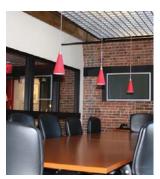
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# **EXECUTIVE SUMMARY**

Paradigm Construction Corporation, located in Billerica, MA, is a full service general contractor and construction management firm specializing in construction renovation in the corporate, healthcare, retail, educational and Institutional environment. With over 50 years of collective experience, the Paradigm team has maintained a continuous working relationship with Dana-Farber Cancer Institute for over a decade. In addition, we have partnered with many of New England's well-known and highly-respected medical institutions, including Caritas / St. Elizabeth's Medical Center, New England Baptist Hospital, Beth Israel Deaconess Hospital, Partners / North Shore Medical Center, Kindred Healthcare, Union Hospital, Harvard Medical School and the Immune Disease Institute. We are very proud of and committed to our partnerships with these exemplary healthcare institutions. We have also completed work for various CBRE teams, RM Bradley, Kelleher and Sadowsky, Sovereign Bank, Museum of Fine Arts, Virgin Atlantic Airlines, Delta Airlines, Westfield Retail Concessions and many more corporate clients throughout the New England area.

The diversity of our clients parallel the spectrum of our skills and core strengths.

As general contractors, we offer a full array of self-performed services including demolition, carpentry, architectural millwork installations, door/hardware, interior renovation, remodeling, and new construction. We excel in design-build and fast-track projects. Our success stems from an absolute commitment to providing the highest quality workmanship in a timely, cost-effective manner. We strive to build partnerships with our clients, owners and design teams to create constructible designs and successful projects. Through this commitment to excellence, we build trust with the Paradigm team. This is the foundation of our long-term successful relationships.

As construction managers, it is our goal to establish a partnership and relationship of trust early in the process between the owner, architect, and general contractor/construction manager. A key benefit of this approach is enhanced communications as this often leads to minimizing costs and project duration. Additionally, it enables a deeper analysis of construction feasibility, improved project control and a higher quality of workmanship. Lastly, our experience has shown that this partnership approach enables the expedition of long-lead items that can effect project completion dates.

Our mission is to achieve continued success by expanding our service with existing clients in addition to developing new relationships with new clients. We do this through an innovative client-focused approach to the business and a 100% commitment to integrity, quality and workmanship. At Paradigm, we work hard to establish a team environment from the inception of every project until its completion.

At Paradigm, we take the same commitment and drive we have in our business and apply it to giving back to the community. We believe that it is important to give back and participate in our client's causes by supporting fundraisers and charity events, and we have been fortunate to be a long-time sponsor of many great charities like the Jimmy Fund which funds cancer research. "Paradigm's commitment to every single project and every single client will resonate throughout New England's community ensuring our reputation as the partner of choice in construction"

Sean P. Dwyer President



# PRECONSTRUCTION & CONSTRUCTION MANAGEMENT SERVICES

### **Pre-Construction**

Paradigm understands that the preconstruction phase is the most critical phase of any project. Making the right decisions in the early stages is key to ensuring the success of a project. Paradigm will immediately assign a team of planners comprised of estimators, schedulers and executive oversight at this time to ensure realistic construction budgets and schedules are completed. At this time shared goals and expectations to achieve budget and schedule will be established by the entire project team. Working through constructability issues, phasing, end user requirements and logistical challenges Paradigm will ensure due-diligence is at the forefront of this critical stage of the project life cycle.

Paradigm will develop a preliminary cost model and base line schedule with a logistic plan for the teams review. All required dates and milestones will be established including design development through finalization of close out. A detailed schedule of alternates will also be generated reflective of Value Engineering as well as alternate products that may be more readily available on a quick ship option while achieving the desired function of any such product. Studies included in this schedule area are as follows:

- · Value Engineering and Option Analysis
- · Constructability Reviews
- Construction Mock-ups
- Estimating
- Scheduling
- · Safety Plan
- Subcontractor Prequalification

### General Contracting

As General Contractors, Paradigm offers a full array of services to insure we are successful in the completion of each and every project. Our team atmosphere through years of working together allows us to have an open communication approach in working together to deliver our projects on time and on budget. It is through this approach that we have been able and fortunate enough to continue to work for so many different clients throughout our years in the business.

