

**Boston Planning and Development Agency
Request for Proposal: Shipyard Park Activation
at the Charlestown Navy Yard
Boston, Massachusetts
January 28th, 2022**

Technical Proposal

Plan for Activation

1. Approach: Describe the respondent's overall approach to meeting the Program requirements articulated in Section 03, the objectives described in Section 01, and the specifications in the Exhibit A Sample License Agreement. Describe how the space and activity will be maintained and marketed. Include the specific days, dates, and times for the proposed activities.

Night Shift Brewing (NSB) is a hospitality and brewing based company that will handle all day-to-day service and operations for the Shipyard Park Activation. This includes, but is not limited to: events management, hospitality relations, product handling, warehousing, delivery, and logistics. Night Shift Brewing's marketing, finance, sales, and leadership teams will provide their support

NSB has extensive experience activating public space to provide community benefits in the form of promotion, use and enjoyment of waterfront location. For the past 4 years we have successfully operated Beer Gardens on the Department of Conservation and Recreation Property on the Charles River. Night Shift's has a proven track record of creating welcoming and accessible destinations for neighbors welcoming people of all ages and backgrounds.

In the past, NSB has partnered with local educational groups such as the Audubon Society to educate the public about local history and the environment. NSB has also partnered extensively with local musicians, artisans, and artists at our beer gardens and brick and mortar locations. NSB would leverage this experience and bring it to the Shipyard park activation if awarded the bid. An example of institutions NSB will partner with include: local educational institutions, performing and visual artists, provided lawn games such as Corn-Hole, local Farmers Markets, and created temporary art exhibits.

NSB is also willing and able to invest in site improvements such as high-end furniture, lighting, plants, and signage.

The space will be meticulously maintained by our staff, cleaned daily, trash and recycling will be disposed of according to all local and state requirements and waste will be picked up at minimum weekly and more frequently as demand increases. Our facilities team is based nearby out of Everett and will monitor site locations and make repairs or upgrades as needed.

NSB proposes to be open five days a week: Wednesday - Sunday. We propose the following hours:

Wednesdays & Thursdays -- from 4:00pm to 10:00pm

Fridays & Saturdays -- from 12:00pm to 10:00pm

Sundays -- from 12:00pm to 8:00pm

2. Best Practices: Describe the respondent's "best practices" and standards. Respondents should demonstrate a thorough understanding of, and the expertise and capacity to perform, the services outlined in this RFP.

NSB prioritizes a high-quality experience that features craft beverages and food while offering a thoughtful aesthetic design for historic parks (we currently operate at both the Esplanade and Herter Parks in Boston). We develop unique operations plans tailored to each location to protect parks and collaborate with local Operations Staff.

We adhere and excel on industry best practices for activating parks for the public and can create a proven revenue stream for the BPDA.

It's worth noting that due to the challenging location of the beer gardens, there is a steep learning curve to successful execution of this bid. Our first year of operation in 2018, was our most challenging year as operating these beer gardens pose many obstacles ranging from logistical to licensing to general operations. We have since learned a lot and by leveraging our knowledge base and experienced employees future years were seamless and successful. As a result, NSB has contributed over \$200,000 to the DCR. We are excited to continue building upon many seasons of successful operations and bring a similar revenue stream to the BPDA.

With a proven track record, NSB leadership will recreate and operate a must-visit destination for Shipyard Park. This location will feature a broad range of rotating beer, cider, wine, and non-alcoholic selections, with a majority of all beverage and food products set to be from Massachusetts-based businesses that span the Commonwealth.

Having operated beer gardens at both locations for the past several years, we know the ins and outs of permitting, setup, cleanliness, and overall operations. We have established strong relationships with the city, and state officials including local and state police, and other folks involved in our operations at both locations. Our proven experience running these locations successfully puts us in a prime position to do so again in 2022.

Seeking to go beyond a traditional bar experience, we are responding to the modern lifestyle preferences and needs of today's urban community. Casual, family-friendly, affordable moments of recreation are hard to find, but the Owl's Nest can be that solution for residents, area workers, students, and tourists alike.

We want this pop-up facility to offer several key benefits to the broadest community, including:

- A family-friendly experience
- Spotlight on Massachusetts products from independent businesses
- Sustainable operations
- Minimal park and neighborhood impact

- Community engagement and education
- Lasting positive impact on the Esplanade

What we hear more than ever from Boston's craft beer community is that they love and seek out variety. NSB has a host of other brewery relationships formed through NSB's membership in the Massachusetts Brewers Guild that could lead to rotating guest taps of other Massachusetts breweries. There is no shortage of combinations that the Owl's Nest can keep on offer each week.

