific details regarding our intentions to maintain the historic elements on the interior and exterior of the structure are covered in greater detail in the “Restoration Plan” section of this proposal.**

## Major Components of Planned Use

### **Retail Space - 1500 sq ft +/-**

Located in the front section of the first floor, the space allotted for retail use will cover roughly 1500 square feet, and be prepped to support a coffee shop or similar business. This space will utilize the front door as a main entrance. It will have a secondary “back of house” space of approximately 160 square feet, which will contain a secondary service entrance with access to the outdoor utility areas/dumpster, etc. The space will contain one unisex lavatory.

### **Office Space - 1600 sq ft +/-**

Located in the rear section of the first floor, the area dedicated for office space will cover roughly 1500 square feet, and be prepped to support from one to three office spaces built to suit. The area will contain two unisex lavatories, a shared kitchen space, reception area, and mail/package delivery area. The office space will utilize the entrance on the rear of the building with access to the utility areas/dumpster on the side of the building.

### **Residential Space - 7 Units, 5500 sq ft +/-**

Contained on the second and third floors, the residential space will be comprised of seven rental living units. The residential portion of the building will utilize a private entrance on the left side of the building. All units will feature the following amenities.

- Full Kitchen with stainless steel appliances including refrigerator, range, microwave, dishwasher, and garbage disposal, custom cabinets, natural stone countertops
- In Unit Washer & Dryer
- Central Heat / Air Conditioning
- Custom trims/moldings modeled after historic examples.
- Reclaimed Wood Floors
- Elevator to Both Residential Floors
- Private Residential Lobby

- Access to private, residential tenant only outdoor space located on right side of building.
- Full ADA compliant spaces wherever possible. (final plan to be determined)
- Dedicated parking for each unit. (1 space for 1 bedroom units, 2 spaces for 2 bedroom unit)

Unit Breakdown as follows:

Second Floor:

- Unit 2-A, 2 Bedroom, 2-1/2 Bath, 1500 sq ft +/-
- Unit 2-B, 1 Bedroom, 1 Bath, 760 sq ft +/-
- Unit 2-C, 1 Bedroom, 1 Bath, 760 sq ft +/-

Third Floor:

- Unit 3-A, 1 Bedroom, 1 Bath, 515 sq ft +/-
- Unit 3-B, 1 Bedroom, 1 Bath, 515 sq ft +/-
- Unit 3-C, 1 Bedroom, 1 Bath, 608 sq ft +/-
- Unit 3-D, 1 Bedroom, 1 Bath, 608 sq ft +/-

# Restoration

Our restoration plan deals with the restorative process as it relates to the **exterior** and **key elements of the interior** of the Historic Meeting House. This plan is directly linked to the stated objectives of the Request for Proposals issued by the Westminster Select Board, but also addresses additional issues and priorities we find important to the responsible restoration of this structure. We have chosen to present our plan for restoration separate from the plan for renovation, since although the two plans are interconnected, the objectives of each plan are separate and distinct.

## Exterior Restoration

### General

It is our goal to restore the exterior to its original configuration. Through thoughtful analysis and investigation we aim to identify key features, both existing and lost, and restore the structure using, where appropriate, original material or suitable substitutes.

### Investigation Phase

The first phase is to identify which features of the structure are original, and which are more modern and/or inconsistent with the original design, and to determine through analysis of historic photos and physical investigation, which features to preserve. We aim to determine as much detail as possible about the specifics of the structure, such as original colors, window shutter style, trim details, gutters, etc and to use the information from this analysis to guide our restoration and renovation processes.

### Material Repair/Replacement

After a thorough analysis of the exterior is complete, and once we determine the condition of all of the elements of the structure, we will set to work repairing and/or replacing materials to bring the entire exterior of the building up to a serviceable level in order to protect the structure from future damage from the weather and elements.

## **Material Replacement**

In the case where an element, such as a fascia board, is significantly degraded, we will replace the original material with a suitable/like substitute. For instance, if a fascia board that is in need of replacement was originally made from heart pine, we will replace it with the same type of material if it is reasonably available. If it is not, we will use an acceptable/similar substitute to recreate the element as closely to its original intent as possible. All replacement of materials will be documented for the purpose of historic continuity.

## **Material Repair**

In the case where an element is damaged, but salvageable, we will perform a well documented repair to the element using the most appropriate means. Depending on the individual situation, the repair could take the form of a “surgical” wood patch, or possibly an epoxy filler. The goal being to create a repair that is undetectable to the observer, but that has been well documented for the purpose of historic continuity.

## **Restoration of Lost Elements**

Through an analysis of historic photographs and physical investigation we will identify elements of the structure that have been lost to time. If determined appropriate to the restoration of the structure, we will design, construct, and place the elements to recreate the original intent/design. In addition to documenting these elements, if possible, we will mark all replaced items in such a way as to be easily identifiable as replacements in the future.

The following are items that have already been determined to be missing from the structure. Through additional investigation it may be determined that other elements have also been lost which may be candidates for restoration.

### **Left Side Entrance**

Upon a cursory investigation, it is obvious that an entrance previously existed on the left side of the building. The entrance has subsequently been closed in and a window has been installed in its place. We would restore the door to its original location. This would both return the left side elevation to its earlier configuration and also create an additional entrance to the building, supporting our proposed use and also giving the building an additional means of egress.



## **Window Shutters**

It is evident from historic photos that the structure would have originally had exterior window shutters. Once it is determined what the shutter style and placement would have been, we will recreate the shutters and install them on the exterior.

## **Front Facade Flagpole**

As evidenced in early photos and by trim details that still remain on the facade, the early structure would have included a flagpole. As part of the restoration process we will restore the flagpole to its original location and fly an appropriately sized flag. Aside from restoring a historic element to the structure, this re-addition will also be a nod to the buildings municipal roots, and help to maintain the feel of a New England Meeting House.

## **Exterior Paint**

We will determine through investigation what colors the structure would have been when it was built and attempt to duplicate those colors in the final finish of the restoration. The paint restoration process will include, color matching, meticulous stripping/sanding/scraping preparation of the surfaces, application of suitable priming coat, and two top coats of a high quality exterior grade house paint.

## **Gutters**

We will attempt to identify how the rain water was originally managed in conjunction with the roof system and determine the best course of action. The goals, as they relate to the gutter system on the structure is first and foremost to protect this historic asset from future damage. Our second priority is to either recreate the original gutter system (if there was one) if it was adequate to protect the structure, *or* to design a new gutter system that is respectful of the original design and appropriate to the period of the building. All modern gutters, if any, will be removed as part of this process.

## Roof

As the original roof system has been lost, we will conduct a complete analysis of the current roof to determine a course of action. Our first priority is to protect the structure from any future water damage. Our research to date shows the current roof to be approximately 17 years old. Although there are currently no obvious failings, the roof appears to be nearing the end of its lifespan. If the roof needs to be replaced, the historic and aesthetic integrity of the structure will be taken into account and a suitable substitute will be used. It is likely that the original structure would have used cedar shakes as a roofing material, and although wooden shingles today would be impractical, we would find a high quality substitute that recreates the appearance of the original material, while protecting the structure and the people inside.

## Windows

We will conduct a thorough analysis of the current condition of the windows and determine a course of action for repair and or replacement where appropriate. The original windows of the structure are a key component of the historic integrity of the property. Their unique two over two sashes and historic glass are notable and preservation of these elements will be a high priority in the restoration. Each window will be inspected to determine an individual course of action.

### **Original Windows**

Windows that are original to the structure will be treated as such. Original sashes and glass will be preserved and restored. The restoration process will include removal of sashes, removal of glass, restoration of sashes, and re-installation of glass with fresh glazing to ensure a weather tight and protective seal. In the case where a sash is damaged beyond repair, a duplicate sash will be created using the same design/dimensions and like material. All glass panes that are determined to be original will be annotated in the historic record. Any glass that is determined to not be original may be replaced with a high quality restoration glass and annotated on the historic record.

### **Updated/Modern Windows**

Windows that are not original to the structure, and/or are inappropriate to the original design and continuity of the design, such as the mismatched windows in the rear addition, will be removed. Windows that match the original windows will be fabricated from scratch, marked as not original, and documented with their placement in the historic record.