We take pride in our team of subcontractors, many of whom have been working side by side with Paradigm team for over a decade. We are regularly measuring their effectiveness on our projects, by utilizing their strengths for all of the different building sectors we are involved in. Through these measurements and constant communication between Paradigm and our subcontractors we are able to be more efficient in our work, improve the safety of the team and ultimately save time and money for our clients.



### Construction Management

Paradigm's philosophy on Construction Management is predicated on a very simplistic ideology; TEAMWORK. We view our relationship as a strategic partnership with the owner, architect, engineer and end user and try to instill this from the onset. We earn your trust and confidence as a construction manager by promoting an open book format and information sharing within the teams interactions which results in a project that is completed in an efficient process while exceeding established expectations. This philosophy and culture has been the foundation of our firm and reputation throughout the construction industry.

Throughout the construction process the site will be tightly controlled consistent with the client's needs to maintain critical services and access while maintaining safety for all. Total team involvement and interaction are the benchmark of this success. Document control will be presented on our firm's project management software which is Prolog.

Estimating and Project Management will work closely to review the ceiling overlay document from ONSCREEN and conduct onsite visits with the proposed superintendent to verify an action plan based on the CDs and to ensure any conflicts can be dealt with in a timely manner.

We have strong valued relationships with our subcontractors and take that relationship to ensure cooperation and reliability. It is a strength that allows Paradigm to meet the needs of our clients.

### Design / Build

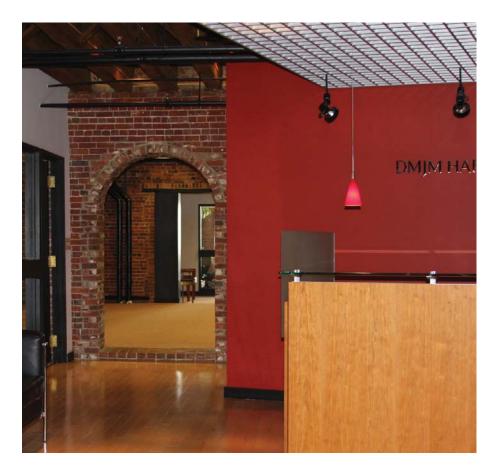
Paradigm has had the opportunity to be involved in many design / build projects and understands the benefits this process can bring to an owner or client. Our goal throughout this process is to ensure we are always meeting the needs of our clients.

Through our strong working relationship with architects and engineering firms we are able to collaborate throughout the entire design and project phase to ensure we deliver timely and successful projects. When working on a design / build project, we as builders are responsible for maintaining the cost and schedule of the project. We make sure an early partnership is formed so we can all work towards delivering the best project for our client.

Paradigm's experienced team, design relationships and history with design / build projects allows for our clients to have the upmost confidence that we will get to job done.



# **DMJM HARRIS**



### **Project Highlights**

- Paradigm was selected as the Construction Manager to build-out the new Boston Corporate office for DMJM/Harris. DMJM/Harris is one of the Top 10 engineering firms in Boston who collaborated with Paradigm post 9/11 at Logan International Airport
- This 11,000 square foot project was split into seven phases on two floors in order for DMJM to maintain daily operations throughout the construction process
- Work included post and beam reconfiguration, arched brick openings, maple flooring, millwork, MEP modifications as well as finish upgrades
- This project was completed in 6 months and came in under budget and ahead of schedule





#### **Project Location**

66 Long Wharf Boston, MA

Owner

- AECOM / DMJM Harris
- Architect
- DMJM Harris

Value

\$ 1,000,000



# SONEXIS



#### **Project Highlights**

Paradigm Construction Corporation transformed two floors at 70 Franklin Street in Boston, MA for Sonexis working in concert with RM Bradley management and Visnick & Caulfield. Project started from shell space with perimeter walls being upgraded to accommodate the energy code. Paradigm self performed all the drywall and millwork inclusive of a custom elliptical shaped conference room with soffit outlining the perimeter of the room. A curved lexan wall with marker board laminate, high end Italian lighting, complete new mechanical systems and 3m film decals that frosted all glazing systems. Paradigm's self performing capabilities realized a 5 % savings on sub trade work for the owner. The project was completed within 8 weeks.