Ranging between beer, wine, cider, and non-alcoholic beverages, the space will offer something for everyone. A rotating line-up of 24 beverages will change as quickly as New England weather. In addition to snacks listed, NSB will work with BPDA to heighten the concessions experience on the parks by bringing local food trucks or trike operators to the park and/or have rotating food partners such as donut shops, cheese shops, and the like, to offer samples and educational pairings within our perimeter.

The Owl's Nest seeks to go beyond the traditional bar/brewery experience and become an integral part of the community. One goal we hold is to create a deeper connection between small businesses and consumers so they can be proud of the products made in their backyard. Consumers know that supporting local products also supports the economy and stimulates job growth, but they may not know what's available to them. By tapping into local athletic and home brewing clubs, nonprofits, young professional groups, area businesses and farms, the venue will look to host regularly themed meetups, educational workshops, networking opportunities and knowledge sharing for folks in the industry or those interested in craft beverages.

We hope to host periodic events with local fruit, hop and malt farmers alongside our brewers to offer sensory experiences, and share the farm-to-pint story behind each glass. Our team has had productive conversations with the Massachusetts Department of Agriculture about how we might feature "Mass Grown" messaging within the Owl's Nest experience.

We'd also plan to collaborate with food trucks and/or local chefs to host food pairing nights or demonstrations on the art of cooking with beer. We want to immerse our guests in the brewing process and the industry overall so they can have a better understanding of what goes into their favorite pint.

3. Marketing: Include a plan to attract participants from Boston neighborhoods and adjacent communities while supporting local businesses. Provide a detailed marketing and communications plan that specifically addresses outreach to diverse Boston communities. Include sample educational materials if applicable.

The team will utilize their social media channels as well as their connections with local and national media outlets to highlight this new outdoor experience where consumers can eat and drink-in all that our site has to offer. The message will be ongoing, consistent and far-reaching, emphasizing the power of supporting small businesses and the park at the same time.

- NSB social media following number over 38,000 Facebook followers, 75,000 Instagram followers and 34,000 Twitter followers. Their Newsletter List has 16000 subscribers with a 35% open rate.
- NSB will spend \$1000 on marketing promotions via social media to generate awareness of the space and grow its audience.
- EA maintains the largest social media accounts and mailing lists focused exclusively on an audience interested in Esplanade-specific events and activities and commits to leveraging its accounts to support the Owl's Nest success
- In addition, NSB will create an easy to use media kit for all partners to execute through their own social media channels, websites and newsletters, thus additionally amplifying the reach of the message.
- NSB will also help us design appropriate signage (to be approved by BPDA) to help direct foot traffic right to the garden's door step.

NSB has built a reputation for world class product and service as evidenced by their public reviews:

- Yelp - 4.5 stars, 442 reviews (<http://nsbeer.co/2GiOyJB>)
- Google Reviews - 4.7 stars, 990 reviews (<http://nsbeer.co/2ENlj4j>)
- Tripadvisor - 4.5 stars, 160 reviews (<http://nsbeer.co/2BzeGAN>)
- The Knot - 9/9 5-star reviews (<http://nsbeer.co/2GjnGc6>)

4. Activities and equipment: Describe the specific activities proposed, including a schedule, and identify the necessary materials and equipment. Explain how the location will be maintained and cleaned daily, and how the respondent would coordinate with the BPDA regarding vehicle parking and/or equipment storage.

NSB would schedule daily/weekly/monthly special events catered to the local neighborhood including but not limited to: Yoga, Artists, Farmers Markets, Shows, Music, etc. as permitted by the BPDA and neighborhood.

The location will be meticulously cleaned and maintained by NSB staff. Our staff are highly trained and care deeply about our impact on the environment. Staff will perform nightly/weekly/monthly cleaning routines that will be supervised by on-site management and verified by our Hospitality GM and Directors.

NSB would verify all parking/storage/dumpster siting and rules with BPDA and any neighborhood stakeholders, in writing, prior to commencing operations. NSB is very flexible in accommodating and adjusting siting and parking as needed.

5. Permits and feasibility: List the permits that would be required for the proposed activation, along with the steps to obtain them. Describe how the respondent would accommodate non-restricted public use of the space. Provide a proposed operating timeline, including details regarding setup, hours of operation, a summary of shut-down requirements, and any key dependencies.