## **Chimneys (exterior)**

We will thoroughly inspect all exterior aspects of chimneys to ensure that they are stable and water tight, and include brick, mortar, flashing and internal components. If necessary, we will repair or replace flashing, replace deteriorated brick and liners, and repoint mortar joints.

## **Interior Restoration**

### **General**

In keeping with the recognition that to preserve this historic property, we must also make it functional and give it purpose, we propose to selectively repurpose specific aspects of the interior, to include some items that we believe are worthy of preservation in the final plan.

### **Investigation Phase**

During the investigation phase of this project, we will determine which aspects of the interior of the structure are in fact original/early and which are more modern. We will attempt to determine original configurations/floor plans in areas that have been altered and use that information to help guide the renovation portion of this project. During this phase, we will thoroughly document with floor plans, narratives, photographs and video, the conditions that we find, the historic evidence we uncover, and alterations that have been made to the structure to date. We will use this information to determine the best path forward, preserving aspects of the structure that are integral to its history and integrity, and worthy of re-use.

### **Original/Early Interior Elements**

For the purpose of modernization and thoughtfully planned adaptive re-use, we will be considering the interior of the building to be a blank canvas. We will however take great care in identifying items in the structure which are worthy of re-purposing in the new design. Some of these items may be used for the purpose that they were initially intended. Others may be used a new and creative way in order to maintain them in the building. We have identified several items that we consider prime candidates for incorporation into the new plan. We may discover many more in the investigative and construction process.

## Early Staircase Components

We will inspect the components of the current main staircase. Although we know that this staircase was not part of the original 1839 structure, its components may very well be suitable for re-use. If so, we will surgically dismantle the current staircase and repurpose its components in the new staircase configuration. We will document this re-use through photographs, written narrative, and in floorplans and supporting documentation.

## Document/Valuable Safe

A period document/valuable safe still exists in the building. Ironically the safe contains 7 slide out compartments, which happens to coincide with the number of residential units we have planned for the building. We will work with the local USPS office to determine if we can restore and repurpose the safe as the mailboxes for the residential aspect of this project.

## Trims/Molding

Trims and moldings throughout the structure will be thoroughly documented for the historic record, to include dimensions, profiles, locations. Trim and moldings will be photographed and noted on all architectural drawings. Once documented, we will determine which moldings are original to the structure, which are worthy of preservation, and which can be removed and/or replaced.

Many of the early moldings in the building have been lost to time and previous renovations. If during our investigative phase we discover moldings that are determined to be both early, and worthy of replication, we will use those moldings as a model and have new matching moldings created to use throughout the structure.

## Doors

If possible, all original doors will be restored and used in the restoration and renovation processes. We will attempt to use original doors in key, prominent locations. After determining original finishes we will choose a final finish for the original doors that is in keeping with the original intent and architectural consistency of the house. Original doors will be discreetly marked, perhaps on the bottom edge of door, identifying them as original to the structure.

If additional doors are required in the renovation, every attempt will be made to use period salvaged doors that are in keeping with the historic integrity of the structure. As with all aspects of the project, current and future locations of doors will be documented for the historic record.

## Early Document Vault

An early built in document vault still exists in the rear addition of the building. We will incorporate this room, and the vault door (although possibly modified for safety) into our new floor plan. This vault is a unique aspect of the building that ties it to its municipal roots. Maintaining it as part of the new plan will help to keep the history of the building alive.

## Flooring

It remains to be seen what type and condition of finish flooring exists in the structure. If during our investigative and construction phases, we determine that the flooring is suitable for re-use, we will carefully remove it, restore it, and incorporate it into the new finish plan. If a limited supply is available to us, we will strategically place the early flooring into key parts of the interior such as entrance foyers and public hallways.

## Stage

***We would be happy to donate the existing performance stage to a Westminster based non-profit organization for preservation and possible re-use. (perhaps the Historic Society) We would work with any interested organization to safely remove and preserve the stage using a timeline that coordinates with the timeline of the overall project.***

# Renovation

Our renovation plan covers all aspects of this rehabilitation project that are **not restorative** in nature. It covers items which will transform this significant historic property into a relevant and useable structure, while respecting its rich history and architectural integrity. All “updates” will be completed to compliment and not distract from the overall continuity of the original builders intent.

## Construction Modernization

While restoring and preserving key historic portions of the Historic Meeting House, such as the exterior, and key interior design elements as spelled out in our restoration plan, we will also seek to update the utility and interior standards to keep the structure relevant and useable by todays standards. Items such as utilities, plumbing, electric, HVAC, safety, comfort and energy efficiency, and aesthetics will be brought up to current standards ensuring the property has a continued long and useful life.

**IMPORTANT NOTE:** With regard to modern utilities, (plumbing, electrical, HVAC); These elements are **not** historic in nature. Their installation in a historic property, when necessary, should be done in such a way as to not detract from the historic aspects of the structure. These items are not historic and to the contrary, we will strive to use the best available methods with regard to general safety and the safe keeping of the structure.

An example of this practice is the use of PEX (cross-linked polyethylene) tubing for water lines. PEX tubing is much more resistant to freezing, corrosion, and subsequent leaks which can damage a historic structure. Although it is a cutting edge product, its use in a historic structure is prudent in that it offers a higher level of long term protection to the historic elements of the building than more traditional materials such as copper pipe which can corrode or break from freezing, causing leaks over time.



## Structural Elements

In the cases where structural elements are added to the building, such as new interior walls, staircases, etc, construction methods used to ensure long term structural stability, and as required by appropriate building codes. We will work with local code enforcement officials and seek historic exceptions if available to ensure historic accuracy in all new elements. If in the course of restoration/renovation, structural deficiencies are discovered that will compromise the long term stability of the structure, improvements will be made to stabilize the structure while respecting the original craftsmanship. During stabilization, all efforts will be made to preserve original structural elements. All new elements will be marked and annotated in the historic record.

## Electrical

The property will be fitted with all new electrical service to bring it to modern standards of convenience and safety. Any existing electrical elements will be removed from the structure, ensuring a full modernization of all electrical wiring and fixtures. All electrical work will be done in accordance with current electrical codes, and in such a manner as to be visually discreet, and where possible to fit into the historic aesthetics of the building.

### Electrical Outlets/Switches

All electrical outlets and switches will be located per current electrical code and every attempt will be made to locate devices discreetly, where code allows. All outlets, switches, and trim plates will be white in color, and no attempt will be made to “draw attention to” electrical elements, hence distracting from the historic aspects of the property.

### Lighting Fixtures

Lighting fixture choices will be made with a respect for the space in which they are located and items chosen will compliment, and not distract from the historic elements of the structure. All efforts will be made, particularly in public portions of the structure, to select fixtures of design and materials that are reminiscent of the period in which the building was built. All lighting choices will be tasteful and understated and be made with an intention to draw attention the the architectural elements of the structure, and not the lighting itself.

## **Wiring/Utility**

All wiring will be hidden within the structure of the walls/ceilings/floors. No visible wiring, including in conduit, will be installed in any area of the structure with the exception of basement, attic, and crawl spaces etc, electrical code permitting. All breaker boxes, junction boxes, sub panels, and disconnects will be located discreetly as code allows, as to not detract from the historic aesthetic of the building.

## **Service Connection**

The electrical service from the street which is currently strung above ground to the structure, will be relocated underground so as to restore the original exterior aesthetic of the Historic Meeting House and eliminate the visual distraction that above ground service wires create. Any exterior elements required by code such as meter boxes and disconnects will be discreetly located and/or masked where possible.

## **Plumbing**

The property will be fitted with all new plumbing to bring it to modern standards of convenience and safety. Any existing plumbing elements will be removed from the structure, ensuring a full modernization of all plumbing and fixtures. All plumbing work will be done in accordance with current plumbing codes to be visually discreet, and where possible, to fit into the historic aesthetics of the structure.

## **Pipes**

All new pipes will be installed to meet current plumbing codes. All drain/waste/vent lines will be cast iron or schedule 40 PVC as dictated by current plumbing codes, and all water supply lines will be PEX tubing used in conjunction with solid brass fittings and compression rings. All water supply lines will be installed with home runs to a distribution manifold, ensuring constant pressure to every fixture and reducing the possibility of potentially damaging leaks. All pipes will be installed inside walls/ceilings/floors with no visible drain/waste/vent lines or water supply lines in any living space. IE: no surface mounting of pipes.