Project Location 70 Franklin Street, Boston, MA Owner Sonexis, RM Bradley Architect Visnick & Caulfield Associates Value \$ 645,000 Square Footage 11,000



## **BOSE CORPORATION**



### **Project Highlights**

- Transformed a once dark storage space into a state of the art acoustical complex. This project resulted in two high tech project demo rooms, a general marketing room and two audio visual control centers.
- Transformed 5,000 s/f of storage space
- Special details to ensure that all areas were acoustically sound
- Oak flooring is supported on kinetic pads
- Walls and ceilings float free from any exterior surfaces
- All mechanicals are hung and covered by acoustical buffers
- Serpentine glazed entrance
- Complete rehab accomplished during normal work hours with no disruptions of staff or clients





#### **Project Location**

100 The Mountain Framingham, MA

Owner

**Bose Corporation** 

Architect

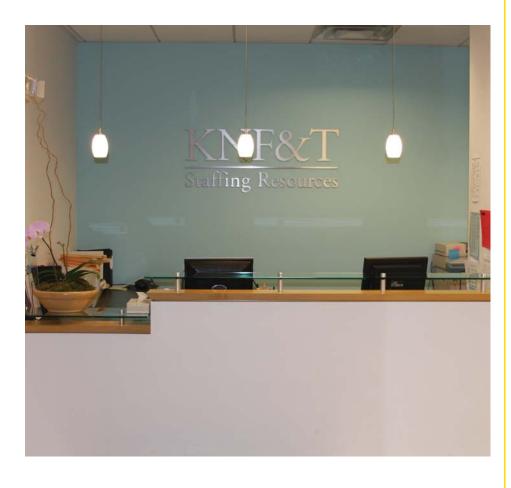
Pisanni Associates

Value

\$ 1,100,000



# **KNF&T STAFFING RESOURCES**



### **Project Highlights**

- This project consisted of a 5,000 square foot build-out
- Pre-lease due diligence was provided to the Property Management Group
- New HVAC and fire alarm systems were installed
- A custom reception work area was done in-house by Paradigm
- Reconfiguration of floor inclusive of all finishes: drywall, ACT, painting, carpet and millwork
- A new glazed entrance was installed
- Several private interview rooms were created
- Segmented glass wall at conference room





#### **Project Location**

3 Post Office Square Boston, MA

Owner

KNF&T Resources / RM Bradley

Architect

Winter Street Architects

Value

\$ 600,000



# ckd DESIGN GROUP



### **Project Highlights**

- Paradigm was selected to complete a 14,000 square foot tenant fit-out
- This space does not consist of any square walls all have some degree of angle or curve to them
- Curved ribbed lexan clear partition panels, which allow natural light while establishing privacy
- New employee kitchen / lounge
- Due to the nature of their corporate image, many unique materials and applications were utilized



#### **Project Location**

2 Copley Place Boston, MA

Owner

ckd Design Group

Architect

McMahon Architects

Value

\$ 910,000



### **SOVEREIGN BANK / CBRE** 446 Main Street, Worcester, Massachusetts



### **Project Highlights**

Under a master service agreement with Sovereign Bank Paradigm Construction has renovated over 50,000 square feet of space on 11 floors of this prestigious high rise in downtown Worcester, Massachusetts. The Paradigm team worked closely with Sovereign's leasing team during all their pre-lease signing providing preconstruction estimating, due-diligence with space planning and value engineering to ensure construction costs and TI allowances were in sync. Paradigm renovated many of the high rise lobbies and bathrooms as well. All schedules and budgets were met during the 3 year period it took to achieve 90% occupancy. Projects ranged in size and scope from \$30 - \$65 per sq. ft.