NSB has extensive experience in permitting and licensing for Beer Gardens in Boston and would acquire the following licenses:

- One Day Alcohol Licenses - Apply via the City of Boston Licensing Board
- Entertainment Licenses - Apply via the City of Boston Licensing Board

NSB proposes to be open five days a week: Wednesday - Sunday. We propose the following hours:

Wednesdays & Thursdays -- from 4:00pm to 10:00pm

Fridays & Saturdays -- from 12:00pm to 10:00pm

Sundays -- from 12:00pm to 8:00pm

Shipyards Park Nightly Shutdown Requirements will include a full sweep of the facilities by staff to ensure the site is properly cleaned, equipment, furniture, and spaces are fully secured.

Organization & Staff Qualifications

1. Point of contact information:

Contact Person: Matt Eshelman,
Address: 87 Santilli Hwy, Everett, MA 02149,
Fax: 617.294.4233

2. Qualifications and Experience: Provide information on the qualifications and relevant experience of the responding firm and key employees and/or staff. Briefly describe the principal business that the respondent is engaged in and the number of employees employed by the respondent by location, and the number and location of facilities. Describe generally any relevant experience that the respondent and its key staff and/or vendors have had in connection with the provision of services similar to the services proposed to be provided and any other relevant business activities.

NSB was founded in 2012 by a trio of friends with a shared passion for homebrewing. Through culinary inspiration and determined innovation, they aim to create memorable craft beers that offer a wide array of unique, complex flavors. NSB has operated a successful 5,000 square foot taproom on a daily basis in Everett since 2012 and two beer gardens on DCR property since 2018. They service 100,000+ guests a year, host private and special events, and regular public programming for community, athletic clubs, charities and craft beer lovers. NSB also operates a taproom and brewery

in the West End which opened in 2019 and was recently awarded “Best Pizza in Boston” by Boston Magazine. NSB staff include over 120 talented, creative, hardworking individuals - from bartenders, to brewers, to salespeople. This group’s experiences will translate directly to support a smoothly-operating Owl’s Nest experience under the business name of Night Shift Events.

NSB is a top 100 Craft Brewery in the country by volume and the #2 Craft Brewery in Massachusetts by retail sales. Furthermore, NSB Beer Gardens have significant brand recognition in the Boston Area and beyond, having serviced hundreds of thousands of local patrons over the past several years.

NSB has successfully operated the Beer Gardens at Herter Park and the Esplanade since 2018 and will leverage this experience to ensure successful execution of the current bid. NSB has received high praise from key stakeholders including: customers, the State Police, the Esplanade Association, and DCR staff. NSB has become a proven entity with an established track record for creating the “Owl’s Nest” beer garden experience proposed here. NSB has highly trained staff with extensive experience operating these beer gardens. Both the customer experience and the revenue generation have proven track records.

3. Key Staff, Partnerships, and Vendors: Describe the key staff the Respondent intends to dedicate to perform the services. How many employees will be present at the location on a daily basis? How will those employees and/or vendors be managed? What organizations will be involved as partners, and have they collaborated in the past? Describe in detail how the Respondent would form partnerships with local stakeholders.

NSB staff include over 85 talented, creative, hardworking individuals - from bartenders, to brewers, to salespeople. This group’s experiences will translate directly to support a smoothly-operating Owl’s Nest experience under the business name of Night Shift Events.

Staff - drawing from a well-trained, TIPS-certified bartender/management pool of 30+ that currently run Night Shift Brewing’s award-winning Taproom, the Owl’s Nest staff will be fully prepared to manage the day to day operations. Depending on anticipated crowd size, we’d staff 4-6 bartenders, 1-2 bussers, 1-2 door staff, and 1 site manager during operating hours. All staff would be wearing apparel from the brands we are serving.

Mel Galindo, General Manager, Lynn, MA. Mel will oversee the general management and operation of all Night Shift guest experiences, which will include the Owl’s Nest. Mel is a quality-driven, highly detailed, “guest first” professional with extensive experience in the business of hospitality. A quick snapshot of her background includes:

- History of building and maintaining optimal guest satisfaction and placing uncompromising focus on guest needs
- General Manager of Night Shift Brewing Everett and 4 Owl’s Nest Beer Garden Location
- Proven leadership with ability to oversee staff of 50+ while directing many locations simultaneously
- Born and raised in in East Boston

