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HKAL by the Numbers...



672
EMPLOYEES



15
COMMUNITIES



895
UNITS



16
YEARS OF SERVICE

- HallKeen Assisted Living (HKAL) was formed in 2004 to provide management for assisted living and memory care programs to a growing portfolio of Communities that now encompasses fifteen communities in New England with two in development including one in the Mid-Atlantic region, and is well-positioned for expansion as opportunities arise.
- Our team is experienced and knowledgeable with Conventional Market Rate and Affordable assisted living, including programs such as LIHTC, HUD, GAFC, PACE, SCO and others which are offered at various HKAL Communities.
- Our 600+ Community-based employees are fully supported by HKAL's Regional Operations, Resident Services, Facilities Maintenance, Memory Care Programming, Compliance, HR, Accounting and Marketing Teams.

- In the spring of 2019, HallKeen Assisted Living, one of the most prominent affordable senior living developers and managers in the country, and Northbridge Companies, a seasoned owner-operator of assisted living and memory care communities, came together to form HallBridge Partners.



HallBridgePartners.com

The Hallmarks of our Mission

At HallKeen Assisted Living, our "Hallmarks" are our core values – the principles we embrace to guide our actions and empower our people to exceed your expectations. Together, they symbolize the promise we make to the families we serve and spell SUCCESS in the way we care and attend to the needs and preferences of loved ones.

Sacrifice	to do whatever it takes to be available, to respond and to assist
Understanding	to be keenly aware of each resident's personal story & needs
Commitment	to the physical, emotional & spiritual wellness of each resident
Compassion	to always show kindness, courtesy, respect & empathy
Excellence	to provide superior care, services and attention to detail
Sensitivity	to the emotional and physical challenges each resident faces
Strength	to provide superior financial, leadership & technical resources



MISSION STATEMENT

HallKeen is a real estate management and investment company that acquires, develops and manages properties throughout New England, New York, Virginia, Maryland, North Carolina and Florida, and now D.C. Our core business is the management of and investment in multi-family, assisted living, and commercial properties which are synergistic with our skills and experience.

Our mission is to create partnerships and provide leadership that result in successful business ventures, thriving residential communities, prosperous mixed-use properties, and enriching work environments. We strive to create long-term sustainable value for our investors through strategic asset growth, increased profitability and the capture of value-added opportunities.

Our stakeholders include our employees, owners, business partners, residents, vendors and suppliers, as well as, the property owners, government agencies, regulators, and lenders. Individually and collectively, the interests, goals, and objectives of all stakeholders are important to the success of our company.

- **We conduct our business with integrity, vision, and compassion.**
- **We listen to the goals of our stakeholders and align our resources to exceed these goals.**
- **We create an environment that empowers employees, rewards innovation, solves problems, and gives precedence to residents.**
- **We are committed to developing employees and creating teams to exceed industry standards.**
- **We are selective and purposeful when evaluating new business opportunities.**

COMPANY PROFILE

HallKeen is a diversified real estate company based in Norwood, Massachusetts. Our prime focus is the acquisition, development and management of affordable and mixed income housing as well as assisted living communities. HallKeen's management skills are at the core of our business.

In early 1991, three leading Boston area real estate professionals, Mr. John Hall, the late Mr. Robert Kuehn and Mr. Denison Hall formed a joint venture to acquire McNeil Management Inc., a company with over 20 years of experience managing affordable housing. HallKeen built upon the McNeil base in the 1990's and has now established a strong reputation for effectively managing and responsibly owning affordable housing and commercial real estate.

HallKeen prides itself on the ability to deliver excellence in traditional property management services. These services include site management, preventive maintenance, rent collection, lease enforcement, compliance, financial management, accounting, human resources, customer service and marketing.

HallKeen's acquisition and development focus has covered a broad spectrum of affordable housing in New England, ranging from assisted living and the fee purchase of Class B market rate properties to inner City Section 8 properties, and to developing mixed income housing and assisted living from the ground up. Our particular expertise has been to utilize current financing and tax credit programs to stabilize and revitalize individual properties and neighborhoods. HallKeen emphasizes that our properties are an integral part of a larger community - the neighborhood, town or city. As a result, we seek to play a leadership role in the communities where we work.