Partial List of Tenant Fit-ups

- Hassett & Donnelly
- Morrison & Mahoney
- Met-Life
- IEC
- World Energy

- Sovereign Bank
  - Guru Financial
- CBS Channel 4
- Advans Tech
- Stolberg, Ebbeling & Blanchette, LLP
- Graham Huckins Shepherd







#### **Project Location**

446 Main Street Worcester, MA

Owner

Sovereign Bank / CBRE

Architect

Symmes Maini McKee

Value

\$ 3,000,000 (various tenants)



# DANA FARBER CANCER INSTITUTE

Human Resource Fit-out Project



### **Project Highlights**

- Paradigm was selected as the Construction Manager for the demolition and renovation of the entire 3rd Floor which was converted into 30,000 square feet of office space for the Human Resource and Legal Departments.
- Scope of work included MEP upgrades, footprint reconfiguration and new finishes throughout the space
- This was a fast track project that consisted of two phases and was completed in 16 weeks





#### **Project Location**

10 Brookline Avenue, 3rd Floor Boston, MA

Owner

Dana Farber Cancer Institute

Architect

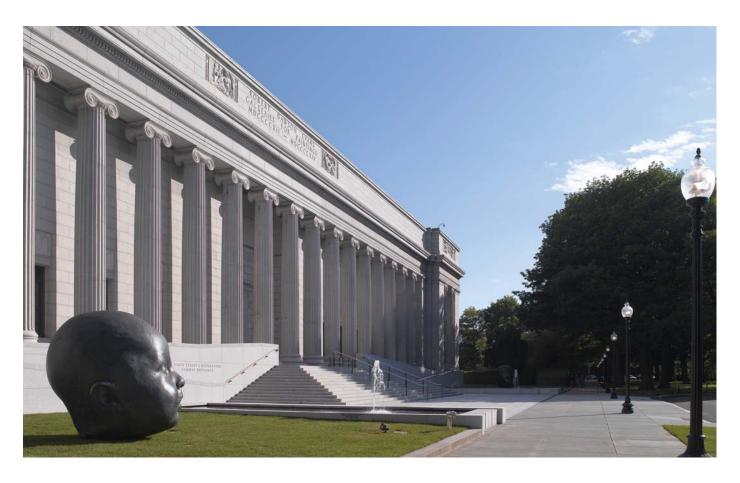
Miller, Dyer, Spears Inc.

Value

\$ 2,400,000



### **MUSEUM OF FINE ARTS**



#### **Project Highlights**

Paradigm Construction Corporation has completed several projects in 2010 for the MFA. Representative projects include interior modifications to Exhibitions, Intellectual property, Purchasing and Finance Departments. All projects have consisted of fine architectural millwork, new drywall partitions, flooring, acoustical ceilings and mechanical upgrades.

In addition, the MFA has been able to rely on the Paradigm team to provide due diligence and bugeting in the pre-design phase for various renovations in this prestigious Boston landmark.

#### **Project Location**

465 Huntington Avenue, Boston, MA

#### Owner

Museum of Fine Arts David Geldart, Director of Facilities

#### Architect

N/A

Value

#### Varied



# JOHN J MOAKLEY COURTHOUSE



#### **Project Highlights**

The Paradigm Team has successfully renovated many projects at the John J. Moakley Courthouse over the last several years. Working closely with EMCOR Government Services, Paradigm has met strict budgetary parameters while exceeding quality expectations. A partial list of representative projects are listed below:

- Probation Handicap Access Renovations
- 8th Floor Koroseal / Decorative Wall Covering
- Witness Protection Renovations
- District Court Renovations / Mail Room Kitchen
- Courtroom AV/Security Upgrades
- Daycare Renovations
- Terrace Waterproofing Repairs

Project Location 1 Courthouse Way, Boston, MA Owner Representative EMCOR Government Services Architect Varied



## NEW ENGLAND BAPTIST HOSPITAL

Chapel Renovation



### Project Highlights

Paradigm was selected for the renovation of the existing 2,000 square foot Chapel at New England Baptist Hospital. This interfaith prayer chapel has been transformed into a multi-use space where all physicians, staff, and patients are welcome.

Project highlights include a complete elliptical drywall cove, multi earth-colored paint tones, state of the art audio and visual equipment, remote control mecho shades, carpet, fine finish work, as well as a complete refurbishment of the exterior.