The goal of the Owl's Nest will be to create a deeper connection between small businesses and consumers so they can be proud of the products made in their backyard. Consumers know that supporting local businesses and products also supports the economy and stimulates job growth, but they may not know about the wide variety of products available to them. Our belief is that immersing guests in the process and the craft beverage industry overall will help to foster a deeper connection and understanding of what goes into their favorite beverage. We will look to work with partners throughout the state to offer interactive workshops, education and sensory experiences from hop growers, farmers, malters, local artisans, brewmasters, vintners and cider makers. With a robust calendar of on-going events that will bring together multiple brands, experts and businesses under one green space, the Owl's Nest will become a vibrant asset to the Esplanade experience. Possible offerings include:

- An opening celebration / media night would give local beer writers an exclusive sneak peek at the space and all it has to offer
- New Beer Tappings - when a new, limited, or special beer gets released by one of our featured brands, we'll highlight it on tap and include in social media promotions
- Charitable Events – when possible, the Owl's Nest will host and feature various local charitable organizations, donating a percentage of the day's profits to their cause.
- Themed meetups, networking opportunities, and knowledge-sharing for craft beverage industry folks or those interested in craft beverages
- Food Truck / Local Chef Collabs - food pairing nights or demonstrations on the art of cooking with beer. We want to immerse our guests in the brewing process and the industry overall so they can have a better understanding of what goes into their favorite pint.
- Live Music Night - as often as possible, we'd book live music from our strong network of bands and musicians (depending on what site will allow).
- Local Artisans - our relationships with local artisans will allow us to host events such as pop-up art exhibits.

4. Respondent's Name and Organizational Structure:

- Name: Night Shift Brewing, Inc.
- Address: 87 Santilli Hwy, Everett, MA 02148
- Phone Number: 617.294.4233
- Email: owlsnest@nightshfitbrewing.com
- Fax: 617.294.4233
- Principals:
 - Rob Burns
 - Michael Oxton
 - Michael O'Mara
- Legal Status: Corporation

Specify as to whether the respondent is a corporation, partnership, joint venture, individual or otherwise. Each proposal shall state the legal name of the respondent and shall be signed in ink by a person or by persons legally authorized to bind the respondent to a contract (resulting

license agreement). The name and title of the person or persons signing the proposal shall be typewritten or printed neatly below the signature;

a. Corporate Data:

Incorporation date: **03/10/2011**

Incorporation Location: **220 2nd Street, Chelsea, MA 02150**

Provide the names of all officers and directors, and respective titles, as well as the names and addresses of all parties who have direct or indirect interest in the corporation.

NSB ownership is comprised of three local residents who remain operationally involved in the business leadership:

Michael Oxtan, Co-Founder, Owner and Secretary of NSB, Wayland, MA.

Mike O'Mara, Co-Founder, Owner and Treasurer of NSB, Arlington, MA.

Rob Burns Co-Founder, Owner and President of NSB, Everett, MA.

b. Partnership Data (if applicable). **Not Applicable**

c. Joint Venture Data (if applicable). **Not Applicable**

5. Technical Qualifications and Certifications:

a. Each respondent must provide a copy of sales and use tax certification.

Attached

b. Respondents must not have any outstanding code or other regulatory violations with any City of Boston agencies, including, but not limited to: Health Department, Fire Department, Transportation Department, Code Enforcement Division, and Public Works Department. Violations of code and other regulatory requirements may be considered in assessing the respondent's qualifications.

Night Shift Brewing is in Good Standing with all regulatory agencies of the City of Boston

6. References: Provide the names, titles, addresses, and telephone numbers of at least three (3) references for the respondent. References shall be contacted.

1. CF Realty Trust, Ronald Cosentino, 111 Lincoln Street, Needham MA, 617.968.5955
2. Mass Brewers Guild, Katie Stinchon , PO Box 2096 Framingham MA 01701, 508.405.9115
3. Eastern Bank, Frank Coccoluto, 605 Broadway Saugus MA 01906, 781.581.4295

7. Insurance and Risk Management: Describe the Respondent's insurance coverage and risk management strategy evidence of availability of Commercial General Liability insurance insuring Licensor and Licensee against all claims and demands for personal injury and property damage, including Premises/Operation, Products/Completed Operations Liability, Contractual, Board Form Property Damage, and Personal/Advertising Injury in the amount of One Million Dollars (\$1,000,000.00) per occurrence, and Two Million Dollars (\$2,000,000.00) annual aggregate limit per location;

NSB Insurance Meets Requirements Listed above. See Attached

8. Completed Certificate of Authority (Exhibit B);

Attached

9. Completed Certificate of Compliance with Laws (Exhibit C);

Attached

10. Completed Non-Discrimination and Affirmative Action Affidavit (Exhibit D);

Attached

11. Completed Non-Collusion Affidavit (Exhibit E).

Attached