## **Fixtures**

All plumbing fixtures will be chosen from lines that blend with the aesthetic of the historic environment. All fixtures will be white in color, and either be classic or neutral in their design, but never deliberately modern. All fixture connections will be done in a clean, neat, and finished manner. All “stub outs” will be in a finish material to match finish of faucets etc. For example, if faucet finish is polished chrome, all stub outs/valves will be of the same finish, and installed in a clean and discreet manner.

## **Roof Penetrations/Venting**

Any required roof/exterior penetrations for venting purposes will be installed in a discreet manner, preferably on the rear or non street facing side and not visible from the street. All attempts will be made to mask all visual aspects of modern upgrades to the house in order to maintain the historic integrity of the property.

## **Plaster**

All interior wall surfaces will receive full plaster skim coat over plasterboard. Where necessary, plasterboard thickness will be sized to meet fire wall requirements.

## **Foundation**

We will conduct a thorough analysis of the current masonry foundation. If necessary, to stabilize the building we will excavate what is currently crawl space, underpin the current foundation, and pour a new, suitable concrete inner wall. During this process we will also install concrete footings for any new load bearing points required by the new structural plan, and we will install a concrete base with which to support the new elevator mechanism. If it is deemed appropriate, we will consider the addition of a full basement in at least a portion of the sub-level in which new building utilities could be located.

## Fire Systems

We will install new fire safety systems which will meet or exceed all relevant code requirements. We will work with regional fire systems specialists and local fire officials to ensure that all work that we do meets the highest standards for fire safety. These considerations include, but are not limited to the following:

- 1) Building-wide Fire Suppression System (sprinklers)
- 2) Fire Alarm System
- 3) Fire Walls where required
- 4) Fire Blocking to include the use of fire block rated insulation throughout building
- 5) Fire egress to meet or exceed code requirements on every floor
- 6) Emergency Lighting
- 7) Code Compliant Exit Signage

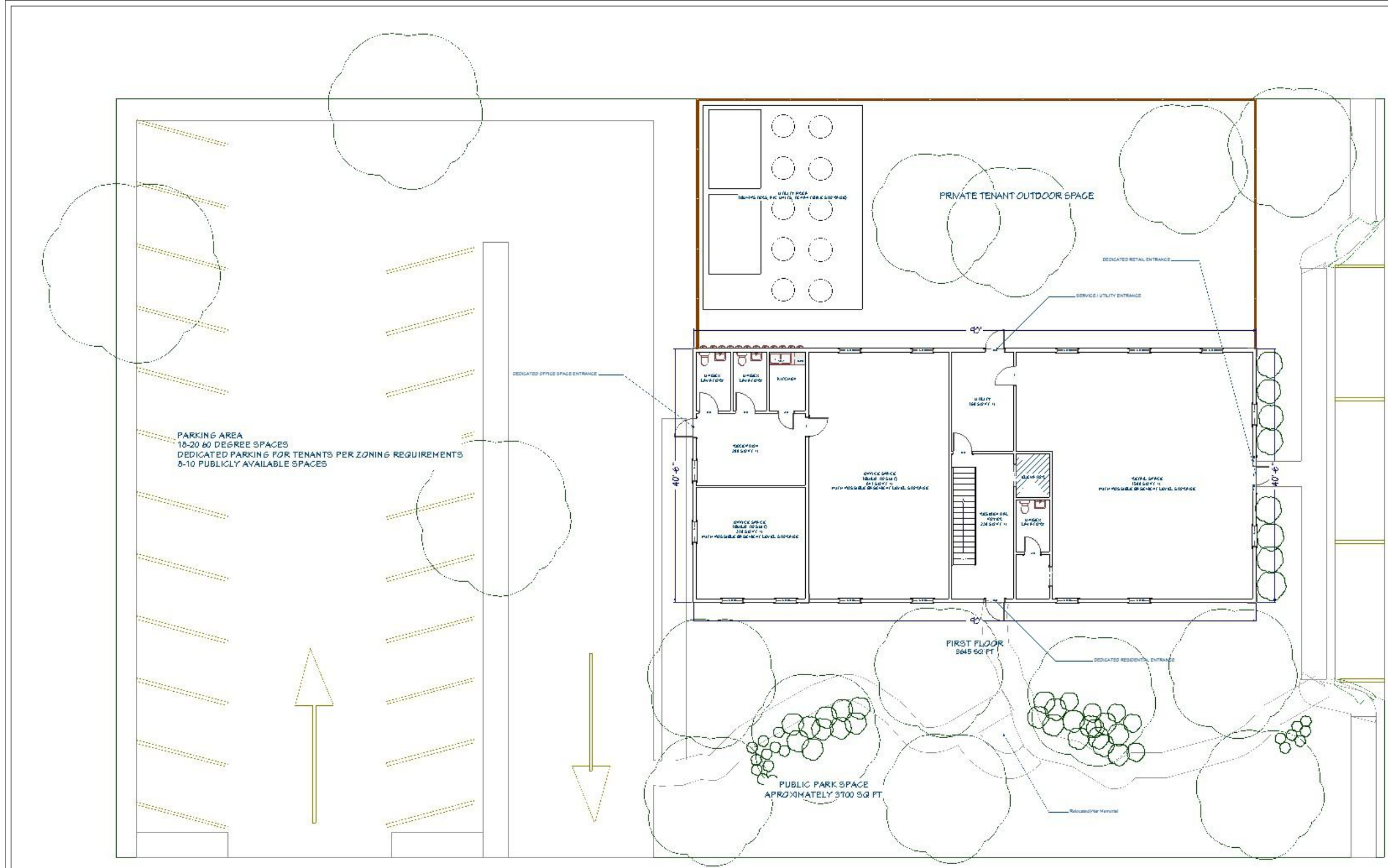
## Elevator

The project will be equipped with a state of the art elevator which will service all floors and will meet or exceed all capacity and safety requirements. The elevator will be located so as to service the residential units on the second and third floors, and also give limited access to the service areas on the basement level if appropriate. We are currently consulting with several possible vendors to determine the system best suited for this specific application.

## ADA Compliance

We will be designing the entire project to meet or exceed current ADA compliance standards for accessibility. All ground level entrances will be “roll-up” capable, all floors will be serviced by a compliant elevator system. We will work with local code enforcement and ADA compliance experts to ensure that every consideration is made for maximum accessibility throughout the building.





REVISION TABLE	
NUMBER	DATE

PLOT PLAN VIEW

Westminster  
 Historic Town Meeting House  
 3 Bacon Street  
 Westminster, MA 01473

DRAWINGS PROVIDED BY:  
 Pillar & Post LLC  
 137 Kendall Pond Road  
 Windham, NH 03087