#### **Project Location**

125 Parker Hill Avenue Boston, MA

Owner

New England Baptist Hospital

Architect

Tsoi / Kobus Architects

Value

\$ 800,000



# NEW ENGLAND BAPTIST HOSPITAL

Exterior Facade and Weatherization Project



### Project Highlights

Paradigm was selected as the Construction Manager to complete the weatherization and exterior facade work at the New England Baptist Hospital. The project is phased over a 5 year period ending in 2011. The scope of work consists of replacing over 1,000 windows in the hospital all of which are being self performed by Paradigm's carpenters generating a 7% cost savings to the owner. Every EPDM roof is being replaced, over 1,000 lintels, soldier courses above, repointing and sealing the facade. Window sills and dentil brick is also being replaced as part of this 5 year effort. Complete rehabilitation to all the penthouses including framing and reskinning EIFS facades. Insulating all of the exterior rooftop duct work, lead abatement and painting on all balcony railings, ornamental pre-cast replacement. New pressure treated staircases and catwalks are being built for the maintenance department. The exterior of the hospital's chapel was also completely restored.





#### **Project Location**

125 Parker Hill Avenue Boston, MA

Owner

New England Baptist Hospital

Architect

Design / Build, Paradigm Construction

Value

\$ 12,000,000



### **DANA FARBER CANCER INSTITUTE** Mayer 7 Animal Colony Lab Air Handler



### Project Highlights

Paradigm Construction was selected as the Construction Manager for the installation of this custom Air Handling Unit from Trane at Dana Farber Cancer Institute. It serves as the primary Air Handler for a 20 year generation of mice for cancer research in the Mayer building laboratory. Work consisted of very delicate shut downs and switchovers to existing back up AHU. A structural steel platform with dunnage, steel catwalk with rails and stairs for service, custom aluminum wind screen as well as a new EPDM roof. This is the first AHU project of its kind for the Institute. The project was completed on budget and within the proposed schedule.





#### **Project Location**

44 Binney Street Boston, MA

Owner

Dana Farber Cancer Institute

Architect

Miller, Dyer, Spears Inc.

Value

\$ 900,000



### **HARVARD UNIVERSITY** *Weitz Laboratory and Acid Waste Treatment*



### Project Highlights

#### Weitz Laboratory

- Met highest level of technology
- Supplied and installed laboratory work stations
- Supplied and installed fume hoods
- High tech non-static floor and counter tops

#### Acid Waste Treatment

- Addressed Harvard's environmental concerns
- Furnished and installed state of the art acid waste water separation equipment
- Retrofit all necessary piping for entire building to accommodate this system
- Upgraded all building operating systems





#### **Project Location**

Oxford Street Cambridge, MA

Owner

Harvard University

Architect

Douglas Okun and Associates

Value

\$ 900,000



# VIRGIN ATLANTIC CLUBHOUSE



### **Project Highlights**

- In the tradition of Virgin Atlantic Clubhouses, the Boston Clubhouse wraps itself in an abstracted New England style. Borrowings from Boston's historical past, present and future can be found in the choice of materials and textures selected are reminiscent of Boston's historical past as well as present.
- This relaxing space is divided into four zones: the library and business center, the central room, the brasserie and the deli area
- Accommodates up to 75 passengers
- Custom furniture, lighting and wall treatments were used to complement the unique building materials that included reclaimed chestnut floors from a historic barn
- All of the facilities are linked through a series of screens. The shimmer screens with colored light give passengers different visual experiences as they move through the space





#### **Project Location**

Logan Airport - Terminal E Boston, MA

Owner

Virgin Atlantic

Architect

Bergmeyer Associates

Value

\$ 2,100,000



# WESTFIELD CONCESSIONS



### **Project Highlights**

The Paradigm team was selected for the Terminal C infrastructure project at Logan International Airport. This project was multi-phased construction in four areas of Terminal C consisting of the North and South Concessions, Central Concessions, Central North Concessions, and Pier B Concessions. Construction consisted of building infrastructure for the retail and restaurant tenants.

Existing areas were completely demolished to allow for new finishes throughout. We also provided mechanical system upgrades for the specific tenants.





#### **Project Location**

Logan International Airport - Terminal C Boston, MA

Owner

Westfield Concessions

Architect

**DMJM Harris** 

Value

\$ 4,700,000



# AIRPORT WIRELESS



### **Project Highlights**

Paradigm Construction Corporation was the selected General Contractor to construct this highly visible retail space for Airport Wireless at Terminal C at Logan International Airport. All finishes and millwork were self performed by Paradigm's carpenters and completed within 6 weeks.