HallKeen has a strong presence throughout New England, New York, Virginia, Maryland, North Carolina, and Florida, and now D.C. While retaining prime focus on affordable housing, HallKeen manages a diverse portfolio of residential housing, mixed-use properties and assisted living communities.

HallKeen is staffed by a group of dedicated, experienced, and highly motivated individuals. There are 55 employees working at the central office in Norwood, MA and approximately 1000 employees working at the various sites. HallKeen emphasizes that the properties are an integral part of a larger community - the neighborhood, town or city. As a result, HallKeen seeks to play a leadership role in the communities in which they work with.

PRINCIPALS AND EXECUTIVE TEAM

The Principals and Executive Team at HallKeen have extensive experience in both multi-family housing and commercial real estate. Throughout their careers, they have demonstrated a high degree of success in the acquisition, development, renovation and management of multi-family and commercial real estate.

Andrew P. Burnes

PRESIDENT & CEO / PRINCIPAL

Mr. Burnes, President and CEO of HallKeen, is responsible for all of the activities of HallKeen, including HallKeen Management, HallKeen LLC, and HallKeen's Assisted Living Portfolio.

Mr. Burnes has over 35 years of acquisition, development and management experience across a broad spectrum of real estate. During the 1980's Mr. Burnes worked for McNeil & Associates, a mid-sized diversified real estate company based in Westwood, Massachusetts. Mr. Burnes worked as Project Manager assembling and permitting large office and industrial projects and as Property Manager for a large mill complex in Fall River, Massachusetts. Between late 1989 and 1991, Mr. Burnes was responsible for the overall restructuring of the McNeil portfolio with the stabilization of over 60 limited partnerships and approximately \$100 million of debt.

After the formation of HallKeen (the purchasers of McNeil Management) in 1991, Mr. Burnes was primarily responsible for generating new business for HallKeen LLC and the ongoing asset management tasks associated with acquisitions. As HallKeen established a track record for successfully handling complicated affordable housing properties, the company acquired a broad range of affordable housing throughout New England, North Carolina, and Virginia.

In 2003 Mr. Burnes was recognized by the Massachusetts Housing Investment Corporation with an "Excellence in Affordable Housing" award for HallKeen's success in the development of Wamsutta Apartments in New Bedford and its major role in the stabilization of the surrounding neighborhood.

In 2004, HallKeen, LLC, under Mr. Burnes' direction, broke ground on several development projects, including Winooski Falls in Vermont, an award winning \$250,000,000 mixed-use, mixed-income re-development of a 20-acre urban site bordering Burlington and the Union Street Lofts project in New Bedford, Massachusetts, a pioneering mixed-use, commercial and residential project combining the New Markets and Historic tax credit programs.

Mr. Burnes became President and CEO of HallKeen in 2005, providing leadership and direction for all aspects of HallKeen's operations and growth.

HallKeen's current portfolio includes more than 8,700 units across 96 properties under management. HallKeen has a strong presence throughout New England, New York, Virginia, Maryland, North Carolina, and Florida, and now D.C.

Mr. Burnes received a B.A. from Harvard College and an M.B.A. from the Yale School of Organization and Management. Mr. Burnes is a Board Member of the Architectural Heritage Foundation in Boston, Massachusetts and a Board Member of the Waterfront Historic Area League (WHALE) in New Bedford, Massachusetts. Mr. Burnes is also President of the Livestock Institute of Southern New England, based in Westport, Massachusetts.

Mr. Burnes is considered a top leader and expert in affordable housing and historic preservation. In 2014, Mr. Burnes received the Tsongas Award in Development from Preservation Massachusetts.

John L. Hall, II

CO-FOUNDER OF HALL PROPERTIES, INC.

John's distinguished career spans 30 years in commercial real estate as both an owner and a developer of marquis projects in New England. Since 1989, his accomplishments have included: office buildings, hotels, multi-family housing, medical office buildings, laboratories and industrial facilities. He has worked as a developer and real estate advisor for investors, corporations and major institutions in New England.