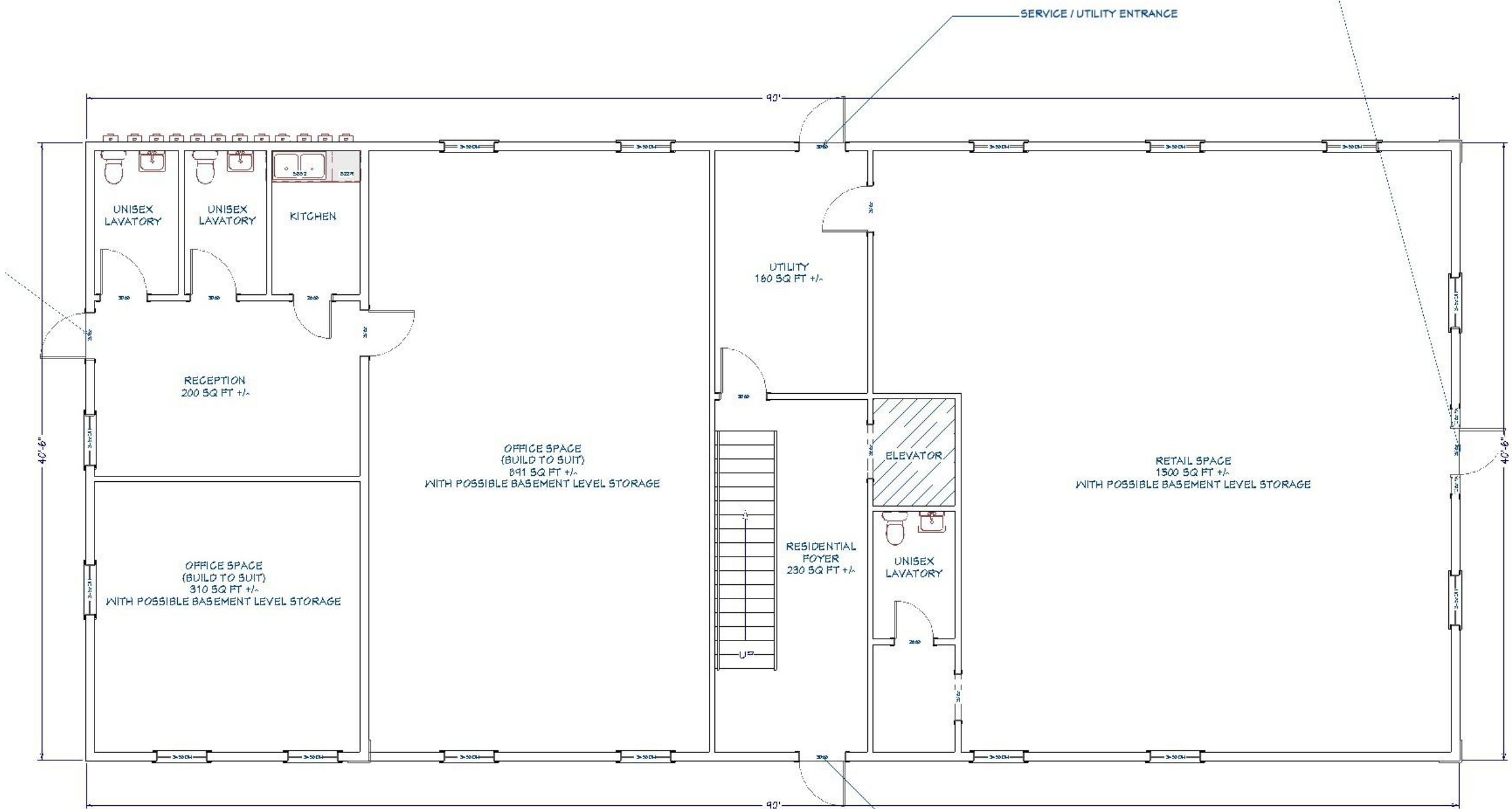
DATE:  
 2/19/22

SCALE:

SHEET:  
 P-1

**PILLAR & POST**





FIRST FLOOR  
3645 SQ FT

REVISION TABLE	REVISION BY	DESCRIPTION
NUMBER	DATE	

FIRST FLOOR

Westminster  
Historic Town Meeting House  
3 Bacon Street  
Westminster, MA 01473

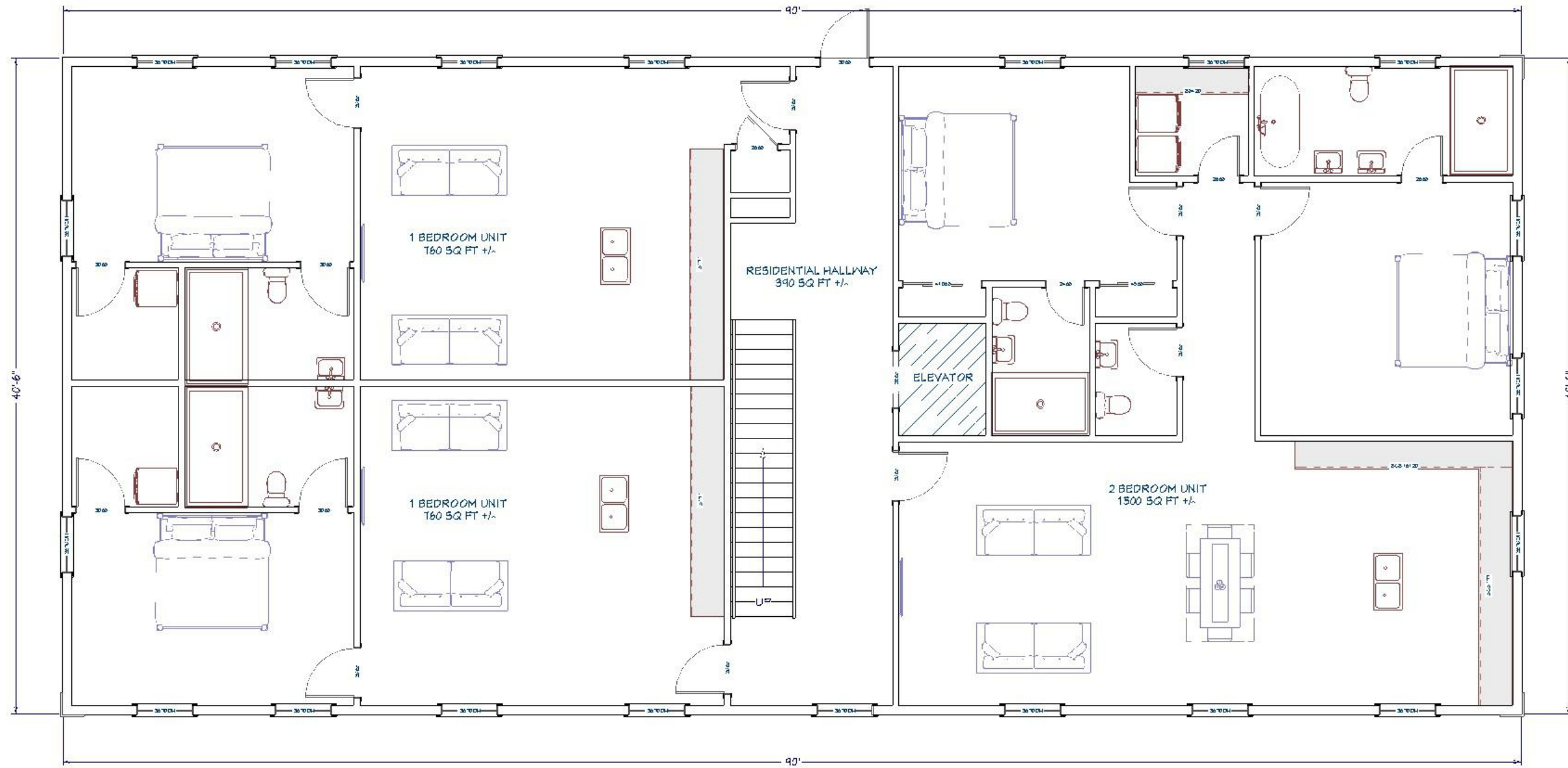
DRAWINGS PROVIDED BY:  
Pillar & Post LLC  
137 Kendall Pond Road  
Windham, NH 03087

DATE:  
2/19/22

SCALE:

SHEET:





**SECOND FLOOR**  
3645 SQ FT

**PILLAR & POST**



REVISION TABLE	
NUMBER	DATE

**SECOND FLOOR**

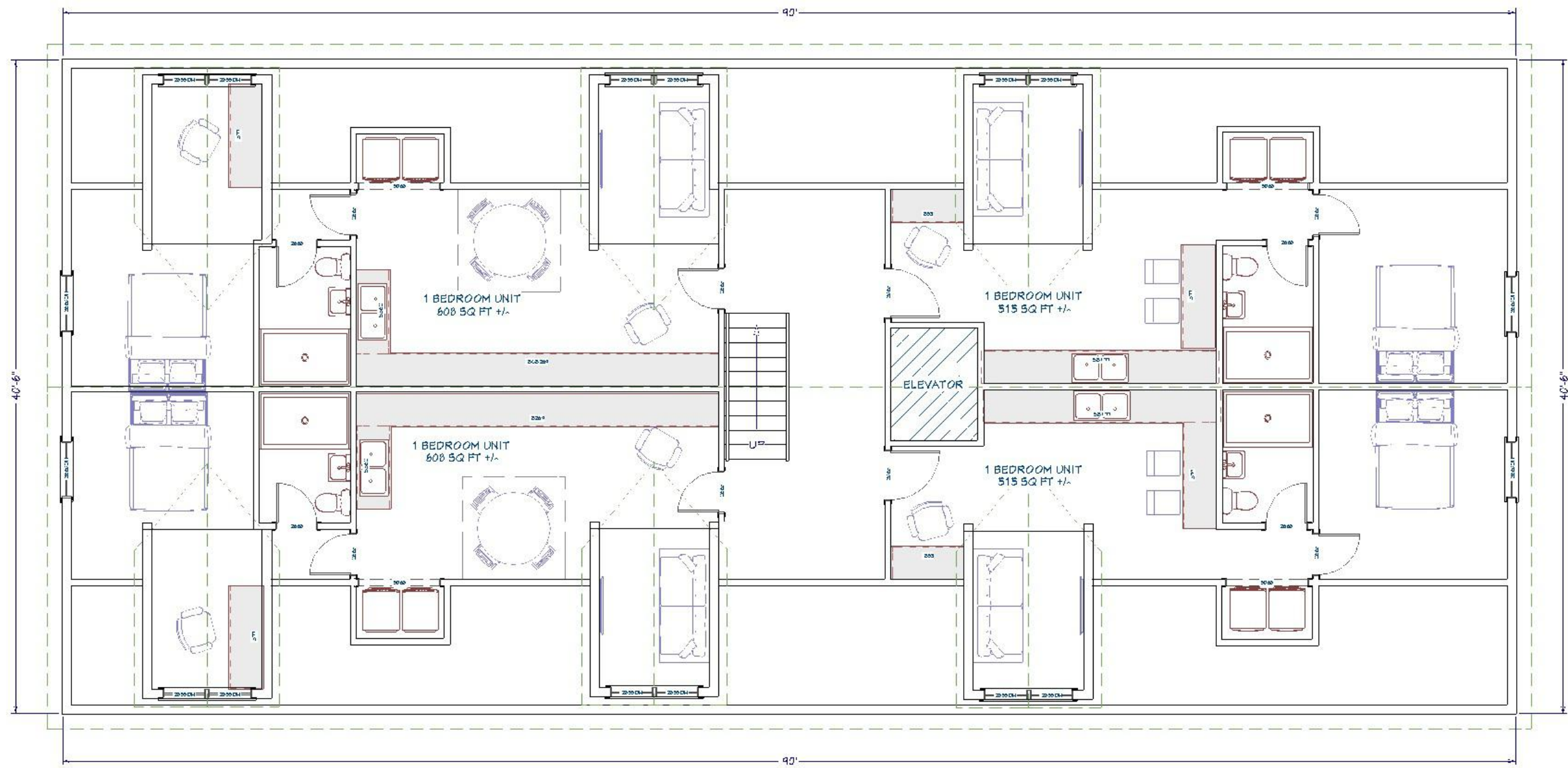
Westminster  
Historic Town Meeting House  
3 Bacon Street  
Westminster, MA 01473

DRAWINGS PROVIDED BY:  
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Windham, NH 03087

DATE:  
2/19/22

SCALE:

SHEET:



THIRD FLOOR  
3645 SQ FT

**PILLAR & POST**

REVISION TABLE	
NUMBER	DATE

THIRD FLOOR

Westminster  
Historic Town Meeting House  
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SHEET:





REVISION TABLE		
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**PILLAR & POST**



# Landscape

Since our proposal process began, we have sought to create a setting that would enhance the Historic Meeting House, while also blending seamlessly into the surrounding Village Center. Our plan takes into consideration the need to balance the aesthetic components of the landscape with the practical functions that mixed use development requires. We feel we have arrived at a solution that achieves this and much more.

## Public Park

One of our top priorities has been to incorporate a public park space into our overall plan. We have strived to develop a plan that was both inviting and outwardly appealing but also a comfortable space to rest and relax. The centerpiece of the park is a walkway reminiscent of a winding path. Surrounding the path, will be multi-stem flowering trees and dense matrix planting scheme consisting of perennials and grasses, creating the feeling of a tranquil private space. The park space will occupy approximately 3,600 square feet and connect the parking area to the residential and retail space.

## Spanish American War Memorial

Currently located on the right side of the building is an important recognition of those who served in the Spanish American War. The memorial, comprised of a bronze plaque mounted to an arch shaped stone has become lost in the overgrowth over time. As we believe this monument deserves a place of prominence, we intend to have the memorial cleaned, and relocated to the center of the new park to the left of the building. The memorial, along with walkways and prominent landscaping, will be lit at night.

## Private Resident Space

To the right side of the building, we will construct a private, resident only outdoor space where residents can relax and enjoy the tranquil landscaping. The alternate second floor residents entrance/exit will open on to this area with a balcony and staircase.

## Parking

Parking is a vital part of any development plan and a code requirement for ANY proposed use. The parking area for the Historic Meeting House will be located in the rear of the property, between the rear of the building and the property line adjacent to the church next door. It will contain between 19-20 diagonal parking spaces and have a dedicated entrance and exit. The parking area will be designed to allow for easy access of utility and delivery vehicles as well as garbage trucks accessing the dumpster area to the right/rear of the building.

The parking area will have the following attributes:

- Asphalt Paving
- White Painted Parking Space Lines
- White Painted Directional Markings
- Granite Curbing
- Compliant Signage as Necessary
- Landscaped/Planted Perimeter and Island Between Entrance and Exit Lanes
- Required Accessible Parking Spaces
- Accessible Transitions to Sidewalks and Park
- Dedicated Parking Spaces for Residential and Office Units
- Publicly Available Parking (Remaining Spaces)
- Drainage for Runoff
- If Possible, we will work with the town to increase the Bacon Street street parking (front of building) from one to three spaces to further facilitate parking for the retail space and the surrounding neighborhood.

## Sidewalks

Sidewalks will connect all aspects of the outdoor space to include parking, public park, all building entrances, public street sidewalks, and private resident outdoor space. Sidewalks will be designed to meet local municipal standards for dimensions and safety. We will work with Westminster DPW to ensure that our sidewalks and walkways integrate seamlessly into the surrounding neighborhood.

## Utility Area

Certain services and utilities are essential to support the mixed use development we intend for the Historic Meeting House. We consider it vital on every project to locate potentially unsightly utilities and services in a pleasant and discreet manor. This need is even more important with a prominent historic property. For this reason, we will locate all of these services in the least prominent area of the property, and design appropriate masking in the form of structure combined with planting to blend pleasantly into the surrounding landscape.

The following services (and possibly others) will all be located to the right side of the building towards the rear, and adjacent to the parking area:

- Dumpsters
- Electric Meters
- Gas Meters
- Air Conditioning Units
- Covered Resident Bicycle Storage
- Equipment Room









WESTMINSTER TOWN MEETING HOUSE  
CIRCA 1839



# Documentation

When caring for and restoring historic properties, the important task of documentation is often overlooked. The process of restoring a structure in and of itself can mask historic evidence and it is of great importance to fully document current conditions and every step of the restoration and renovation project to protect the historic record of the structure.

As part of the restoration and renovation of the Historic Meeting House, we will complete a multi-faceted documentation process in order to accurately document the past, present, and future conditions of the property and provide that record to the Town of Westminster for archival purposes.

## Documentation

### Architectural Drawings

#### Drawing Sets

Over the course of the project we will create a detailed three part set of architectural drawings which will accurately depict the following three historical milestones for the property.

##### 1) Historical

This first set of drawings will reflect the original conditions of the property, as it would have been when the structure was first built in 1839. These drawings will be based on existing historical record and physical evidence as discovered while completing phase one (investigation phase) of the restoration process.

##### 2) Current Conditions

The second set of drawings will accurately record the current conditions before any work begins on the structure. This set of drawings will essentially be a snapshot in time showing how we found the property, its current configuration, and state of repair.

### 3) New Conditions

The last set of drawings will depict the property as it will be once a full restoration and renovation is complete, accurately depicting any changes to the floor plan, layout, window placement, etc. It will also serve as a snapshot in time of the conditions as they are when the project is complete.

### **Details**

Each drawing set will consist of the following elements. The goal is to document the structure in as much detail as possible to preserve the historic record.

- 1) Floor Plans
- 2) Elevation Drawings
- 3) Detailed dimensioning of interior and exterior to include specific architectural details
- 4) Structural Cutaways
- 5) Structural Analysis
- 6) Modifications/Repairs
- 7) Land Survey to include buildings no longer existing
- 8) Floor plan mapping of renovation branding (branding of new components for future identification)
- 9) Three dimensional renderings

### **Narrative**

As a companion to the architectural drawing sets, we will complete a written narrative of the conditions of the Historic Meeting House, specifically recording discoveries of physical evidence, current conditions, and the entire restoration process. This narrative will essentially be in the form of a journal and will be added to the other documentation for the historic record.