### **Project Location**

Logan International Airport Terminal C Boston, MA

Owner

Airport Wireless

Architect

Paul Lukez Architects

Value

\$ 325,000

Square Footage

2,600



# **DUTY FREE AMERICAS**



### **Project Highlights**

The Paradigm team constructed this retail outlet for Duty Free Americas in Terminal E at Logan International Airport. Project duration was 8 weeks long and encompassed updated/new MEP systems, accent lighting, interior fit out and finish from shell space. Elliptical soffitts and drywall coves were all self-performed by Paradigm.





#### **Project Location**

Logan Airport - Terminal E Boston, MA

Owner

Duty Free Americas / Lynn Judd

Architect

Architectural Solutions LTD, Lansing, MI

Value

\$ 410,000



## **HUDSON NEWS**



### **Project Highlights**

One of Several retail fit-outs at Logan International Airport, Hudson News was constructed in 6.5 weeks by the Paradigm Construction Corporation team. Project hightlights included all cherry architectural millwork, ceramic tile with a radius cherry insert.



#### **Project Location**

Logan International Airport Terminal Boston, MA

Owner

Hudson News

Architect

Paul Lukez Architecture

Value

\$ 340,000



## MACY'S



### **Project Highlights**

Paradigm has been involved with Macy's on several store renovations throughout New England. This project was a renovation of a store to accommodate their Home Furnishing and carpet department.

Renovation work included new drywall, fixtures, cherry crown molding, and paint. Decorative wall treatments were also installed.

**Project Location** 

627 Donald Lynch Blvd. Marlborough, MA

Owner

Macy's, Inc.

Value

\$75,000



# MACY'S



### **Project Highlights**

Paradigm has worked with Macy's on many different projects, updating entire floors and individual vendor sections.

All of this work has been completed with minimal interruption to their daily business.



**Project Location** 

450 Washington Street Boston, MA

Owner

Macy's, Inc.

Value

\$ 150,000



### **STAPLES SUPERSTORE**



### **Project Highlights**

- An enlargement of existing Staples store by building out 22,000 s/f of space next door
- Complete interior demolition and rehab of new space
- Built a new loading dock
- Complete rehab to the front exterior of the building



### **Project Location**

1660 Soldier's Field Road Brighton, MA

Owner

Staples, Inc.

Architect

Schnee Architects, Inc.

Value

\$ 750,000



### **DANA FARBER CANCER INSTITUTE** *CT Toshiba Radiology Phase I*



#### **Project Highlights**

Paradigm was selected by Dana Farber Cancer Institute to act as the Construction Manager as well as the General Contractor for the expansion of its radiology department.

This project included a multi-phased approach, with work completed after-hours to allow this fully occupied area of the hospital to remain operational during construction. This is one of the first major milestones of a year-long project to update imaging technology services at the Institute. Included in this project was a major HVAC and mechanical restructuring to accommodate the new Toshiba 64 Slice system. Reconfiguration of interior partitions and finishes were also part of the scope.

The project has continued as a phased schedule as required to allow further due diligence in order to ensure the needs of the department and patient's are met.





#### **Project Location**

44 Binney Street Boston, MA

Owner

Dana Farber Cancer Institute

Architect

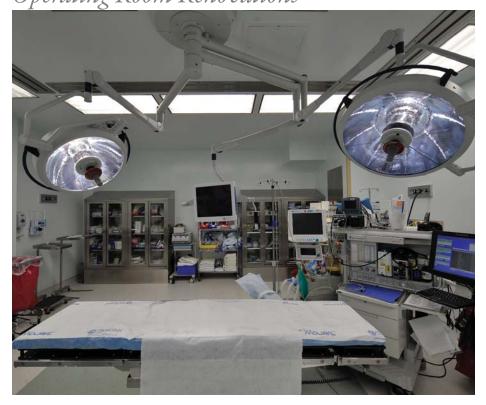
Miller, Dyer, Spears Inc.