Prior to Hall Properties, Mr. Hall spent 19 years as executive Vice President of Carpenter & Company, a Cambridge-based development company where he was involved in the development of the Fiduciary Trust Building (175 Federal Street) and the Charles and Hyatt Hotels in Cambridge. He also developed the Ritz Carlton Condominiums. A graduate of Boston University, Mr. Hall has served as a Trustee of Children's Hospital, Corporator of Boston Children's Museum, Trustee of Proctor Academy, and a former Chairman of the Board of the Park School. Mr. Hall is a director of the Brookline Bank.

Denison M. Hall

MANAGING MEMBER OF HALL INVESTMENT HOLDINGS, LLC

Denison's more than forty years in the real estate industry started in the early 1970s with the Rouse Company in Washington, D.C., where he was responsible for mortgage banking services. From 1973 to 1975, Mr. Hall was Vice President of Mitchell Mortgage & Development, Houston, TX. In 1977, he became the Executive Vice President for Greater Boston Development, Inc. now known as Boston Capital Services, Inc., Boston, MA. Under his leadership, the company acquired interests in nearly 25,000 multi-family units. In 1989, he co-founded Hall Properties, Inc., a real estate investment and development firm.

Mr. Hall has focused his attention on the acquisition and development of commercial real estate, both for his own account and for institutional clients. He has substantial experience in the acquisition and development of office, R&D, retail, biotech, industrial, and multi-family properties. In addition to his interest in 2300 units of affordable housing and Assisted Living, Mr. Hall has interests in a portfolio of 360,000 square feet of office and flexible industrial property. Past projects include the acquisition, renovation, and sale of a 400,000 SF suburban office campus in Concord, MA; the acquisition, renovation, and sale of a 500,000 SF suburban office campus in Marlborough, MA, and the acquisition, renovation and new construction of a 300,000 SF biomedical facility in Cambridge, MA. Mr. Hall is a graduate of Yale University.

Tracie Glasman

CHIEF OPERATING OFFICER / PRINCIPAL, RESIDENTIAL MGT.

Tracie joined the company in 2019, bringing in her 20+ years of experience in the property management and asset management arena. Her skills and experience align to ensure maximized performance for the company. Ms. Glasman is responsible for overseeing the performance of the Residential Management division, as well as having an active role in HallKeen's Executive committee. Tracie oversees the Regional Managers, Marketing Department, and Community Relations department as well as providing executive leadership and communication between HallKeen's departments.

Prior to joining HallKeen, Tracie held the position as Assistant Vice President of Asset Management at Boston Capital, where she was integrally involved in the planning, implementation, lease-up and stabilization of many different types of properties.

Tracie received her Bachelor of Arts degree from University of South Florida and her MBA from the University of Central Florida.

Mark Hess

CHIEF OPERATING OFFICER / PRINCIPAL, ACQUISITIONS & DEV.

Mark assists the Senior Partners in directing all activities for HallKeen's real estate investment division, HallKeen LLC. Responsibilities include managing and directing the full range of evaluation, negotiation, acquisition, finance, organization, design and construction activities required to consummate a profitable and responsible real estate investment. Mr. Hess is very knowledgeable and creative in using incentive programs to balance investment and community objectives including tools such as the low income, historic, and new market tax credits as well as tax exempt bonds, HOME, CDBG, EB-5, and other local, state and federal economic development programs.

Mr. Hess joined HallKeen in 1999. Mr. Hess came to HallKeen from his previous position interning for the Massachusetts Housing Investment Corporation (MHIC/MHEF), a non-profit low income housing tax credit syndicator. Mr. Hess earned his Master of Regional Planning degree from the University of Massachusetts (Amherst) in 1998 with a concentration in Economic Development. Mr. Hess also has a Bachelor of Arts from Ithaca College in Environmental Studies.