## Multimedia

In addition to the documentation that we will generate to record the conditions of the property, we will also create a multimedia record of the discoveries and the restoration/renovation process as it progresses. This multimedia record will consist of digital media in the form of photographs, video, and digital 3D visualizations of the property.

### Photographs

On day one, we will photograph in detail, the current conditions of the property. This will include general photographs that capture the overall feel of the structure, documentary photographs that show each face of the exterior and each wall of the interior, and finally, closeup details such as trims, moldings, windows, and doors. We will also photo document all structural elements as they are uncovered and any repairs that are made before surface materials are reinstalled.

### Video

We will periodically create video moments of the property as the project progresses. Videos may include, but not limited to an initial video “walk through” and video documentation of key stages in the restoration/renovation process, and any discoveries that we make along the way.

### 3D Visualizations

Ultimately, we will create a digital 3D model of the structure that shows it at its various stages of restoration. This may take the form of 3D images or a virtual “walk through”. These models will be based on the architectural drawings combined with photography and video as the project progresses.

## Archiving

All of these methods for documenting the history of this structure and the project are useless if they are not preserved. In order to ensure that these records survive the passage of time, we will provide a complete set of the completed documents to the Town of Westminster for preservation. We will also place one complete set in a fireproof container and seal it in the structure of the building before the completion of the project.

## Historic Marker Plaque

As part of the historic record, we will purchase and install a historic marker plaque on the facade of the building. We will work with the appropriate Westminster historic authorities to design a plaque that is appropriate to the property. The possibilities for inscriptions on the plaque range from a simple name/date plaque to a more elaborate plaque that might include a short narrative of the story of the Historic Meeting House.

# Timeline

## Timeline Milestone

## Time Elapsed From Closing

### **Closing**

**Month 0**

Closing refers to the date we take physical possession of the property.

### **Completion of Investigative/Permitting Phase**

**Month 18**

During this phase we will conduct our document, and physical investigation to determine the history of the structure as well as document the current conditions prior to commencing work. We will also take any necessary measures to protect the structure from any damage from weather.

During this phase along with prepping the site, we will complete construction drawings, engineering reviews, code reviews, secure necessary permits and permissions, and coordinate scheduling with subcontractors.

### **Completion of Exterior Restoration**

**Month 24**

During this phase we will complete the restoration work on the exterior of the main structure to include any carpentry repairs and replacement of missing elements, roof, gutters, original windows, necessary repairs, and repainting.

### **Completion of Rear Addition and Rough Inspections**

**Month 30**

During this phase we will complete the replacement of the specified portions of the rear addition and complete rough-in of framing, electrical, plumbing, HVAC, fire, and elevator. We will also secure all necessary rough inspections.

### **Completion of Hardscaping and Landscaping**

**Month 34**

During this phase we will complete hardscaping and landscaping in park area and front of building.

### **Completion of Interior, Paving, and Final Inspections**

**Month 36**

During this phase we will complete all details of the interior renovation, secure final inspections and complete paving of the parking area to include paving and granite curbs.

**Tenant Move In** **Month 37**

**Submission of Historic Document Package** **Month 43**

Completion of this phase will mark the completion of the restoration/renovation process. At this time we will submit the historic document package to the Town of Westminster.

**\*NOTE:** These milestones are projected completion timeframes for each phase. Many of these phases will be taking place simultaneously.



# The Team

To complete the project at the Historic Meeting House, we have assembled a team of extremely talented individuals who have risen to the top in their respective fields. Each of these people bring a specific set of skills to the table but are all linked by a common trait; their enthusiasm for both their profession and their involvement in this project. This team consists of professionals who will either take part directly in the project as it progresses (**Active Team Members**), or serve in an advisory role when we call on them for their guidance and expertise. (**Technical Resources**)

## Active Team Members

Our Active Team Members are the people who will work with the project on an ongoing basis. They are the people who will hold specific responsibilities crucial to our long term success.



## Thomas Paquette

### Project Manager

With 30 years of construction, historic restoration, leadership, and management experience, Tom is a positive and proactive project leader with an eye for innovation and implementation. Well versed in all facets of construction, preservation/restoration, maintenance, and materials. Having extensive experience with vendor/subcontractor relations, he has completed projects, both large and small, all across the country.

Tom will be responsible for overall project management at the Historic Meeting House. He will oversee all aspects of restoration and renovation, select, hire, and oversee subcontractors, to ensure the project is completed to the highest standards while adhering to code requirements and the pre-determined timeline.

***Please see attached CV for a complete summary of experience and qualifications.***



## Ho Yin Au

### Chief Archival Photographer

Education: BS, Massachusetts Institute of Technology

Position: Senior Software Engineer,  
StyleSeat  
Owner, Ho Yin Au Photography

A photographer of 26 years, Ho Yin was the chief photographer and director of the media team at SkillsUSA Massachusetts. He documented the organizations many activities through photography and videography, and implemented workflow that catalogued high volumes of photographs spanning almost two decades. His detail oriented approach to cataloging photographic history will be an asset to the team.

Ho Yin will be photo documenting, in detail, all aspects of the Historic Meeting House to include its current conditions, the restoration/renovation process, and the project when completed.



## Joe Flahive

### Chief Archival Videographer

Education: New England Institute of Art

Position: Independent Photographer

Joe is an accomplished creator with extensive experience with photography video, and audio production. His keen eye for detail bring an edge to any media project.

Joe will be working hand in hand with our other archival experts to visually document the current conditions of the Historic Meeting House and the project as it progresses through its various stages. He will also be working with us to develop material for marketing of rental spaces.



## Ellien Laramee-Byers

### Archival Artist

Education: New England Institute of Art

Position: Independent Artist

Ellien is an artist and photographer living in Frankestown, NH. She maintains a studio at Mad Oyster Studios in Somerville as well as a space in Frankestown where she practices as an illustrator and painter. Before moving to Frankestown she served as the coordinator for Somerville Open Studios for three years working with the city and helping to showcase 350+ artists. She is an accomplished artist, with impeccable ties to the New England art community.

Ellien provided the artistic renderings contained in this proposal. She will be documenting the Historic Meeting House project through various forms of artwork, including painting, and line art. Her expertise and talent will help to ensure the Historic Meeting House is memorialized in its best light.



## Byron James

### Administration

Education: Holds multiple certificates in technical installations, testing, and inspection, and certificates in key skills of business communication, Oaklands College, St. Albans, Hertfordshire, UK

Position: Order Coordinator, Schilling Inc.

Byron's extensive experience with office and project administration and superior organizational skills make him a natural fit for the administrative requirements that this project will present.

Byron will be responsible for all administrative aspects of this project to include permit applications and acquisition, grant applications, archival journal maintenance, day to day budget maintenance, and material orders/tracking.

## Technical Resources

Our Technical Resources are the people who we can call on for technical information and support as needed. They have made a commitment to work with us for the duration of the project to advise us in their respective areas of expertise.

## Andrew Ferrell

### Historic Preservation Expert

Education: Master, Architecture/Historic Preservation, Louisiana State University  
Masters, International Relations, Boston University-Brussels

Position: Deputy Director, National Center for Preservation Technology and Training, NPS

As Deputy Director of the National Center For Preservation Technology and Training (NCPTT), National Park Service, Andrew coordinates the center's national training initiatives for architects and engineers. He has advised us on projects in the past and will continue to serve as an expert resource with national level experience. When we have questions regarding any issue related to historic preservation, we will look to Andrew and the NCPTT to ensure that our project is sensitive to proven standards of preservation and restoration.

## John McQuinn

### Materials Acquisition/Engineering Resources

Position: Sales Associate, Jackson Lumber and Millwork

John is our go-to-guy for all material and engineered lumber resources. His team of professionals can answer any questions on material choices/specification and work directly with manufacturers and suppliers to not only get us what we need, but also ensure that the materials selected meet our needs and municipal building code requirements.

## Subcontractors

The subcontractors that we utilize to complete the work at the Westminster Historic Meeting House will be among the best in their respective fields. From the electricians and plumbers to the plasterers and painters, we will thoroughly vet all companies and individuals who contribute to the completion of the project. Careful selection will play a big part in our successful completion of this project, but specific direction and careful oversight of work as it is being completed will ensure it is done in a manner that is in keeping with best practices for historic restoration.