Value

\$ 1,400,000



### **ST. ELIZABETH'S MEDICAL CENTER** *Operating Room Renovations*



### Project Highlights

Paradigm was selected by Caritas St. Elizabeth's Medical Center for the complete renovation of eleven (11) operating rooms including all finishes, fire protection, plumbing, med gases, HVAC, electrical and fire alarm. Also installed owner furnished items such as stainless steel recessed cabinets and assisted with their outside vendors. A phased schedule was needed in order to keep the necessary operating rooms open during the renovation over a 16 month period. One of the OR Suites was customized to accommodate Caritas St. Elizabeth's Medical Centers introduction of their first Da Vinci Surgical Suite. In 16 months of renovation in all operating rooms and cove there were zero infractions from safety or the Infection Control team.





#### **Project Location**

736 Cambridge Street Brighton, MA

Owner

Caritas St. Elizabeth's Medical Center

Architect

Mark Sullivan Architects

Value

\$ 4,100,000



# ST. ELIZABETH'S MEDICAL CENTER

Patient Room Renovations



### Project Highlights

Paradigm was selected by Caritas St. Elizabeth's Medical Center for the complete renovation and remodel of eight (8) private patient rooms, including one isolation room.

Work consisted of new electrical systems, fire alarm upgrades, HVAC including all med gases, sprinkler and plumbing. Architectural work included Debolon flooring, wall protection and new Vistawall window systems.

This project was completed on a fast-track schedule in 9 weeks.





#### **Project Location**

736 Cambridge Street Boston, MA

Owner

Caritas St. Elizabeth's Medical Center

Architect

Silverman, Trykowski & Associates, Inc.

Value

\$707,000



### **ST. ELIZABETH'S MEDICAL CENTER** *Pulmonary Vascular Lab*



### Project Highlights

In partnership with SEMC and Phillips Healthcare, Paradigm completed this 750 square foot Pulmonary Vascular Lab in less than 8 weeks utilizing a Construction Manager / General Contractor design build project delivery method. Paradigm Construction self-performed trenching of the existing concrete floor, drywall, ceiling work as well as the complete reconstruction of the control room and equipment closet. A new PDU 4000 electrical interface was installed as well as, the isolation panel, cable troughs, casework, welded vinyl floor and an additional 25 KVA UPS. A new RJ45 Ethernet network, for remote network connectivity, was also installed. Paradigm managed this project on a fast-track schedule while also saving the hospital money by coming in under the original project cost.

#### **Project Location**

736 Cambridge Street Brighton, MA

Owner

Caritas St. Elizabeth's Medical Center

Architect

Design / Build Paradigm / Phillips

Value

\$500,000



# NEW ENGLAND BAPTIST HOSPITAL

830 Boylston Radiology Suites



### Project Highlights

Paradigm was selected as the General Contractor to build (2) Radiology Suites including (2) new SwissRay formula plus units. Paradigm self performed 100% of the lead lined shielded drywall package, millwork install, ACT, and demolition allowing a 12 week turnover for DPH Certification. A 6% savings was generated through the work that was self performed. The Paradigm team was able to value engineer the electrical transformer location within the building eliminating the proposed sitework and landscaping value in its entirety saving the hospital \$25,000. A completely new HVAC and sprinkler system was installed with minimal disruption to the occupied building. The project included a new roof top unit with special filtration features.





#### **Project Location**

830 Boylston Street Boston, MA

Owner

New England Baptist Hospital

Architect

Martin Batt Architects

Value

\$ 725,000



# ST. ELIZABETH'S MEDICAL CENTER

Department of Otolaryngology



### Project Highlights

Paradigm Construction Corporation transformed an existing patient floor to accommodate the new Department of Otolaryngology design/build surgery unit in less than 8 weeks together with JACA Architects and AKF Engineers. This 9,000 square foot renovation was completed on a fast-track schedule and included remodeling patient rooms, upgrades to the mechanical systems, construction of new vestibular labs, audiology testing booths, procedure rooms, CT room and reception and lobby upgrades. Paradigms infection control measures insured that the adjacent NICU unit remained safe and operable throughout construction.





Project Location 736 Cambridge Street, Brighton, MA Owner Caritas St. Elizabeth's Medical Center Architect JACA Architects Value \$ 450,000 Square Footage 9,000



### REFERENCES

Daniel Beasley North Shore Medical Center Project Manager 81 Highland Avenue Salem, MA 01970 Phone (978) 354-2593 Email: djbeasley@partners.org

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### REFERENCES

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### REFERENCES

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