Donna M. Horan

EXECUTIVE VICE PRESIDENT / PRINCIPAL

After 30 years of serving many leadership roles with HK, Donna has an active role in HallKeen's Executive committee and Investment committee; assisting with company decisions and HallKeen's overall strategy. Donna's focus is to ensure consistency with the overall company strategy and maintains an ongoing dialogue with the President to ensure both short-term and long-term business goals continue to be evaluated and updated.

Ms. Horan has a strong focus on strategic planning for evaluating new business, and also acts as Property Representative for many company-owned assets.

Prior to joining HK in 1991, Ms. Horan was a rental/sales agent and manager for a real estate firm that specialized in Multi-Family Housing.

Ms. Horan holds an Executive CPM designation from the Institute of Real Estate Management (IREM). She has served as an Executive Board Member, Executive Councilor and Chairperson for IREM. She holds a C5P designation from Spectrum (Certified Tax Credit Compliance Professional) and a MA Real Estate Salesperson license. As part of her membership with CREW (formerly known as NEWIRE), Ms. Horan joined their formal mentorship program and continues to enjoy mentoring young leaders and professionals in the property management/real estate industry.

In 2016, Ms. Horan was named 'Professional Woman of the Year' by IREM Boston Chapter 4.

Warren Strong

CHIEF OPERATING OFFICER ASSISTED LIVING / PRINCIPAL

Warren Strong is a seasoned senior housing professional with 27 years of experience in operations and affordable assisted living, and is currently Chief Operating Officer: Assisted Living for HallKeen Management. Starting with HallKeen in 2012, Warren has established an operating platform for affordable assisted living to flourish throughout HallKeen's portfolio, growing HallKeen Assisted Living from 6 assets in 2012 to 13 communities today, with two more in development. Warren's experience includes operational responsibility for start-up, turnaround, optimization, talent development and assimilation of over 25 communities including, Assisted Living, Memory Care, Independent Living, Skilled Nursing and CCRC's.

Porter Terry

CHIEF FINANCIAL OFFICER

Mr. Terry has extensive real estate finance industry experience and will be tasked with overseeing the companies accounting and finance operations. Mr. Terry has directly worked alongside HallKeen for many years – as he was a Vice President of Hall Properties (which is a stakeholder of HallKeen) from 1998 to 2005. As VP, Mr. Terry was responsible for all financial and accounting activities for the company.

Mr. Terry will help lead HallKeen to develop strategies to ensure the organization will have the financial resources to achieve its current and future goals. He will serve as a key advisor to the board of directors, and convener of the finance/audit/investment committees. Both Mr. Terry and HallKeen are looking forward to collaborating on various initiatives, together bringing a specialized perspective and knowledge of the affordable housing industry.

Most recently, Mr. Terry worked with Jones Lang LaSalle Capital Markets/HFF out of Boston, MA. In this role, he focused on raising equity and debt capital for commercial real estate projects. Additionally, Mr. Terry was responsible for creating new client relationships and transactional opportunities, along with overseeing the underwriting, structuring and marketing of capital markets opportunities on behalf of clients.

Mr. Terry's resume also includes accounting and finance positions with Beacon Properties, Cabot Partners and CC&F.

He has earned a BS in Accounting from Babson College, and a MS in Taxation from Bentley University. Professional certifications include CFA, CPA, MA- Real Estate Salesperson. He is involved in and was on the board for Boston's Real Estate Finance Association, and is a member of CFA Institute, Boston Security Analysts Society and National Association of Office and Industrial Properties.

Kathleen Wilbur

SENIOR VICE PRESIDENT / PRINCIPAL, HUMAN RESOURCES

Kathleen joined HallKeen in the spring of 2006 and is responsible for the oversight of Human Resources and Payroll functions. In addition to these functions she oversees staff in the areas of facilities and reception.

Ms. Wilbur has over twenty years of experience in both Finance and Human Resources which was gained working for prominent financial investment firms located in Boston. Ms. Wilbur brings experience in benefits, payroll, and employee relations to this position.

Ms. Wilbur received her Bachelor of Arts degree from Saint Michael's College and her Human Resource Certification from Bentley College.