# Attachments/ Qualifications

- 1) Funding Pre-Approval Letter
- 2) New Hampshire LLC Certificate
- 3) Prior Comparable Projects
- 4) CV - Thomas Paquette
- 5) Supporting News Articles
- 6) Letter of Support - New Hampshire Preservation Alliance



83 Speen Street  
Natick, MA 01760  
Phone: (404) 307-2877  
Fax: (508) 975-4065

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September 12, 2023

To Whom It May Concern:

This letter is to confirm that QS Private Lending LLC, or its nominee, has unconditionally agreed to loan Pillar & Post LLC, or their nominee(s), a cash sum not to exceed \$1,200,000.00, to finance the renovation of property located at 3 Bacon Street, Westminister, MA 01473.

If you have any questions with respect to this approval letter, please contact the undersigned.

Very truly yours,

*Matthew Joseph*

Matthew Joseph

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that PILLAR & POST LLC is a New Hampshire Limited Liability Company registered to transact business in New Hampshire on September 19, 2018. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **803486**

Certificate Number: **0006326153**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 26th day of September A.D. 2023.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan  
Secretary of State



# Prior Comparable Projects

Although our restoration/renovation experience spans 30 years, the following three projects stand out as specifically relevant to our proposal for the Historic Meeting House in Westminster. In all three cases the projects involved properties that had special historic significance in their respective towns. We worked hand in hand with both the local municipalities and the National Center for Preservation Technology and Training to ensure the projects aligned with the Secretary of the Interior Standards for Historic Restoration, while transforming the properties to be functional for modern use.

We welcome the opportunity to give the Town of Westminster representatives a tour of the project in progress if it would help them in their decision process. We are proud of our work and the quality of the restoration/renovation that we are completing.

If interested in a tour, please contact us and we will be pleased to show you around.

Thomas Paquette  
Pillar & Post LLC  
paquettet@yahoo.com  
703-969-2647

## Campbell Farmhouse, Circa 1868 - Windham, NH

### Project Overview

Circa 1868, this Italianate farmhouse was built by the Campbell Family in Windham, NH. We won a competitive bidding process with the Town of Windham, NH and secured a 20 year lease on the property in exchange for its full restoration/renovation.

We have meticulously restored the exterior to its original configuration, including the rebuild of the front porch, which had been lost decades ago. While preserving key features of the interior we are converting the home to a residence with an accessory dwelling. Campbell Farmhouse will maintain the appearance of a single family home from the street.

References Familiar with this project:

Wayne Morris, Member, Windham Conservation Commission (see contact information in proposal)













## Varnum/Richardson House, Circa 1735 - Dracut, Massachusetts

### Project Overview

Built circa 1735, this Colonial House, built by Abraham Varnum remained in the hands of only two families until 2016 when the Town of Dracut purchased the property for conservation and open space. We purchased the house from the town in 2021 and began phase 1 of its long term restoration plan. We fully restored the exterior, installed cutting edge utilities, and a new state of the art kitchen. Ongoing renovation work will continue in the coming years.

References Familiar with this project:

Ann Vandal, Town Manager, Dracut, MA

Helen Dunlap, Local Contact Familiar with project (see references)











## Samuel Guy House, Circa 1850 - Natchitoches, Louisiana

### Project Overview

Built circa 1850, this Greek Revival Plantation House, built by Samuel Eldridge Guy remained in the Guy family until 2002. We purchased the house and began its 2 year restoration/renovation process and the Samuel Guy House now serves as a thriving bed and breakfast. Its complete history and the story of its saving and restoration can be seen at [www.samuelguyhouse.com/history](http://www.samuelguyhouse.com/history)

References Familiar with this project:

Kirk Cordell, Director, National Center for Preservation Technology and Training, National Park Service (see contact information in proposal)

Andrew Farrell, Deputy Director, National Center for Preservation Technology and Training, National Par Service (see contact information in proposal)









# Thomas Paquette

137 Kendall Pond Road  
Windham, NH 03087  
703.969.2647  
paquettet@yahoo.com

## Profile

Driven professional with 30 years construction, leadership, and management experience. Results oriented, positive, and proactive leader with an eye for innovation and implementation. Well versed in all facets of construction, historic preservation/restoration, maintenance, materials knowledge, vendor/subcontractor relations, networking, and possesses the ability to adapt to fast paced and evolving work environments.

## Seeking

Proposal Submission, Historic Meeting House, Westminster, Massachusetts.

## Professional Experience

### **Founder/Owner, Pillar & Post LLC - 2018 - Present**

Limited Liability Corporation, NH, formed to facilitate purchase, renovation, and development of historic properties.

### **Lead Carpenter/Project Manager, ALC Design - 2017 - Present**

Mid-size residential renovation firm. Lead Carpenter/Project Manager responsible for day to day operations on various job sites. Responsibilities include management of subcontractors, daily schedule, materials/product purchasing, and overall project management from start to completion.

### **Cabinet Maker - 2013 - 2017 (Subcontractor)**

Custom cabinet shop, specializing in custom kitchen and bathroom cabinets and custom furniture pieces. Responsibilities include interpreting cabinet layout drawings, prioritizing workflow, and building cabinets from raw materials to finish product.

**Director, Membership & Program Development,  
SkillsUSA Massachusetts, South Easton, MA - 2010 - 2013**

Non-profit organization serving Massachusetts students enrolled in career and technical education. Largest state association in the national organization, serving 32,000 students, teachers, and industry partners. Responsibilities include membership promotion, development of student and teacher programs, publication of technical standards, conference management, and charitable initiative coordination.

**Founder/Owner, Homes Redefined, Alexandria, Virginia - 2004 - 2010**

Custom kitchen and bathroom company catering to high end market. Manage day to day operations and company growth to include coordination of internal personnel, vendors, subcontractors, and clients. Company portfolio available upon request.

Direct responsibilities, associations, and skills include:

Personnel Management	Sales & Marketing
Website Development	Contract Negotiation
Municipal Permit Acquisition	Vendor/Sub-contractor Relations
Customer Retention	
Electrical	Carpentry
Tiling	Painting
HVAC	Design
Plumbing	

Member NKBA  
Member Washington DC Chamber of Commerce  
Licensed Contractor - Virginia  
Licensed Contractor - Washington DC

**Founder/Co-owner, Samuel Guy House Bed & Breakfast - 2002 - 2008**

1850 Plantation House - Bed & Breakfast/Wedding destination located in the heart of landmark historic district, Natchitoches, Louisiana. Responsible for project conception to include architectural concept, 2 year historic restoration, securing of bank financing, grants, local partnerships, and community relations. Also responsible for business plan development/implementation, to include partnerships with 23 local artisans and antique dealers for furnishings and artwork consignment. [www.samuelguyhouse.com](http://www.samuelguyhouse.com)



### **Army Aviator - Chief Warrant Officer II, U.S. Army - 1992 - 2001**

As Pilot in Command, flew over 1,000 incident/accident free hours in support of the Army's Joint Readiness Training Center located at Fort Polk Louisiana. Responsible for mission planning, scheduling, crew coordination, and mission execution. Achievements include Meritorious Service Medal, Army Commendation Medals (2), Army Achievement Medals (2), Air Assault Badge, Aviator Badge, Air Crew Member Badge, Pilot in Command.

### **Network Administrator/IS Security Officer - U.S. Army - 1996 - 2001**

Responsible for design, installation, and management of fiber optic network for Joint Readiness Training Center Flight Detachment. Managed 38 work stations, media output stations, and networked conference/presentation space to include installation and technical support. Implemented and enforced information security procedures and worked directly with Fort Polk information security personnel to ensure compliance and compatibility.

## **Non-Profit Experience**

### **Chairman, Board of Directors, Cane River Green Market - 2002 - 2004**

Local farmers market in downtown Natchitoches, Louisiana. Grew market from 4 vendors to 57 and developed market into a weekly regional event. Established vendor application/review process, vendor code of conduct, standards, and inspection procedures. Established cooperative relationship with city government and local businesses to grow and promote market interests.

### **Vice President, Natchitoches Historic District Homeowners Assn. - 2003 - 2005**

Developed community projects for neighborhood improvement to include founding of "Keys to the Future" annual event partnering local real estate interests with homeowners to ensure positive development of historic district properties and neighborhoods.