SENIOR MANAGEMENT & DEPT. HEADS

HallKeen's senior management team provides in-house expertise in regulatory compliance, financial reporting, marketing, project management, human resource management, and extensive experience in multi-family housing, assisted living and commercial real estate. Throughout their careers, each member of the senior staff has demonstrated a high degree of success in the acquisition, development, repositioning, and management of residential, assisted living and commercial real estate.

Deborah Anacki

VICE PRESIDENT, LIHTC COMPLIANCE

Deborah has been with HallKeen since 1996 and is responsible for regulatory compliance and oversight. Ms. Anacki is knowledgeable of and has hands-on experience with Low Income Housing Tax Credits, Chapter 13A, Section 236, Rent Supplement, MRVP, HOME, Section 8 and BOND. As Vice President of Compliance, her primary responsibility is to oversee all aspects of compliance for the various affordable programs in HallKeen's portfolio. She supervises a staff of six Compliance Managers and provides support and oversight to the property management staff, maintains the LIHTC reporting requirements and provides training in regulatory compliance and industry related software. She also works directly with owners, regulators and contract administrators to ensure ongoing regulatory compliance of HallKeen's portfolio.

Ms. Anacki received her Bachelor of Science degree in Accounting from Bridgewater State College. She has a Massachusetts Real Estate license, is a Certified Occupancy Specialist (COS), Assisted Housing Manager (AHM) and has Spectrum's designation as a C¹⁹P (Certified Credit Compliance Professional). Ms. Anacki has also been certified as a 'Housing Credit Certified Professional' (HCCP) through the joint sponsorship of the National Association of Home Builders and the National Affordable Housing Management Association (NAHMA) and NAHMA's SHCM™ designation (Specialist in Housing Credit Management) and also holds and maintains the designation of the National Affordable Housing Professional (NAHP Executive) through NAHMA. She maintains all of her designations and certifications through annual continuing education.

Rodney Denman

VICE PRESIDENT, ASSISTED LIVING

Rodney joined HallKeen in September of 2013 as the Regional Director for Operations for Assisted Living, prior to which Rodney had leadership roles in Assisted Living since 2001 in both marketing and operations throughout New England and New York with a specialization in occupancy growth and systems infrastructure for challenged communities, both market and affordable.

As Vice President for the division, Rodney is responsible for overall operational oversight of its portfolio of communities, both owned and managed, along with continuous infrastructure enhancement and a “winning climate” to facilitate uniform operations, strong financial performance, stabilized occupancy and long-term growth for the division. His philosophy and approach for the growing regional support team is to be intimately knowledgeable of each business, available, resourceful, ready to assist with “sleeves rolled up”, and devoted to developing talent that will ensure stable business platforms capable of strong, predictable results.

A BSBA graduate of Nichols College, Rodney is an active member with MASS ALA, actively involved in a leadership capacity with local organizations and is Past-President of the Board of Directors for the Senior Resources Agency on Aging in Norwich, CT.

Marcia Werber Feldman

VICE PRESIDENT RESIDENT SERVICES, ASSISTED LIVING

Marcia Werber Feldman joins the HallKeen team with an extensive background in geriatrics as a management level nurse. Marcia’s past experience include divisional, regional and multi-site responsibility in assisted living and dementia care. In addition to 30+ years of experience in nursing, Marcia has formal education and experience in social work.

Most recently Marcia led a 15M+ division of a hospital-based home health organization, partnering her extensive experience in assisted living with the home-based needs of seniors in Rhode Island and Massachusetts.

“My heart has always been in Assisted Living. When families say we are miracle workers because their loved one has improved so much, I always smile. Assisted Living is not the miracle, but people thrive because of dedicated associates, community, stimulating activities and gentle supervision; the winning AL combination.”

Marcia lives with her husband in MA. Her free time finds her visiting with adult kids in MA, CT, CO and CA. She loves to exercise, cook, read, attend theater, and is always looking for a beach!!

Janet Fitzpatrick

CORPORATE CONTROLLER

Janet is responsible for the oversight of the Accounting Department; she works closely with a team of four Property Accountants, an Accounting Manager and nine Accounting Specialists. She also works closely with the Real Estate investment division on new projects, refinancing and maintaining current assets. She is responsible for Financial Statements, banking, and day-to-day operations of the Department.

Janet joined HallKeen in 1999 as Accounting Specialist and in 2004, she became a Property Accountant. In 2010, she was promoted to Accounting Manager. In 2017, she was promoted to Controller.

April Polimeni

VICE PRESIDENT, RESIDENTIAL MANAGEMENT

April has worked in the Real Estate and Property Management field for over 25 years. Before HallKeen Management and MB Management merged, April was the Director of Compliance and Management Support for MB Management. She is a graduate of Northeastern University and also has several Professional Designations including Certified Property Manager, Specialist in Housing Credit Management and Housing Credit Certified Professional.

April is responsible for a portfolio of properties that include affordable housing such as Low Income Housing Tax Credits, HOME and Section 8 as well as market and mixed-income. She works closely with Property Managers, Regional Managers and the Leadership and Executive Teams on all aspects of management and operations.

Jannel Satterwhite-Williamson

DIRECTOR OF COMMUNITY RELATIONS

Jannel Satterwhite-Williamson is the Director of Community Relations for HallKeen Management. Jannel has been with HallKeen for thirteen years and has been an industry professional for seventeen years.

As Director of Community Relations, Jannel is responsible for the oversight of the HallKeen Resident Services Department, which includes twenty Service Coordinators. She has developed and implemented training guidelines, policy, procedures and best practices; as well as orientation and onboarding curriculum for Managers and Service Coordinators. Jannel is responsible for researching and applying for large grants. Recently the East Hartford Connecticut team, of which she was a member, competed and was awarded a 500K grant from the Boston Federal Reserve. Jannel's passion for people is reflected in the investment she makes in her team and the impact on the communities she serves.

MEMBERSHIPS & DESIGNATIONS

HallKeen is an Accredited Management Organization (AMO®) through the **Institute of Real Estate Management (IREM)**. In 2011, HallKeen was awarded the Accredited Management Organization of the Year by the Institute of Real Estate Management (Boston).



In 2013 and again in 2014, HallKeen was voted a Top Place to Work by the Boston Globe! In 2016 and 2017, HallKeen was voted one of the Best and Brightest Companies to Work for in Boston.

HallKeen is a proud and active member of the following organizations:

- Citizens Housing Planning Association (CHAPA)
- National Apartment Association (NAA)
- National Trust for Historic Preservation
- Urban Land Institute (ULI)
- Waterfront Historic Area League (WHALE)
- Downtown New Bedford, INC
- Massachusetts Assisted Living Association (MASS-ALA)
- Rhode Island Assisted Living Association (RIALA)
- Connecticut Assisted Living Association (CALA)

In addition, a HallKeen staff member currently holds the position of IREM Secretary (Connecticut Chapter).

HallKeen's staff members hold a variety of designations, including:

Accredited Residential Managers (ARM), IREM | Assisted Housing Managers (AHM), Quadel | Certified Apartment Managers (CAM), NAA | Certified Occupancy Specialists (COS), NCHM | Certified Credit Compliance Specialists (C³P – C¹⁹P) | Certified Managers of Housing (CHM), NCHM | Certified Managers of Maintenance (CMM), NCHM | Certified Professionals of Occupancy (CPO), NAHMA | Certified Property Managers (CPM), IREM | Housing Credit Certified Professionals (HCCP), NAHB | Management Occupancy Review Specialists (MORS), NCHM | National Affordable Housing Professionals (NAHP-e), NAHMA | National Apartment Leasing Professionals (NALP), NAA | Resident Services Coordinators | Site-Based Budgeting Specialists (SBS), NCHM | Specialists in Housing Credit Management (SCHM), NAHMA | Tax Credit Specialists (TaCCS), Quadel

HallKeen is a proud sponsor of organizations such as Friends of Boston's Homeless, The Jimmy Fund, Preservation Massachusetts, Horizons for Homeless Children, and the NHP Foundation.

HallKeen Management Board of Directors



Overlap with Residential Division*

Overlap with Residential Division*

Assisted Living Division



*Residential Division Not Shown in Entirety