## **Education**

U.S. Army, Fort Polk, Louisiana - Aircrew Coordination Course - 1996  
U.S. Army Aviation Center - Warrant Officer Basic Course - 1994  
U.S. Army Aviation Center - Aeroscout, OH-58 Aircraft Course - 1994  
U.S. Army Aviation Center - Initial Entry Rotary Wing Training - 1994  
U.S. Army, 6th Infantry Division - Combat Support Leader Course - 1993  
Middlesex Community College, Electro-Mechanical Drafting - 1988-1989  
4 Year Trade Cert, Machine Trades, Nashoba Valley Tech - 1989

## **Prior Licences**

Contractors License, Washington, DC.      Contractors License, State of Virginia  
Registered LLC, NH (Pillar & Post LLC)



# WINDHAM INDEPENDENT NEWS SHOWCASE

## ROBERT ARMSTRONG HOUSE UNDERGOING RENOVATION/RESTORATION

Restoration and renovation of historic homes touches the hearts and souls of many who relish in the opportunity to preserve the past. This holds true in Windham with respect for history and preserving the original character of the Town. The old Armstrong House, on Range Road, next door to the Common Man is in the process of a rebirth, while retaining its historical charm.

There are two familiar names that are responsible for this latest undertaking. The house is owned by Alex Ray, owner of the Common Man Family of Restaurants and Tom Paquette, of Pillar & Post LLC, who has been renovating and preserving Campbell Farm on Kendall Pond Road in Windham.

The history of the home dates back many years. From Rural Oasis, "Robert Armstrong (1779-1849) built it in the early 1800s to replace an older house which stood a few feet to the west. It remained in the Armstrong family until 1957." At that time, it was sold to Vincent and Helen Foden. Rural Oasis continues, "It was first occupied by Robert, next by his son Robert, then by George Franklin Armstrong, and finally by George's sisters after he built the newer Armstrong house on the same farm. From 1926 to 1945 the property was rented by Maurice Armstrong (George Armstrong's son) and various tenants have occupied this place. George and Doroty Armstrong lived here until 1957."

The house is a one-room-deep, two-story house with two chimneys placed against the inside of its rear walls. The house has a compact triple-run staircase behind the front door, leaving space behind the staircase to provide small rooms on both first and second floors. A lean-to addition with kitchen wing, are located in the rear of the home. What is considered remarkable about the home is the interior doors that exhibit a highly unusual panel arrangement composed of three horizontal panels above two vertical panels. (NH Division of Historical Resources).

Pillar & Post has been working on this latest project for about a month, removing the vines that were overtaking the house, boarding up the windows, salvaging some items from the home, cleaning it up and eliminating the water that was in the basement.

Plans are currently in the works on the specifics and requirements to move forward. The land is connected to the Common Man and the hope is to subdivide it, which will take about a year. The area is technically a commercial zone, but Pillar & Post, who will be taking ownership of the home, hopes to put in two residential apartments or utilize it for office space. The NH State Department of Transportation currently holds a preservation restriction on the house. Pillar and Post have had preliminary discussions with the DOT and the New Hampshire Division of Historic Preservation, for a restoration plan. Once approved by the State, the plan will be executed. The Windham Historic District Commission/Heritage Commission are 100% behind the restoration/renovation.

Tom Paquette, of Pillar & Post LLC explained, "There is a lot that needs to be taken into consideration in every part of preservation and special steps need to be taken to preserve the integrity of the structure." The house has been vacant for about 30 years.

When the I-93 widening project was originally designed, it was thought this house would have to be taken down. The highway plans were revised and 17 years ago, the State stabilized the house and put on a new roof.

The project came to light when Windham Historic/Heritage Commission member Wendy Williams brought up the discussion of the house to Tom in a side conversation. She provided Tom with Alex's contact info and Tom explained he sent a text to Alex and after a phone conversation, Tom said, "We met at the Town Hall to discuss how to make it happen." He said, "Alex jumped on board and has been incredibly supportive." Alex Ray would like to see the house saved.

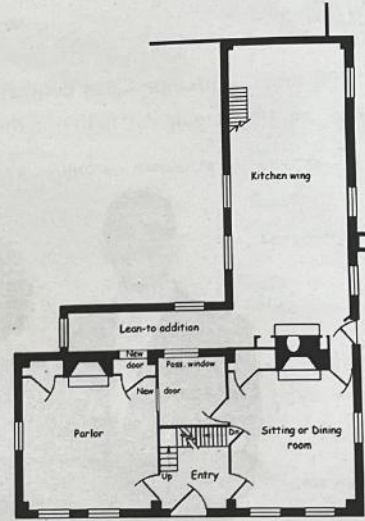
Once started, the renovation/restoration project is expected to take about a year.

Tom Paquette said he is still working on Campbell Farm and two projects in Dracut, MA - the Beaver Brook Farm and Old Grange Hall.

Story/photos Mary Ann Horaj



Courtesy photo: The Armstrong brothers, Robert and George owned homes on each side of the Common Man, (the barn). Robert owned the Old Armstrong House which was called the West House and his brother George owned the East House (prior home of The Dubay Group).



ROBERT ARMSTRONG HOUSE  
SCHEMATIC FLOOR PLAN

Courtesy photo: NH Division of Historical Resources



Tom Paquette explained so far they have cleared the brush from the front of the house.



Entrance stairway from the 2<sup>ND</sup> floor.



The steep steps that lead up to the attic.



Sitting/ Dining Room



Tom Paquette - Pillar and Post, LLC in the parlor. Behind him is one of the doors with the unusual panel arrangement.



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EXECUTIVE DIRECTOR  
JENNIFER GOODMAN

To: 1839 Town Meeting House Review Members  
From: Jennifer Goodman, Executive Director, N.H. Preservation Alliance  
Re: Proposal for 1839 Town Meeting House in Westminster, MA  
Date: September 28, 2023

I am writing as a reference regarding the strength of the work of Tom Paquette, Pillar & Post LLC. I understand that he is submitting a proposal for is the 1839 Town Meeting House to turn the property into a mixed use facility.

The N. H. Preservation Alliance worked closely with Mr. Paquette on the reuse plan and rehabilitation of the town-owned Campbell Farmhouse in Windham, NH starting in 2017. Since that time, he has provided information and advice on other topics and served as a panelist at our statewide preservation conference. The N.H. Preservation Alliance, the statewide non-profit organization, supports and encourages the revitalization and protection of historic buildings. We work with a diverse portfolio of approximately 100 preservation projects a year, advance preservation-related policies and provide educational opportunities.

We have been impressed by, and grateful for, Mr. Paquette's skilled historic preservation approach, strong desire to absorb and use new information, his sound communication and problem-solving skills, and tremendous enthusiasm for not only his projects but also the communities where they reside.

Please let me know if you have any questions.



**WENDY FRONTIERO, R.A.**  
*Architect and Preservation Consultant*

120 Maplewood Ave., #204 • Gloucester, Mass. 01930

tel. 617 • 290 • 8076

e-mail [wfrontiero@alum.mit.edu](mailto:wfrontiero@alum.mit.edu)

1 October 2023 *via electronic submission*

Historic Meetinghouse RFP Review Committee  
Town of Westminster  
Westminster Town Hall  
11 South Street  
Westminster, Mass. 01473

Dear Committee Members:

I am pleased to submit a recommendation for Thomas Paquette, Managing Partner of Pillar & Post LLC. I am an architect and preservation consultant with 40 years of experience documenting, evaluating, and enhancing historic resources in eastern Massachusetts. I am familiar with Mr. Paquette through his work with the Town of Dracut in preserving the Richardson Farmhouse at Beaver Brook Farm in Dracut, Mass. In that project, I served as a preservation consultant to the town, evaluating Pillar & Post's plans for compliance with the preservation restriction the town holds on the property.

Mr. Paquette displayed high levels of knowledge, skill, enthusiasm, energy, communication, reliability, pragmatism, and the ability to see the big picture of how the farmhouse project fit into its historic and physical context. I fully expect that Pillar & Post will bring the same qualities to your project in preserving and adaptively reusing Westminster's historic town hall.

Feel free to contact me if you have any questions or need additional information.

Sincerely,

A handwritten signature in black ink that reads "Wendy Frontiero". The signature is written in a cursive, flowing style.

Wendy Frontiero